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**From the Selected Works of Karen S Calhoun**

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Winter January 26, 2014

# Overview of ULS Leadership Development Program

Karen S Calhoun, *University of Pittsburgh - Main Campus*



Available at: [https://works.bepress.com/karen\\_calhoun/63/](https://works.bepress.com/karen_calhoun/63/)



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## **Overview of ULS Leadership Development Program**

**Prepared for ACRL Personnel Administrators and Staff Development Discussion Group**

**26 January 2014, ALA Midwinter Meeting, Philadelphia**

The ULS Leadership Development Program is a year-long, hands-on, specific set of learning activities for selected librarians and staff in the ULS. This is the second year of the program; a third year is planned. Karen Calhoun, AUL for Organizational Development and Assessment, leads the program on behalf of ULS Senior Staff. A participant in the program will spend an estimated average of 2 hours a week on program-related activities (both in and out of classes or other events). Some weeks will require more time, some less, and some weeks will have no activity.

The program arose to carry out a strategic action (action 13) in ULS FY13 plan. The action's intent is to strengthen ULS leadership capacity for achieving strategic initiatives, managing projects, and working in teams across organizational boundaries. Challenged to expand their strengths and develop new ones, each year's class of participants will be guided and coached by Karen, outside experts, as well as their peers in the program.

The program consists of a year-long series of self-assessment and leadership development activities. Karen teaches some classes; other activities are taught or coordinated by recognized experts recruited locally on or off campus. By the end of this program, participants can expect to have further developed their:

- Awareness of and confidence in themselves as leaders and change agents
- Effectiveness as communicators
- Project planning, implementation, and time management expertise
- Ability to inclusively design and create new or significantly renovated ULS services
- Interpersonal skills for leading others, managing organizational transitions, holding productive meetings, resolving conflict, giving and receiving feedback
- Effectiveness as a team leader or member, based on an understanding of how to build strong cross-functional teams
- Cohort of peers, enabling them to continue growing as leaders after the program is over

Each year's class members have been selected to participate because the Senior Staff have confidence in their potential to further develop expertise as ULS leaders. The chosen participants have recognized abilities to influence and work effectively with others, knowledge of the ULS organization and its processes, and talent for innovation. A sketch of the 2013-2014 program events follows. Some of the workshop materials are openly available for use under a Creative Commons Attribution-Noncommercial-No Derivatives license. Links to content, workshop leader information, and other materials are provided on the next page.

For further information please contact Karen Calhoun, [ksc34@pitt.edu](mailto:ksc34@pitt.edu)

ULS Leadership Program 2013-2014		
Event	Speaker	Details
Kickoff Meeting and Lunch	Participants	Pre-meeting survey and readings; lunch with last year's Program participants
Self-Assessment and Strengths Workshop	<a href="#">Linda Bryan</a>	Pre-workshop self-assessments ( <a href="#">MBTI</a> and <a href="#">Strengths</a> ), box lunches
<a href="#">Time Management Workshop</a>	<a href="#">Karen</a>	<a href="#">Pre-workshop assessment</a> , box lunches
Organizational Change Workshop	Karen	<a href="#">Pre-workshop reading (William Bridges)</a> , box lunches
<a href="#">Effective Meetings</a>	Karen	Box lunches
<b>No workshops in Sept.</b>		This is a very busy time for some program participants
<a href="#">Project Management Workshop (2 days)</a>	Kathy Burkett/Fred Pryor/CareerTrack	Box lunches, Hillman, 10 to 4 each day
Project Management Practicum	Participants	This is a follow-up assignment that takes time over some weeks/months. With coaching from Karen, each participant initiates and launches a project.
Managing your professional online presence	Karen	A short (1 1/2 hour) informal workshop/group conversation. There is a small pre-workshop assignment.
<a href="#">Effective Presentations Session 1</a>	Karen	<a href="#">Pre-workshop reading</a> ; box lunches
Effective Presentations Session 2	Participants	Lightning talks by participants
<a href="#">Introduction to Research Methods</a>	Team taught by ULS specialists	Box lunches. The workshop introduces 3 methods: needs assessments, surveys, focus groups
<a href="#">Mini Workshop on Delegation and Conflict Management</a>	Karen	3 hour workshop, morning or afternoon
<a href="#">Teambuilding Workshop</a>	Karen	Box lunches
<a href="#">Crucial Conversations Workshop</a>	<a href="#">Linda Bryan</a>	<a href="#">Pre-reading assignment</a>
(2 days)		
Communications Planning Workshop	<a href="#">Kate Gaylord</a>	<a href="#">Pre-reading assignment</a>