

LEADERSHIP GUIDE

Servei de Biblioteques i Documentació

Approved by Technical board on October 14, 2024



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PURPOSE

The purpose of this guide is to define the leadership model of the Servei de Biblioteques i Documentació of the Universitat de València, pointing out the characteristics, qualities, behaviors and strategies that leaders should adopt. It will serve as a conceptual framework to explain how leaders can influence, motivate and direct staff to achieve the objectives of the service.

LEADERSHIP AT SBD

Leadership implies having a clear vision of where an organization is headed, being able to communicate it effectively and motivating the staff to commit to its objectives.

It is essential to define leaders in a broad and functional sense, not just managerial, and to identify the capabilities and standards of conduct necessary to exercise leadership with integrity and with ethical, social and environmental responsibility.

At SBD, a leader is anyone who, for administrative or functional reasons, either on an occasional or continuous basis, becomes a point of reference for other colleagues. This includes those who occupy the direction of the SBD and the libraries, the heads of central sections, the coordinators of archives and libraries, and people who coordinate or participate in work teams, both in our service and in other organizations.

This strategic leadership must coexist with operational leadership, exercised by any person responsible for a project or task requiring team coordination. These two types of leadership are complementary and contribute to the success of SBD.

VALUES

The **values** of the SBD, that leaders must assume in their activities are:



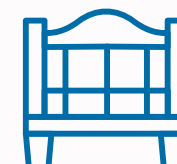
Commitment

We are committed to sustainability and social responsibility, non-discrimination, recognition of cultural and ideological diversity and of the co-official languages.



Professionalism

We work with professionalism, observing the quality of service, privacy and confidentiality with respect for the profession, users and colleagues, sharing our knowledge and skills.



Public service

We are a public service and we work for the free access to information, the protection of copyright and intellectual and industrial property rights, as well as for the conservation and preservation of our heritage.



Integrity

We are guided by integrity, thus guaranteeing intellectual freedom, and working with transparency and respect for the institution.

LEADERSHIP SKILLS

The personal and professional skills that leaders must possess or acquire to achieve positive results include:

01



Management and organization



02

03



Professional development and growth



04

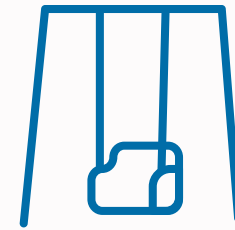
05



STRATEGIC VISION AND ADAPTABILITY



Have the ability to develop a **strategic culture**, quality and accountability to SBD objectives, plans, indicators and results.



Be **flexible** and adaptable to change.



Promote participation in the definition of service strategies.

MANAGEMENT AND ORGANIZATION



Manage with agility and in an organized manner, defining tasks precisely and coherently.



Assume organizational and supervisory responsibilities.
Delegate properly by making the most of the team's skills.

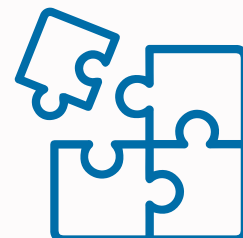


Promote initiative, creativity, innovation and have a vision for the future.

COMMUNICATION AND COLLABORATION



Establish and facilitate communication channels and practice active listening.



Develop a culture of collaboration and teamwork.



Exercise inclusive leadership, favoring a climate of dialogue and respect.

PROFESSIONAL DEVELOPMENT AND GROWTH



Promote the professional growth and development of team members, fostering a culture of learning.



Share and communicate their knowledge.



Inspire and motivate staff, acknowledging their achievements and providing feedback in an assertive manner.

WELL-BEING AND ACCOUNTABILITY



Be an example of compliance with values, ethical principles and standards of conduct.



Respecting the right to rest and digital disconnection. Have **empathy** and act in conflict resolution.



Demonstrate and create sensitivity to social and environmental responsibilities.

LEADERSHIP APPROACHES AT SBD

Leadership at SBD is articulated through five approaches, the characteristics of which are reflected in the following actions and documents.

Team-oriented leadership

Management,
organization, and
innovation-oriented
leadership

Customer and user-
oriented leadership

Society-oriented
leadership

Ecosystem-oriented
leadership



TEAM-ORIENTED LEADERSHIP

Shared values and motivation for proactivity, effectiveness and efficiency and the creation of an appropriate work environment.

ACTIONS

- Staff meetings
- Management team meetings
- Personal interviews
- Studying the staff's ideas for improvement
- Best practices workshops
- Inter-unit training sessions
- Recognition of work performed
- Work environment survey- PTGAS

DOCUMENTS

- Culture Guide
- Code of Ethics
- Formation plan
- Incorporation plan
- Work teams report
- Internal communication plan
- Improvement actions report
- Work environment survey report- PTGAS

MANAGEMENT, ORGANIZATION, AND INNOVATION-ORIENTED LEADERSHIP

Goal accomplishment, tracking and control.

ACTIONS

- Work team meetings
- Management team meetings
- Review and update of the process map
- Review and update of procedures
- Budget control
- Management of indicators through the scorecard
- Satisfaction surveys

DOCUMENTS

- Strategic Plan of the Universitat de València
- SBD Master Plan
- Operative plans
- Processes Map
- Annual report
- Internal Communication Plan
- Budget execution regulation
- Budget management report
- Satisfaction surveys report
- Meeting minutes

CUSTOMER AND USER-ORIENTED LEADERSHIP

Anticipates needs and expectations.

ACTIONS

- Implementation of improvement actions
- User and society satisfaction survey
- Attention and resolution of queries, compliments, complaints and suggestions
- Information and marketing campaigns
- Meetings of user committees

DOCUMENTS

- Service Charter
- Satisfaction surveys – users and society reports
- Improvement Actions report
- Processes Map
- UV Mailbox for Suggestions, Complaints and Compliments report
- External Communication Plan
- User commission meeting minutes

SOCIETY-ORIENTED LEADERSHIP

Development of projects with a clear social vocation.

ACTIONS

- Collaborations and cooperation
- Cultural projection
- Charity actions
- Society satisfaction surveys

DOCUMENTS

- Open Science Policy
- Sustainability plan
- Accessibility policy
- Satisfaction survey report – society

ECOSYSTEM-ORIENTED LEADERSHIP

Establishing relationships that allow us to guide, influence, coordinate and recognize other entities and organizations.

ACTIONS

- Coordination and promotion of institutional policies
- Participation in professional networks
- Partnerships and cooperation
- Media and information literacy
- International Erasmus Week
- Professional exchanges and visits with other institutions

DOCUMENTS

- Sustainability plan
- Cooperation plan

EVALUATION, REVIEW AND IMPROVEMENT

The following tools are used to gain insight into performance and satisfaction regarding leadership development and perception in the SBD:

- Tracking of records from the UV Mailbox for Suggestions, Complaints and Compliments
- User satisfaction surveys
- Work environment survey
- Results of the implementation of the UV's Strategic Plan
- Results of the implementation of the SBD Master Plan
- Balanced Scorecard
- Compliance with the Service Charter
- Key and support processes
- User training questionnaires
- Evaluation of training activities

The leadership model and its effectiveness are monitored through the analysis of the continuous improvement tools mentioned above.

This leadership model is continuously reviewed and updated to adapt to changes and improvement actions in the management systems and strategy of the University and the SBD.

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D' VALÈNCIA **Servei de Biblioteques
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