

San Francisco Public Library

Gen PL:

The Next Generation of Public Library Leaders

A brief overview of the Gen PL Program's:

- Key Features
- Genesis
- Components
- Outcomes
- Sustainability

Presented by Terry Carlson and Brian Castagne



San Francisco Public Library

Gen PL: Key Program Features

- 36 Gen PL Fellows selected from a diverse pool of Library classifications: management, non-management, librarian, and other positions



Our participants in action during a workshop with leadership consultant Maureen Sullivan.

Gen PL: Key Program Features

- Provided tools, strategies, and support to take ownership of one's job and lead from any position
- Monthly journal entries for self assessment and ongoing feedback



Catherine Cormier, Children's Librarian, discusses strategies with her colleagues.

Gen PL: Key Program Features

- Offered unprecedented access to, and meaningful dialogue with, senior management



Coffee hour with City Librarian Luis Herrera and Deputy City Librarian Jill Bourne.



Gen PL Fellows in discussion with Chief of Branches Brian Bannon.

Gen PL: Key Program Features

- Collaborated on cross-divisional/cross-classification team projects that built skills and benefitted the Library as a whole



Gen PL Fellow Roberto Romo, Library Page, describes projects to increase access to library resources for those with special needs.



Gen PL Fellow Terry Carlson, Adult Services Manager, shares details of a project to improve materials processing.

Gen PL: Genesis of the Program

- City Librarian Luis Herrera and leadership consultant Maureen Sullivan facilitate brainstorming workshops with staff – July 2007
- Staff ideas and suggestions added to draft curriculum – October 2007
- Curriculum development continued until early fall 2008

Gen PL: Genesis of the Program

- Program logistics, funding and additional components developed – September 2008
- All Library staff invited to apply to or nominate colleagues for the program – October 2008
- Staff applications reviewed by senior management – October 2008
- Program Kick-off – November 2008
- Program ran from November 2008 – May 2009

Gen PL: Program Components

- Four Leadership Sessions:
 1. Leadership Concepts
 2. Leading from Where You Are/Effective Leadership
 3. Understanding Organizations/Systems Thinking
 4. Coaching and Building Trust/Communication



Maureen Sullivan discusses organizational systems and structure.



City Librarian Luis Herrera facilitates a leadership panel with Fire Chief Joanne Hayes-White, Police Chief Heather Fong, and Schools Superintendent Carlos Garcia.

Gen PL: Program Components

- Three half-day skills-based workshops: running successful meetings, facilitating groups and making effective presentations



Working in teams to hone meeting management and facilitation skills.



Dan Hensley, Government Documents Librarian, discusses presentation techniques with trainer, Roberta Perry.

Gen PL: Program Components

- Coffee Hours with Senior Management
- Team Projects
- Mentoring Opportunities



Coffee hour with City Librarian Luis Herrera.



Skye Patrick, Web Services Manager, and Joan Lefkowitz, Media Production Specialist, describe an innovative social networking project



Chief of Facilities Roberto Lombardi, a Gen PL double-mentor.

Gen PL: Program Outcomes

- Participants gained deeper and wider understanding of the organization
- Participants connected more meaningfully to the institution; increased job ownership, job satisfaction, and employee retention

Gen PL: Program Outcomes

- Fostered a system-wide network of positive, engaged, and collaborative colleagues.
- Developed tools to thrive in a change environment – cultural, procedural, organizational.

Christine Harris, Acquisitions Manager, Gloria Cowart, Security Officer and Marciel Gamino, Juvenile Justice Center Library Assistant, enjoy working on a session exercise.



Gen PL: Program Outcomes

- Completed projects that directly benefit the entire organization
- Showed by example that the institution invests in its employees and embraces change



Mitchell Yangson, Filipino-American Center Manager, shares a mapping / demographic tool .



City Librarian Luis Herrera showcases the Gen PL team projects at the May 2009 SFPL All Staff Meeting.

Gen PL: Program Sustainability

- Challenges
 - Staff buy-in to new leadership concept
 - Uncharted territory
 - Large pool of talented applicants
 - Time commitment
 - Costs
- Gauging progress
 - Monthly journal entries
 - Session evaluations
 - Coffee hour debriefings
 - Project reporting
 - Facilitated evaluation session

Gen PL: Program Sustainability

➤ Program Resources

- Training costs - \$785 per person
- Expenses related to refreshments, materials, etc.
- Deaf translations costs
- Minimal room costs
- Senior management time
- Training Officer time
- Fellows time for program attendance and projects

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- ### ➤ Creating a blueprint for future leadership training

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Next Steps: Gen PL 2.0



This PowerPoint presentation authored by Terry Carlson, Brian Castagne, Terry Gwiazdowski and Patricia Tarin. All photos by Brian Castagne except Gen PL group shot and Atrium image.