Leadership Development Strategies: Experiences from the University Library at the University of Saskatchewan

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ARL-ACRL Human Resources Symposium
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Presentation Overview

- Why leadership development?
- In-house vs external program
- Program design and content
- Roll-out
- Impact of leadership development
2006: A New Leader

- Dr. Vicki Williamson, Dean

A revitalised vision for transformation of services, collections, facilities and organizational culture & workforce – library.usask.ca/info
In-House or External?

- Deep Organizational Change
- Common Understanding/Language
- Apply Learning back at work
- Cost-Effective
Designing the Program

• In-house Organizational Development Specialist
• External Organizational Development Consultant
• Focus Groups to gather data to inform the development of curriculum
• 6 two-day modules, over 10-12 months
• Trios and Action Challenge Teams
• Behavioural Science instruments
• Discussion Topics
• Coaching support
• Key speakers
University Library’s Definition of Leadership

- Using our behaviour to influence others to willingly follow an idea, process or vision for the common good

- Everyone can be a leader, not just by position. There is leadership at all layers and levels within the library
# Library Leadership Development Program

- Cohort 4: Program at a Glance -

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Module 2</th>
<th>Module 3</th>
<th>Module 4</th>
<th>Module 5</th>
<th>Module 6</th>
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</thead>
<tbody>
<tr>
<td>Leadership &amp; Relationship Building</td>
<td>Team Building</td>
<td>Leading Change</td>
<td>Planning &amp; Accountability</td>
<td>Leadership &amp; Organizational Culture</td>
<td>Personal Mastery &amp; Organizational Effectiveness</td>
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<tr>
<td>March 8,9/11</td>
<td>Apr. 19,20/11</td>
<td>June 7,8/11</td>
<td>Sept.13,14/11</td>
<td>Oct. 25,26/11</td>
<td>Dec. 6,7/11</td>
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- **What is leadership?**
- **What is leadership style?**
- **What is team development?**

### Discussion topic: Communication
- Communication

### Discussion topic: Collaboration
- Collaboration

### Discussion topic: Transformation
- Transformation

### Discussion topic: Transparency
- Transparency

### Discussion topic: Organizational Culture
- Organizational Culture

### Discussion topic: Mastery
- Mastery

### Assessment tool: Behavioral Profiles
- Parker Team Player Survey

### Assessment tool: StrengthsFinder
- StrengthsFinder

### Assessment tool: LPI - Self
- LPI - Self

### Assessment tool: MBTI - Step II
- MBTI - Step II

### Assessment tool: LPI - 360
- 360 feedback
- Personal growth
- Recommendations re: Organizational leadership challenge
- Ongoing leadership learning plans

**Leadership Action Challenge**
- Team Status Report
- October 4 – 1/2 day

**Developing Leadership to Transform Our Library**

- Individual assignments
- Trio’s for peer coaching and support
- Team leadership challenges
- Back at work application / information gathering
- Reading and research

[library.usask.ca](http://library.usask.ca)
Program Roll-out

- Cohort 1: librarians in administrative roles
- Cohort 2: library assistants in supervisory roles
- Cohort 3: open to all employees
- Cohort 4: open to all employees
- Cohort 5: open to all employees
  - commencing Feb 2013

“Model the Way”
Beyond LLDP....

- LLDP Series 2
- Leadership Reading Club
- Community of Practice on leadership
- Sustaining Leadership Learning series
Impact of Leadership Development

Key Performance Indicator: Employee Engagement

Employees striving to do their best, saying positive things about the organization and staying to learn, grow and develop their careers.

- AON Hewitt Consulting
# Employee Engagement

<table>
<thead>
<tr>
<th>Year</th>
<th>Library Engagement Score</th>
<th>U of S Engagement Score</th>
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<tbody>
<tr>
<td>2011</td>
<td>72%</td>
<td>69%</td>
</tr>
<tr>
<td>2010</td>
<td>71%</td>
<td>67%</td>
</tr>
<tr>
<td>2009</td>
<td>65%</td>
<td>64%</td>
</tr>
<tr>
<td>2008</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>2006</td>
<td>60%</td>
<td>55%</td>
</tr>
<tr>
<td>2005</td>
<td>54%</td>
<td>61%</td>
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Since 2005, employee engagement has increased from 54% to 72%!
Impact of Leadership Development

- Greater buy-in with strategic directions
- Daily examples of leadership in action
- Improved communication and collaboration
- Commitment to life-long learning
- Increased accountability
- Focus on client, not individualism
- More productive and effective teams
Impact of Leadership Development

- Self-awareness of personal preferences/styles and the impact of behaviours on others
- Recognition that LLDP has contributed to the success of the library’s transformation

library.usask.ca/info/dean
Thank you!

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