

Leadership Development Program

Evaluation

Once the cohort is selected, we offer two assessments to be conducted prior to the first session and again two to six months after the final session.

- A behavioral competency baseline assessment to be completed for each cohort member by multiple supervisors, peers, and subordinates as applicable for their position.
- A baseline for staff engagement at the work location of each cohort member, as well as 3 control locations.

Sessions and Curriculum

This curriculum represents best practices in adult learning and work with the County of Los Angeles Public Library, the Omaha Public Library Community Engagement Model funded by IMLS, as well as insights from numerous engagements with other libraries.

The program is designed as nine sessions with eleven days of in person learning. The sessions should be scheduled over the course of nine to ten months with three to five weeks between each session. In addition to the curriculum and the in-person learning, the other significant elements of the program are:

- An online MOODLE environment to support the cohort throughout the program. The Moodle site is used to communicate with the cohort, and distribute curriculum materials and assignments.
- There are ongoing discussions between sessions using Moodle to continue and cement the learning.
- There is pre-work for each session to begin the knowledge acquisition so that in-person time can be spent on dialog and practice.
- There are real world assignments to put the learning into action following each session.
- Each cohort member is encouraged to find a mentor as further support for ongoing learning.

Session 1 | 2 days

The objectives for this session are to set the cohort up to be successful and support each other. We will establish shared definitions and agreements about how we'll work together and clarify the intended results of the pilot. We will explore mindsets, emotional intelligence and building self awareness. In these two days we will cover the following topics:

- Welcome – from Library Leadership
- Introducing the Cohort to the Project - roles, expectations, commitments and logistics
- Old vs. New Leadership Styles
- Why - focus on why we do what we do - from a personal and organizational perspective
- Basic Awesome Communication (be present, listen, support your partner, take risks, accept offers, reframe failure and "Yes, and")
- Self Directed and Experiential Learning



- Emotional Intelligence
- Understanding Differences - communication styles
- Creating Shared Definitions for individual contributor, manager, leader
- Organizational Context for this work
- Mindset - exploring a fixed vs. growth mindset
- Post Session Assignments - discussion and instructions

Session 2 | 1 day

The objectives of this session are to help the cohort understand their own reaction to stress and change as well as understand other people's response to change to be better change agents. The topics we'll cover include:

- **Change Resilience** (reducing stress in the moment and over time, understanding our body's reaction to stress, having a change resilient mindset, seeing change as opportunity)
- **Understanding Others in Change** (to be more effective at leading change)

Session 3 | 1 day

The objectives of this session are to introduce facilitation practices as essential skills to doing the work of the organization both internally and externally - improving engagement with staff and with communities served. The topics we'll cover include:

- **Facilitation Skills**
- **Running Great Meetings** (clarifying goals, designing agendas, shared agreements, equalizing participation, managing time, staying on topic, follow-up and next steps)

Session 4 | 1 day

The objectives of this session are to introduce the cohort to how trust is built, team dynamics, and how to motivate people to work well together. The topics we'll cover include:

- **Building Teams** (group dynamics, stages of team development, what's needed to be a good team player, how to support teams, and characteristics of effective teams)
- **Collaboration** (understanding collaboration vs. partnering vs. working as a team)
- **Trust and Accountability** (what it is and how to build it)

Session 5 | 1 day

The objectives of this session are to build confidence and skills to enable the cohort to have difficult conversations, and to understand that practicing skillsets from previous sessions will help them to engage in constructive conflict. The topics we'll cover include:

- **Constructive Conflict** (addressing concerns as they happen, understanding conflict styles, respecting differences, understanding and resolving conflict)
- **Engaging in a Difficult Conversation**

Session 6 | 1 day

The objectives of this session are to understand what motivates people and how to use that knowledge to do the work of the organization through identifying strengths, setting people up for success, continuous feedback and coaching. The topics we'll cover include:

- **Empowering and Motivating People** (understanding motivation, aligning work with values, creating a culture of feedback, clear expectations, extending trust, encouraging risk taking and celebrating experimentation)
- **Working from Strengths** (assessing and valuing strengths over roles, builds upon Strengthsfinder assessment)



Session 7 | 1 day

The objectives of this session are to help the cohort understand how to create an environment conducive to creativity and innovation and how we unintentionally block creativity in our selves and others. The topics we'll cover include:

- **Creativity** (noticing judgment, accepting offers, convergent and divergent thinking, use of play and laughter, creativity vs. innovation)

Session 8 | 1 day

The objectives of this session are to introduce the issues humans have individually and in groups in problem solving and decision-making, and the skills that help people overcome those issues. The topics we'll cover include:

- **Problem Solving and Decision Making** (clarifying goals, gathering information, setting criteria, understanding who is the decision maker, noticing personal bias, mission driven)

Session 9 | 2 days

The objective of this session is to complete the arc of starting with the individual, moving to engagement with others and teams, and ending with the organization in relation to its ecosystem. Another objective is to begin the final evaluation process of the pilot. The topics we'll cover over the two days will include:

- **Organizational Awareness** (what have you learned about your place in the organization and how to have influence)
- **Strategic Thinking** (making decisions daily within the strategic direction of the organization, thinking beyond today and current problems, finding time for high level thinking, balancing the long view with short term urgency, actively staying on top of trends and issues)
- **Networking and Political Acumen**
- **Evaluating the Program**

Conclusion

Within one month after Session 9, we encourage you to bring the cohort back together to celebrate their accomplishments. Within two to six months, we will also administer follow up staff engagement surveys and behavioral competency assessments to be completed by all that participated in the baseline activity. We will provide both baseline and follow up reports to each of the cohort members individually, as well as an aggregate summary for the entire cohort.

