Manager In Training Program

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Information Ideas Excitement!

Leadership

Experience

Advancement

Agenda

- Presentation
- Discussion
- Questions

Overview

- Leadership Development
- Applicants are accepted twice a year for the Manager In-Training program
- Four month rotation

Timeline

Month 1:

Side-by-Side Training with a Manager

Meeting Staff You're Managing

Scheduling Software Training

Paycor Overview for Payroll

Best Practices for Management

Month 2:

Municipality Meetings

Friends Groups

DDA and Local Businesses

One-On-One meetings with Direct Reports

Month 3:

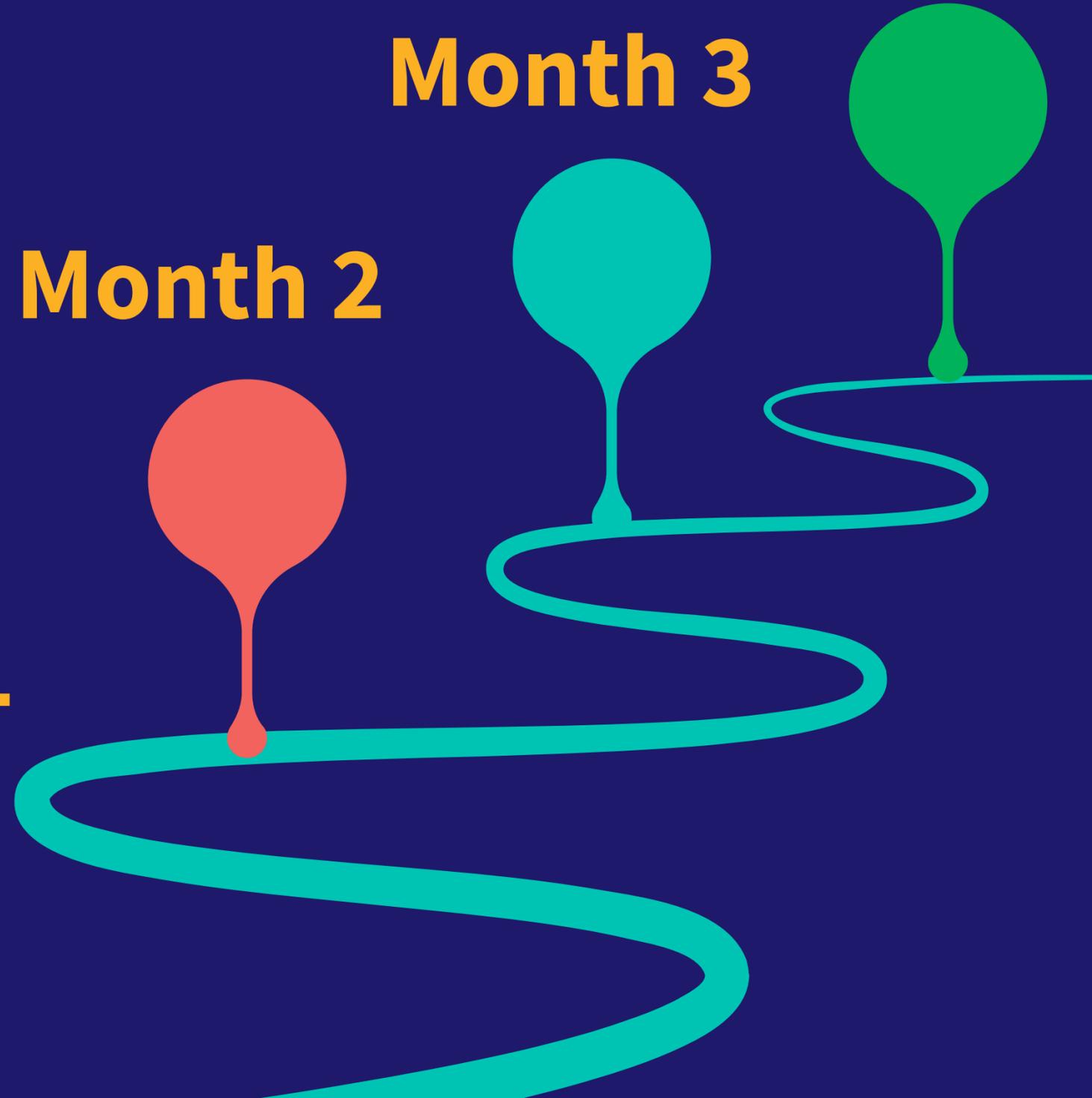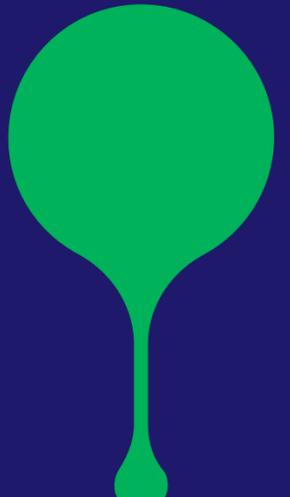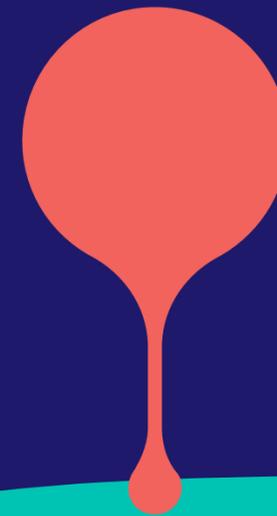Managing Independently

Month 4:

Wrap-Up and Return to Home Branch

Month 1

Month 2

Month 3

Month 4

Benefits

- Perspective
- Relationship Building
- Manager In-Training Learns About Their Workflow
- Familiarity With Other Branches
- Learning from a New Manager and a Different Leadership Style
- Manager In-Training Learns about and Develops Leadership Style
- Potential Job Placement

Challenges

- Transitions
- Learning a New Branch and Staff
- Learning New Scheduling Software
- Completing tasks in a 40 hour work week

How to Build Relationships With a Team

- Be in the workflow with staff by taking a desk shift once a day if possible. If someone calls in, grab one of their shifts
- Offer to help staff set up/take down a program. Help with a redundant task that is part of their routine
- Help pull holds and/or assist with opening/closing tasks
- If you're short-staffed because someone calls in, stay late to help if you can
- Tell staff when you're arriving, when you're leaving, when you'll be back, and how to reach you
- Speak authentically when you see someone embodying the organizational values. Give them praise in real time.
- Invest in the personal lives of staff. Show up for the big things and remember the little things (keep a One Note doc if you need help keeping track). Follow up on the little things
- Let the team get to know you
- Build a culture of trust
- Show enthusiasm and gratitude for every sub and staff member you see. Create a culture of welcome and gratitude
- Nominate staff for Katie Kudos often, but also, thank those who nominate their co-workers
- Be the first to pick up puke, grab a vacuum, etc. If a team member helps, act swiftly and nominate them people for a Katie Kudos
- Be in the workflow to acknowledge all the work that goes into a process behind the scenes. Doing so you can recognize publicly the staff that are not always visible (some people don't like the spotlight, but are amazing helpers)
- Check in with your team members constantly. Ask if there's anything you can do to make their day smoother. Take one of their desk shifts, help move a cart. A little goes a long way.
- Empower the team to make decisions together
- If a staff member doesn't speak often, seek them out and build a relationship. Ask for their insight and receive their feedback as often as you would the extroverts of the group.
- Attend staff Christmas parties, outings, etc. when you can (but be aware of your boundaries)
- Ask staff how they like to be supported and their preferences for communicating (Teams, email, etc)

Be Proactive

-Get ahead of situations and don't wait for patron complaints

-Look for patterns. If something isn't a pattern, see what it's linked to and decide next steps

-Monitor the Teams chat and let conversation flow. If there's a question for a manager, answer when you know the answer, but don't put it off too long

-Step in before a conversation on Teams or emails spirals. Set the guidelines and expectations when you step in.

-Respond swiftly. If you're not sure of something, speak up first and say you'll find out. Be sure to follow up quickly

-There's no bad idea in a brainstorm! It's okay to sometimes seek out staff input beforehand to inform your decision making. The more buy-in you have to start, the smoother implementation can go

-Be positive and have a holistic view of the branch, staff, and patrons. Everything is connected, and it's best to be hands-on and helpful when possible

-Continuously remind the team they are encouraged to come and talk to you any time. Keep the office door open when you're there. Give an explanation if it's closed

-Be transparent. It's not about sharing every detail – it's about explaining the context behind decisions as often as possible

-Know how to work every service point so when making a decision, staff trust your decision (even if they don't agree with it)

-Take your laptop and go work in staff workrooms. Be part of the workflow and conversation in real time, if even for a little while

Coaching

-Don't make rules based off the behavior of one staff member or person if it's not a pattern. If it's specific to that person, address it with that person and move on.

-Be the example you want to see. It's said the lowest behavior you're willing to tolerate is the standard. Address behavior quickly and kindly

-Raise the standard by setting goals with each team member and hold them accountable

Would this work at your library?
What barriers can we help you with?

Conducting Oneself

-Listen more than you talk

-Frequently ask others, "What can I help with?", "What can I do for you today?" and "Is there anything you need from me?" Make sure you are sincere and follow through.

-Move throughout the building often

-Show up when you say you're going to show up. If your schedule changes let staff know

-Your presence is important, but it's not always necessary to speak or be the first to speak. What is sometimes more important is looking for interpersonal dynamics between staff to determine patterns and when/where interference may be needed to create a positive team culture

-Be aware of the energy you bring – it will change how the team receives information and behaves.

-Know the implications of your words. Ask yourself, "Is now the appropriate time to bring this up?"

-Don't play favorites. All staff have strengths and weaknesses. Be inclusive.

-Know all staff, not just your direct reports

-Let yourself learn and make mistakes just like staff do. If staff see you admitting your flaws, they'll know it's okay to make mistakes.

-Never lie

-Be a good steward of funds

-Most of the time staff just need a reminder it's going to be okay. Your presence and actions will remind them they can count on you

-If staff seem uneasy about anything at all, always invite them in to your office to connect. Really mean it when you say it.

-Sometimes you just have to say no. Not everything is a yes or needs a detailed explanation. Trust your gut.

-Know your work/life balance and communicate your preferences to staff while still being reachable

-Let staff know how you prefer to be communicated with (example: for immediate concerns, text. Teams me if you want a response within a couple hours. For email, it may take 24-48 hours for a response).

-Just remember, don't expect something of staff if you wouldn't do it yourself

-Let staff have first dibs - whether it be a prime parking spot, attending a potluck (manager steps on desk so they can eat), or something of similar nature

-Always remember your relationship with staff is personal, yet professional. Be close, but always know you could be in a position to set expectations and provide coaching.

-Don't overthink problems. Ask for help from other RM1s if you need to.

-The other RMs are your peers, first and foremost. Don't overshare personal information with staff.

- If you wouldn't say something with Leadership Team there, then don't say it at all

Simple Things to Do to Interact with Patrons and Community

-Get to know patrons/staff and their stories so when/if you address them, you have an established rapport.

-Always genuinely assume positive intent of the patrons and speak on it. The team will follow the example.

-Know and be engaged in the upcoming events that are happening in the branch. Speak about it with patrons and get excited for it.

- Get to know City staff and Friends groups. Ask about their families, vacations, and whatever else is coming up. Remember the little things.

- Always be on the lookout for what everyone is doing to make the library a fun, engaging space. Take photos. Brag to the Friends and to the City. Use staff names so they get recognition

- Praise your team members in front of other managers. Take responsibility when something goes awry

- Be engaged and present at important city events (Christmas tree lighting, parades, etc)

Manager Takeaways

Benefits That Are Not Surprising

- The existing manager gets to sharpen their understanding of the position while training others.
- Training others allows you to question "why" you do something which can reinforce existing systems or make room for improvement.
- Having a new face in this role strengthens the community's engagement with the library. I found our city/township leadership were excited to meet another KDL representative. When I returned, they all had a better appreciation of how KDL works and how our otherbranches/managers support each other.
- The manager in training gets to experience managing to see if they like it.
- The existing manager gets some time to breath, learn new skills, and decide if they want to come back. Of course everyone does, but our new Community Engagement Manager may or may not have gone for the position if he wasn't part of the program. I found myself excited to come back and it reinforced how much I love my region.
- The branch gets to experience different styles of management.
- KDL gets to "build a bench" of managers with experience to pull from when openings occur.

Manager Takeaways

Unexpected Benefits

- When I returned there were some things that Ashten did differently than I did which my team really liked. It allowed me to make some simple adjustments to improve communication in the branch.
- Patrons noticed and appreciated having a different manager. It helped us build stronger relationships with our regulars.
- The four-month duration was excellent. I feel Ashten got the most out of her last month.
- Having daily check ins with Ashten was very therapeutic. While sometimes the manager can be alone in working through problems, having someone to bounce ideas off was very helpful.
- Ashten was able to bring back to things from EGR/ADA to KWD and EGR/ADA benefited from some of the KWD things Ashten implemented during the program. It think it's most helpful for the MIT candidate to experience the training in a different branch.

Manager Takeaways

Unexpected Consequences

- NONE! 100% of our region found value in the experience. There may have been some nerves in the beginning but Ashten's style was complimentary to mine and the change was all positive. The transition back was also easy since our communication was so good during the training period.

Discussion

What Questions Do You Have?

How Can We Support You?