



2007 – 2008

## MANAGEMENT DEVELOPMENT PROGRAMME

### BACKGROUND

NTS Developing People are pleased to present an outline for the delivery of a development programme in Leading and Managing in Libraries, Museums and Archives.

This programme is based on principles of best practice, drawn from both professional experience and academic research. Building on the success of the last 5 years, we are drawing on previous programme evaluation to introduce improvements in both process and content. The programme will use action learning techniques and learning activities that are relevant to current and future challenges facing this sector. The programme is designed to promote the achievement of strategic objectives by leaders and managers at middle management levels of museums, libraries and archives.

The programme is specifically designed to improve leadership to deliver transformational change and modernisation as defined in the MLAP Corporate Plan and MLA North West business plan and recognising that ILFA is one tool, amongst others, that can be used to help achieve this.

The programme aims to enable participants to contribute to real organisational change. We will therefore be seeking nominations to the programme from organisations whose top and senior level management are willing to commit to personal involvement and support. A senior manager from each employer will assist the participant in a thorough audit of his or her development needs and will contribute to a written CPD plan to be completed prior to the start of the programme. Subsequently the Head of Service and/or a senior manager can assist that person to help identify possible work-based group projects, conduct a mid-term review of the individual's progress and attend a final presentation.

At an organisational level, the programme aims to deliver real change and real impact through the process of action learning; be able to establish and measure the value delivered and a core element of learning will come through participants taking part in a group project, that will contribute value to all organisations and further the aims of MLA North West business plan. A presentation at the conclusion of the programme will articulate project

findings, indicating how those findings will be implemented and how the participants will take their learning from the programme back into the organisation they work for. Participants will learn through reflection on actions around this project, sharing of best practice across the group and via a learning log to be completed before, during and at the end of the programme.

The programme is integrated, building incrementally on the learning in successive sessions. For that reason, the programme requires a significant personal commitment of time and energy from participants and a commitment to attend a one night residential half way through the programme. Sessions will commence with an induction to be held on Thursday 20 September 2007 for both participants and their managers. As a result of feedback from previous programmes, gaps have been introduced between sessions to allow assimilation of the learning and to give time for work-based assignments outside the programme to be accomplished. These breaks in the programme also support the smaller organisation in their commitment to releasing individuals for development through this schedule over a longer period of time. The programme will conclude on 18 April 2008 with the group presentations.

The programme venue is to be held in the offices of Museums, Libraries and Archives North West bar three outdoor sessions to be held at Forrest Hills and the facilitation team to be provided by NTS Developing People and the presentations at The Museum of Science and Industry in Manchester.

## **AIMS AND OBJECTIVES**

The overall aim of the programme is to facilitate museum, library and archive organisations' ability to achieve organisational excellence through enhanced leadership skills. This will be accomplished by:

- Exploring what successful leaders are doing now to achieve true organisational excellence and how they are doing it.
- Creating a balanced curriculum that recognises both sector specific current issues and generic management and leadership constructs.
- Using participants' real, current work challenges as vehicles for learning.
- Developing a positive approach to change and continuous improvement and an awareness of the particular challenges facing leaders of change.
- Providing delegates with an understanding of the role of the leader/manager in creating and sustaining an innovative learning environment.
- Nurturing a collaborative mindset to facilitate effective partnership working across internal boundaries and with external organisations.
- Delivering immediate benefit through a series of organisation-based assignments and real project, which will contribute to the attainment of team and organisational goals.
- Enhancing self-awareness of the delegates' personal management and leadership capabilities.

# COURSE OUTLINE

## **Module One: Understanding People and Leading Performance**

Dates for this module: 4, 11 October, 1 November 2007

The first module emphasises the importance of leaders knowing themselves and the impact of their behaviour on the people they manage. It introduces participants to a variety of tools that can be used in the work place to improve effectiveness. A key concept used here is individual learning styles, and how an understanding of them applies also to the way that people who use our organisations are provided with opportunities to learn.

### Day 1

#### Objectives:

- To introduce the content and process of the programme
- To locate the programme in the context of MLAP Corporate Plan
- To help members of the group to get to know one another
- Identify and understand participants' personal strengths in managing situations and relationships
- To develop recognition of how others react to participants behaviour
- To use this awareness to develop strategies for more effective workplace activity.

### Day 2

#### Objectives:

- To relate the models of behaviour explored in session one to the management of individual, group and organisational performance
- To explore the use of a range of tools for the management of performance
- To experience the challenges of performance management in a safe, fun environment away from the workplace
- To develop strategies for managing own and others' performance.

### Day 3

#### Objectives:

- To identify their strengths and weaknesses as a leader, as a result of feedback from colleagues.
- To understand the role of effective feedback and coaching practice in enhancing individual and team performance
- To develop practical skills of active listening, exploring, questioning, influencing and giving feedback
- To prepare for the challenge of giving performance feedback for real in the workplace.

*Inter module assignment: Individuals will consult with their line managers about the issues that they wish to be brought to the table for the group project working in teams.*

## **Module two: Leading and Transforming Teams**

Dates 15, 28, 29 November 2007

Module Two brings forward the learning regarding motivation, communication and influence from Module One. It explores how creative thinking can enhance the leadership challenge, examines recent thinking on leadership and gives participants an opportunity to experience the challenge of leading a team. The reflection from this module allows participants to consider the effectiveness of their own leadership and how they will translate the learning from the programme into actions in the workplace.

Day 4

Objectives:

- To understand the role of creativity in leading change
- To recognise the different forms that creativity and innovation can take
- To appreciate the importance of effective leadership in enabling creativity and innovation
- To consider how creativity approaches can be used in the design of learning spaces
- To encourage new thinking and develop new approaches to solving problems
- To explore individual attitudes to the risks that working creatively might entail.

Day 5: Leadership and Team Working Outdoor and Residential

Objectives:

- To understand and manage factors that impact on the effectiveness of teams at work
- To develop the ability to operate as effective leaders and followers in both in work groups and teams
- To undertake a range of exercises to allow participants to experiment with team membership and leadership styles
- To explore the impact of behavioural and cultural differences on team working
- Recognise ways in which the themes and theories from module one are applied in the context of leadership and team working
- To have an opportunity to identify areas of behaviour and competence that need to be developed in order to improve the effectiveness of teams and groups at work.

*Individuals will work in their project groups on focusing on starting their work based projects and using the learning they have attained to date.*

Day 6: Outdoor Team day, Leadership and Teams

Objectives:

- To give every participant the opportunity to experience the challenge of leading a team and to receive support and feedback from the rest of the group, through undertaking a range of exercises and tasks.

This day is based in the beautiful surroundings that Forrest Hills has to offer however, does not preclude any person with a physical disability from fully participating.

*Following day 6, individuals will reflect on the learning: and what will they do differently back at work as a result. Between modules, participants will work in pairs to check the progress of their stated intentions.*

*A gap prior to the next module will allow participants to talk with each other and to come back with a good idea of a) what project they will be working on together, and b) how they will work together.*

### **Module 3: Visioning and Leading for the Future**

Dates: 10, 17, 31 January & 20 March 2008

The learning in the last module encourages participants to consider some key aspects of the management task: Strategy, marketing, finance and performance measurement. These topics will provide a good opportunity to remind learners of national, regional and local initiatives and consider individual initiatives in participants' organisations. Prior to each of the next three days the participants will be asked to read three given case studies and answer the key questions in relation to the day's topic. This will therefore tie in the theory input to the participants' practice.

Day 7: Strategy and Marketing

Objectives:

- To develop an understanding of key strategy and marketing concepts relevant to cultural heritage services
- To increase awareness of local communities and the broader context
- To initiate the team project – How will it be done? What is the timescale?

Day 8: Finance

Objectives:

- To develop participants understanding of how money is accounted for.
- To develop an understanding of financial operations in the public sector.
- Provide participants with the tools to perform effective cost benefit analysis.

*Three weeks' break to allow individuals to conduct a cultural audit of each other's facilities – what do they see?*

*Project teams will confer to further the aims of the project*

Day 9: Performance Measurement and Evaluation

Objectives:

- To consider the role of measurement and evaluation in the context of museums, libraries and archives
- To explore the nature of both quantitative and qualitative measures and their uses in the public sector
- To develop an understanding of the value of user surveys
- To develop an understanding of the evaluation process
- To evaluate the measurement tools which are in current usage, e.g. the Generic Learning Outcomes.

Day 10: Project management

Objectives:

- To identify opportunities to improve the organisation's ability to achieve objectives, through effective project management
- To develop simple techniques for planning, implementation, controlling and reviewing project activity
- To identify communication and influencing skills required by effective project leaders
- To consider measures of effectiveness in relation to the project
- To apply these skills to the completion of complex multi task

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**Tutorial day 20 March 2008:** *A day for teams to get together with a Tutor to go over projects at the MLA North West offices in Warrington.*

*Assignment will be their group project*

**Presentation day 18 April 2008**

Will include 45 minutes presentation per group followed by 15 minutes of questions by the line managers and MLA North West. These are to be held in the Museum of Science and Industry in Manchester.