Jigsaw@work

Case Study
Luton Culture

Arts Libraries & Museums
Luton Culture
Delivering cultural services on behalf of Luton Borough Council

From Reactive to Proactive

In 2009 Luton Culture, a charity providing libraries, museums and arts services on behalf of Luton Borough Council, unveiled a newly refurbished Luton Central Library, equipped with the latest RFID technology and offering self service. Just as RFID updated the way books are handled, Luton Culture were looking to update the traditional reactive service offered by frontline teams with a proactive approach that would transform the way library services were delivered across the Town.

Moving from behind the desk

Carol Thompson, Development and Performance Manager of Luton Culture comments: "The introduction of RFID required us to look at staff development, both in terms of preparing our teams for and supporting them through the change process, whilst equipping each individual with the skills needed to confidently embrace the new working practices."

"Our biggest challenges were to get our staff to think differently, to become more proactive and adapt to approaching customers rather than waiting for them to come to enquiry desks all of the time."

RFID and beyond

To support the change process and facilitate best practice Luton Culture embarked on two learning and development programmes that were delivered by Jigsaw@work. The first one day workshop for frontline teams was entitled RFID and Beyond and was designed to:

- Give team members an understanding of how to cope with change in the workplace
- Provide the confidence to come out from behind the traditional library counter
- Offer participants the tools and techniques to know when, who and how to approach customers in a proactive situation
- Enhance team working

Difficult people

Building upon the success of RFID and Beyond Jigsaw@work developed 'Managing People', a programme designed to cover best practice and help managers and supervisors to deal with different individuals.

Key areas covered included:

- Managing staff, looking at management styles and understanding the needs of team members
- Dealing with difficult behaviours and situations, including triggers and responses
- Having difficult conversations, focusing on assertiveness.

Real Issues

Michelle McArthur-Morgan of Jigsaw@work commented: "Prior to designing the learning and development programme for Luton Culture we listened to the problems encountered and saw first hand the situations that frontline teams had to deal with.

"This combined with our knowledge of the issues affecting the library sector, led us to design a programme that addressed real issues. We offered useable tools and techniques that would support the change process, provide confidence, knowledge and skills whilst equipping individual members with proven strategies for dealing with difficult behaviours within the workplace."

Understanding our needs

"The staff attending RFID and Beyond and Managing People offered excellent and very good feedback, commenting on how they enjoyed the way the sessions were conducted" concluded Carol.

"Overall the Jigsaw@work team designed a learning and development programme specific to our needs, finding out about our library network and our teams to ensure they could support our change process and help us to develop and drive best practice."

Carol Thompson, Development and Performance Manager at Luton Culture.

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