

ACADEMIC LIBRARIES LEADERSHIP INSTITUTE

A photograph of a man and a woman in a library setting. The man, wearing glasses and a pink shirt, is pointing at a computer monitor. The woman, wearing a white shirt, is looking at the screen with a smile. They are standing in front of a desk with several computer monitors. In the background, there are bookshelves filled with books.

DEVELOPING THE NEXT GENERATION
OF LIBRARY LEADERS

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Gardiner Centre, Memorial University of Newfoundland & Labrador and CARL are pleased to offer the 6.5 day Academic Libraries Leadership Institute to library leaders from across Canada. Library leaders will gather in St. John's, NL from June 10-16, 2024 to build on their leadership skills and share ideas, challenges and solutions amongst their academic library leader peers.

PROGRAM OVERVIEW

With rapid changes in technology, evolving communication practices, and ever-increasing budget constraints, library leaders across North America face a unique set of challenges. The role of a library leader requires a broad but well-established skill set to effectively lead and manage within the organization.

The Academic Libraries Leadership Institute (ALLI) has been designed to compel university librarians to become successful leaders and strategists who can: transform organizations, enhance value creation, improve efficiencies and engage those around them to deliver better results.

ALLI gives university library leaders the opportunity to enhance critical leadership capabilities, learn valuable new skills and build strong networks across the country - all while learning in a unique environment on the eastern edge of Canada.

This week-long program takes a two-pronged approach to developing new leadership skills. The first component includes practical leadership course embedded with activities such as case studies, practice, group discussion and skill application. The second component will include sessions on 'wicked problems' specific to leading academic libraries.

COMPONENT ONE

1. Managing Difficult Conversations
2. Attraction & Retention: Using DEIB & Psychological Safety
3. Fundamentals of Project Management
4. Adapting to Change: Understanding the Change Management Process
5. Engaging & Motivating Employees
6. Library Budgeting
7. Problem Solving & the Academic Library

COMPONENT TWO

A wicked problem is a case that has innumerable cause, is difficult to describe and does not have a right answer. The breakout sessions will be led by an expert facilitator who will guide participants through a systems thinking approach to problem solving. These sessions give the participants the opportunity to apply their learnings to real-world problems faced by academic universities across North America.

COURSE DESCRIPTIONS

MANAGING DIFFICULT CONVERSATIONS

Difficult conversations are sometimes easier to avoid due to uncertainty of how to confidently lead a difficult conversation. Whether you have to report that a project is late and over budget or presiding over an unsatisfactory performance review – difficult conversations are inevitable and necessary. Difficult conversations appear in all areas of life: work, family, leadership, and relationships. During this interactive course, library leaders will learn strategies to confidently deal with difficult conversations and will be provided with the opportunity to practice these skills by working through simulated difficult conversations.

KEY LEARNING OUTCOMES

- Review and apply the 3 conversations model
- Discuss how to prepare for a difficult conversation
- Review and apply a 7 step process for successfully engaging in a courageous conversation
- Practice communication and coaching tools such as inquiry, listening, paraphrasing, reframing, and acknowledging
- Practice sending the right message by using assertive language
- Assess the role of emotions and how to manage them
- Use the difficult conversation for follow-up development

ATTRACTION AND RETENTION: USING DEIB AND PSYCHOLOGICAL SAFETY

Elevate your proficiency in Diversity, Equity, and Inclusion by delving into the tangible implementations of Psychological Safety with us. Discover how to foster an environment where individuals can excel and prosper in their roles. Through the seamless integration of best practices in inclusion, belonging, and the strategic deployment of the four stages of Psychological Safety, you will learn to bolster the retention of current staff, attract new talent, and fortify the capacity to establish and perpetuate a culture of psychological safety within Canadian Research Libraries.

KEY LEARNING OUTCOMES

- Understand approaches/current best practices related to recruitment and retention, particularly from an EDI POV
- Explore challenges that BIPOC and marginalized librarians may experience in a field that is predominantly white
- Learn strategies that can address those retention challenges, including mentorship, professional development, and creating a welcoming, inclusive workplace culture
- Learn how to apply and implement EDI best practices in their own academic library setting
- Create a psychological safe workplace to support diversity and inclusion among the whole team
- Build a culture in your team where everyone is thriving



FUNDAMENTALS OF PROJECT MANAGEMENT

Almost every leader will have to manage projects of one form or another, whether they are large infrastructure projects, new IT systems, or the implementation of new work processes. This workshop would help participants learn the basic principles of project management and the structure that every successful project needs. Fundamentals of Project Management teaches how to turn a “good idea” into a project which can be planned, managed and executed. The workshop teaches the essential processes and components of project management and reviews the concepts of deliverables, scope, resource planning and estimating, scheduling, stakeholder analysis, risk assessment and communications planning among others. Participants will also learn how to initiate and close projects and the importance of project integration and documentation.

KEY LEARNING OUTCOMES

- Review project definition and success criteria
- Identify common project challenges
- Practice thinking like a project manager
- Link your project to a sound business case
- Assess the nature of a project and its environment
- Manage project teams and stakeholders
- Project plan development

ENGAGING AND MOTIVATING EMPLOYEES

When employees are not actively engaged at work, the entire organization can feel the impact. Higher engagement leads to greater productivity and retention and it begins with employees feeling a connection to the workplace that extends beyond their tasks. This workshop explores what employees need in order to do their best work and will explore the key elements of engagement. Library leaders will assess how well their own workplace engages employees and devise strategies to improve it.

KEY LEARNING OUTCOMES

- Review the key levels of employee engagement and assess how engaged your workplace is
- Describe the difference between a satisfied, a motivated and an engaged employee
- Explore how workplace culture impacts employee engagement
- Craft an engagement vision statement to provide to employees to boost engagement and workplace connection
- Discover the leadership actions that build employee engagement
- Review the key employee behaviors that promote stronger engagement



ADAPTING TO CHANGE: UNDERSTANDING THE CHANGE MANAGEMENT PROCESS

Adapting to Change: Understanding the Change Management Process teaches strategies to successfully implement change without sacrificing morale, productivity, and performance. Leaders will be able to optimize communication efforts and understand how to guide others through the emotional reactions of change in order to manage the high levels of uncertainty that comes when changes occur. Participants will walk away with a fundamental understanding of organizational change and what they can do to assist themselves and their employers during the process.

KEY LEARNING OUTCOMES

- Define change management best practices
- Examine the common causes of poor transition management and how to counter them
- Review guidelines for effective communication and management of change transitions
- Create a detailed assessment of a specific transition in your organization
- Evaluate how workloads are affected, the personal reactions to change, and processes for communicating the change
- Develop an action plan of next steps for improving change management

LIBRARY BUDGETING

Explore the dynamics of university budget models and their impact on academic library funding. Delve into the challenges faced by ULs, Directors, and Deans in budget development, focusing on resource constraints and evolving academic needs. Develop practical skills in advocacy, story development, and delivering persuasive budget pitches to senior university administration. Analyze the complexities and possible solutions of library budget development, allocation and monitoring. Through interactive exercises, acquire the tools to monitor budget performance, ensuring alignment with strategic goals throughout the fiscal year.

KEY LEARNING OUTCOMES

- Understand the broader University budgetary context: common University budget models and how academic libraries are typically allocated funds through them
- Consider the challenges UL/Directors/Deans face when developing a budget
- Analyze the challenges and process involved in developing a library budget (including advocacy, story development, budget pitches to senior university administration, etc.)
- Develop skills to monitor budget performance throughout the fiscal year



PROBLEM SOLVING AND THE ACADEMIC LIBRARY

Problems exist in all workplaces, but sometimes problems can be so complex and deeply nuanced that it is difficult to devise a solution. Library administrators face these type of complex problems (also known as wicked problems) everyday and must create strategies to lead their libraries through these challenges – solving them with transparency, inclusion, respect and insight.

By drawing on the key ideas, insights, teachings, and frameworks from the entire training week, this cumulative, one-day problem solving session will be focused on creating solutions to 'wicked' problems. Working with current problems provided by participants themselves (e.g.: problems with differing stakeholder values or beliefs, socially complex issues, etc.), participants will work together in small group breakouts to create and design solutions for these identified problems.

KEY LEARNING OUTCOMES

- Identify the characteristics of complex(wicked) problems
- Create frameworks for navigating solution templates, drawing specifically from strategies and tools from the training topics project management and difficult conversations
- Collaborate with others to develop strategies for wicked problem navigation
- Utilize skills from all facets of library administration to successfully navigate challenging problems

LOCATION

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