

Museums, Libraries and Archives North West  
Rising Stars Management Development Programme

## BACKGROUND

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 draw on previous programme evaluation to introduce improvements in both process and content. The programme uses 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 NW 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. A senior manager assists the participant in a thorough audit of his or her development needs and contributes 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 NW 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.

## 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.

## OUTLINE

The programme is broken down into three distinct modules as illustrated below:

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

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.

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

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.

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

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.