



Video Based Learning Supervisor's Guide



Video Based Learning

Video-based learning is a great tool *when* utilized properly for:

- Information sharing
- Setting expectation/setting the stage
- Skill(s) training
- Confidence building
- Behavior modification/Course correction

Utilizing video-based learning alone **will not** develop staff as it becomes a “Netflix” viewing. Videos should **never** be assigned to staff without a follow-up plan.

Transference and transformation of knowledge, skills and behaviors happen when learning is shared and discussed, then put into real world application. To affect lasting change, your staff will be heavily dependent upon your engagement in this process.

When assigning content to staff, you as their leader should plan on taking the course(s) as well. This will allow you to know what they have viewed and to have meaningful discussions on the content and then transform the information into MLS expectations.

Leadership Role

Management has an additional competency in their Annual Performance Development: *Performance Development*. This is where you lead your staff and take responsibility for their performance and results.

“Takes responsibility for staff’s performance and results; coaches them to develop their capabilities; empowers employees by delegating responsibility and authority; allows employees freedom to decide how to accomplish goals and resolve issues; ensures regular feedback; addresses performance concerns appropriately; ensures a performance-enhancing environment where opinions and differences are heard, respected, and valued.”

What is Coaching?

Coaching is an ongoing process of helping employees succeed, as well as identifying and overcoming obstacles hindering them from excelling at their jobs. A key role of every leader is to coach each staff member to achieve his or her best job performance. In essence, opportunities for coaching your staff will occur daily, both formally and informally. By practicing this approach, you can create an environment of teamwork and collaboration, recognize effort and celebrate success, and enhance your staff's overall performance.

Staff coaching requires interactive conversations. Respectful interactions are generally conducted in a face-to-face meeting. While there may be some coaching opportunities and communication that can be conducted via email, leaders should handle any communication of a serious nature in person.

NOTE: Leaders are encouraged to contact Human Resources at the beginning of this process if the outcome is behavior modification/course correction. This best practice to inform HUM is crucial under these circumstances so they are aware from the beginning in the event the situation turns sideways.

Using MetroU Courses for Staff Development

Quick Steps

1. Email L&D for video course recommendations based on desired outcome.
2. Confirm course recommendations.
3. Provide L&D with a due date for completion.
 - a. Courses will be assigned to you (the leader) and the staff member in MetroU on the dashboard OR you can use your manager permissions to assign the training.
 - b. Due dates will assist with accountability (core competency).

Coaching/Communication (preferably in person)

1. *Specifically* explain to your staff why they are being assigned a specific course(s).
2. *Share why* you want to help them grow and develop in this area (be specific when communicating) moving forward.
3. Documentation - follow up with the employee via email documentation to include:
4. The list of courses to be completed.
5. The precise due date for your documentation and to provide clarity.
6. Share the requirement that they are to provide 3-5 written takeaways from each course(s). They can do this on any piece of paper/notebook
7. Inform them you will also view the videos. This will allow for a meaningful discussion. (*Plan to compile your list of takeaways as well.*)
8. Schedule a *meeting with the employee within 5 days after the video(s) due date to discuss takeaways with them. (*Your timely follow-up is critical in this process.*)
9. Meeting with the employee in a timely manner ensures neither of you forget course material
10. It allows you both to work on their professional development.
11. *See next section for suggested meeting structure outline.
12. Ensure the employee can describe/explain the upcoming process and expectations of the meeting, discussion, and takeaways before concluding the meeting
13. Suggested Meeting Structure/Discussion
14. Start the meeting with the general question(s): "What are your overall thoughts on the video(s)?"
15. Next ask what the top three to five takeaways were from the first course. Let the employee share first in order to gain insight on their perspective.
 - a. Take notes and repeat what they say to affirm your understanding.
 - b. Documentation is always a positive step to have a reference item to review. This would also be a good source document when writing midpoint or annual reviews.

Share your takeaways. (This should be positive dialog, reaffirming what they shared.)

1. Do the same thing for the next course (if applicable).
2. Next, thank them for taking the course(s) and let them know you are glad that you were able to have the discussion.

3. Express to them you want to help them move forward and positively develop in this area.
4. Share your first expectation in moving forward with what was learned and discussed.
 - *Tie your expectations to one of the core values.*
 - Ask your staff how they can accomplish this goal/outcome?
 - If they do not know, **be ready to provide the steps/tools**. They may genuinely not know how to move forward. Lead them in this new direction.
 - Document these steps. You can share as a follow-up email with them and keep in your documentation files.
5. Move on to the next expectation and follow the same steps until you have clearly outlined the behavior/skill they should be exhibiting moving forward.
6. Tell them they now have the expectations and clear steps to accomplish them based on your work together.
7. Ask them if they are agreeable to move forward and make these changes.
 - If the employee says yes:
 - Create a document of the expectation(s) and action steps.
 - Give them a copy and explain that you need to see skill/behavior modification within two weeks (*you can set your own reasonable timeline*).
 - Set a follow-up meeting based on your milestone above within two to three weeks.
 - Meet and discuss the progress.
 1. Praise observable successes
 2. Determine any remaining areas of opportunity.
 - a. Coach them through the steps to overcome the obstacles.
 - b. Document the coaching and any new steps agreed upon.
 3. Follow this process until all expectations have been met and they are exhibiting appropriate behavior.
 4. REGULAR FOLLOW-UP IS CRITICAL ~ Documentation is imperative.

- If employee says no:
- Ask what specifically is not agreeable to move forward with skill/behavior changes.
- Ask what their barriers are to moving forward?
 1. Document, Document, Document
- If they are saying no, they will not change/modify skills/behavior this may be considered a performance issue.
- HUM should be notified immediately and provided with your documentation of efforts to change behavior/skills and coaching.
 1. Contact Human Resources Manager Jeff Cover (jeff.cover@metrolibrary.org) for guidance.

Resources/Tools

L&D is providing you with three documents to assist you in your action plan/next steps. Feel free to customize and use as you see fit. These can also be a part of your staff member's documentation.

1. Requested Course Recommendations Provided by Learning & Development (if applicable)
2. Video Based Learning Guide + Checklist for Supervisors
3. Action Development Plan

Supervisor Notes (for your records):



Video Based Learning Checklist

1. ☐ Request course(s) from L&D
2. ☐ Approve recommended courses from L&D via email confirmation
3. ☐ Communicate the completion date to L&D
4. ☐ Schedule a meeting with your staff member
5. ☐ Meet with staff *in person*
 - a. ☐ Share 'why' the courses are being assigned
 - b. ☐ Share the due date
 - c. ☐ Explain they will need to come back with 3-5 takeaways
6. ☐ Share that you will also be viewing the same courses to discuss in the next meeting.
7. ☐ Verbally confirm they understand what is expected.
8. ☐ Send a recap email to your staff member of your meeting.
9. ☐ View videos within the time frame given.
10. ☐ Schedule a follow up meeting within 5 days of due date.
11. ☐ Meet to discuss the video(s).
12. ☐ Document discussion during the meeting.
*** See "Video Based Learning Guide – Suggesting Meeting Structure/Discussion for steps.*
13. ☐ Set new expectations moving forward.
 - a. ☐ Gain Agreement and set due date to follow up on progress.
*** See "Video Based Learning Guide – Suggesting Meeting Structure/Discussion for steps for YES/NO responses.*
14. ☐ Schedule meeting(s) to follow up.
15. ☐ Provide feedback on progress – positive and remaining challenges.
16. ☐ Develop new action steps to overcome remaining challenges.
17. ☐ Set timeline for new behavior expectations.
18. ☐ Schedule next meeting to discuss progress.
19. ☐ Repeat steps 14-18 as necessary until behavior(s) meet expectations.

Best practice for behavior changes/course correction is to notify HUM of your action plan.