



Aspiring Leaders at Emory Nomination Packet

Deadline: Friday, November 16, 2018, 5:00 pm

Program Overview

The Aspiring Leaders at Emory program is designed to provide development for Emory's individual contributors who have been identified as high potential and who are being considered for a transition into a people manager role. This program is also appropriate for faculty and principal investigators.

Program Design

This program is designed to allow participants to develop and enhance skills within a cohort group of up to 25 participants representing different departments across the university. The cohort design allows participants to interact with their colleagues from different parts of the university. It is the goal of the program to create a community of learning where participants can build professional relationships and make a meaningful contribution to their careers. The curriculum is designed to build skills in competencies that are needed to lead and manage others. Lastly, participants will also be required to complete AND present a detailed development plan in order to be eligible for graduation.

Eligible Candidates

Any full-time employee of Emory University that is currently in an individual contributor position. This employee must be considered high potential and expected to move into a position managing people within two years. In order to identify high potential, leaders should consider their staff with regard to their performance and potential.

Performance is measured by the current performance management process which incorporates Emory's current performance competencies.

Potential is measured by considering the following dimensions:

1. Motivation to lead, including bringing out the best in others
2. Personal development interest, including receptivity to feedback
3. Adaptability and the ability to deal with complexity and ambiguity
4. Ability to communicate effectively
5. Resilience in the face of obstacles and stress
6. Future contributions to Emory

Nomination Process

Candidates must be nominated for the program and selected to attend. Nominations must be submitted by director-level or above, departmental leaders or the department chair. If the candidate's direct supervisor is at the director level, then the next level of leadership must submit the nomination.

Participant Selection

All applicants will be **notified via email by Thursday, December 20, 2018** regarding the status of their application. A selection committee will review nomination packets and select participants for the program based on the responses to the nomination questions, the high potential status of the nominee, and other criteria identified by Learning & OD leaders.

Candidates are required to reserve the dates listed on the Program-at-a-Glance (see page 6) in anticipation of their acceptance to the program.

Supervisors are encouraged to reserve Tuesday, January 22, 2019 for the Supervisors' Orientation from 10:00 am —12:00 pm at 1599 Clifton Road, Room 1.432.

Program Cost

The cost for the department for each participant is **\$700**.

Participation Guidelines

The purpose of Learning & Organizational Development programs is to provide participants with an opportunity for growth and development. Given the investment of time and resources, it is important that participants are committed to attending all of the program sessions.

Attendance is mandatory

The Program-at-a-Glance is provided in this application packet. Interested candidates should plan regular work-related commitments, professional conferences and vacations in advance, so that they do not conflict with program dates. In the event that a participant misses a class, the program coordinator will contact the participant, their supervisor and the Associate Director of Learning and Development. **Participants are NOT allowed to miss the first kickoff session. If the participant is unable to attend the kickoff session, their participation will be deferred to the next cohort.**

Extenuating Circumstances

In the event of illness, loss of a loved one or unexpected workplace emergency, the participant will inform the program coordinator that she or he will not be able to attend the session. The program coordinator will assist the participant in making up the session, which may include attending an upcoming session.

Inclement Weather

In the event of inclement weather, participants should follow the university guidelines for closings and delays. Safety is paramount and should a class need to be rescheduled, we will seek your support in adjusting calendars.

Unexcused Absences

Examples of unexcused absences include meetings, vendor meetings, conference calls, conference attendance or vacation days. The participant will be responsible for making up the session. If available, the participant may attend another upcoming session. The participant's department will be responsible for any additional fees associated with makeup class.

If a participant misses **one class** and has not made up the class prior to the published graduation date

for that cohort group, the participant will be allowed to join the next available cohort and graduate with the new cohort group. Program fees will not be refunded as course materials are acquired in advance.

Graduation Requirements

Participants will be eligible for graduation in **2019** by completing following requirements:

1. Attendance in classes
2. Submission of a completed development plan
3. Presentation of the development plan on: **Thursday, August 8, 2019**

If the participant is unable to meet these requirements, they will be invited to participate in the next graduation ceremony once all requirements are met.

Program-at-a-Glance

Once selected, attendance will be required. Please review the following dates prior to submitting your application to ensure your availability. With the exception of the graduation, all of the sessions will take place in the Learning & Organizational Development classroom located at 1599 Clifton Road, 1st Floor, Room 1.432. Please note that the topics are subject to change.

COURSE / EVENT	DATE	TIME
Application Deadline	Friday, November 16, 2018	5:00 pm
Participation Notification via Email	Thursday, December 20, 2018	5:00 pm
Pre-Work Deadline	Friday, March 1, 2019	5:00 pm
Supervisors' Orientation (participant's immediate supervisor only) 1599 Clifton Rd, Room 1.432	Tuesday, January 22, 2019	10:00 am - 12:00 pm
1. Kickoff & Transitioning into Leadership <ul style="list-style-type: none"> • DISC • Communication Activity • Strategies for Influencing Others 	Thursday, March 21, 2019	8:30 am - 5:00 pm
2. Crucial Conversations Day 1	Thursday, April 11, 2019	8:30 am - 5:00 pm
3. Crucial Conversations Day 2	Thursday, April 25, 2019	8:30 am - 5:00 pm
4. Change at Work	Thursday, May 9, 2019	8:30 am – 1:00 pm
5. Development Planning	Thursday, May 23, 2019	8:30 am - 1:00 pm
6. Collaboration	Thursday, June 6, 2019	8:30 am - 1:00 pm
7. First Time Manager	Thursday, June 20, 2019	8:30 am - 5:00 pm
8. Presentation Skills	Thursday, July 11, 2019	8:30 am - 5:00 pm
9. Development Plan Presentations	Thursday, August 8, 2019	8:30 am - 5:00 pm
Graduation	September/October 2019	TBD

ASPIRING LEADERS AT EMORY NOMINATION FORM

Application Due: Friday, November 16, 2018, 5:00 pm

I. NOMINATOR'S PERSONAL INFORMATION (Director level and above or Department Chair)

NAME:

TITLE:

DIVISION/DEPARTMENT:

EMAIL:

II. ESSAY QUESTIONS (to be completed by Nominator)

PLEASE SUBMIT UP TO THREE PAGES WITH YOUR RESPONSES TO THE FOLLOWING QUESTIONS:

1. Why do you see this person as a high potential employee that could soon move into a role where they are supervising people?
2. How soon do you see this person moving into this role?
___ within the next 6 months to 1 year ___ 1 - 2 years ___ greater than 2 years
3. Are they moving into an existing position or a newly created position?
4. What are the individual's greatest strengths?
5. What areas will the individual need to develop in order to prepare for a supervisory role?

III. SUPERVISOR COMMITMENT

PLEASE READ THE FOLLOWING AND SIGN AND DATE BELOW TO INDICATE YOUR AGREEMENT:

I understand that the participant's commitment to the program includes instructor-led classes and additional time that may be required to complete any course-related work such as completing a self-assessment and/or pre-work. I will support this person in meeting all the program requirements. I will attend the Supervisors' Orientation **and I understand that my department will be charged a nonrefundable \$700 program fee.** I will provide guidance in the completion of the required development plan, and allow time to complete it. My signature below indicates that I have read the program dates, course policies and timetable for the program, and support my employee's participation in the Aspiring Leaders at Emory Program. I understand that the participant's continued enrollment in

the program will be based on attendance at every scheduled course, and that I will be informed of any missed sessions. I am committed to his/her professional development and training, and I will support his/her attendance with paid time away to fully participate in this program.

NOMINEE'S IMMEDIATE SUPERVISOR NAME:

TITLE:

SIGNATURE:

NOMINATOR'S SIGNATURE:

(Director level and above or Department Chair)

*** NOTE: BOTH SIGNATURES ARE REQUIRED**

I. NOMINEE'S PERSONAL INFORMATION

NAME:

EMPLOYEE ID:

TITLE:

DIVISION/DEPARTMENT:

SPEEDTYPE # (ALL TEN DIGITS):

CAMPUS ADDRESS:

PHONE:

EMAIL:

NAME OF IMMEDIATE SUPERVISOR / TITLE:

II. NOMINEE'S COMMITMENT

PLEASE READ THE FOLLOWING AND SIGN AND DATE BELOW TO INDICATE YOUR AGREEMENT:

I understand that my commitment to the program includes instructor-led classes and additional time that may be required to complete any course-related work such as completing a self-assessment and/or pre-work.

My signature below indicates that I have read the program dates, course policies and timetable for the program.

SIGNATURE:

Checklist

- I have read the program overview and understand that the cost of this program is \$700 and is non-refundable.
- I have reviewed the program dates and ensured my availability before applying to the program.
- I have attached the nomination documents from my sponsor/supervisor, and s/he has signed this form.
- I have reviewed the application for accuracy and all required signatures.

APPLICATION DEADLINE: Friday, November 16, 2018, 5:00 pm

Submit a green application:

Scan a completed, signed copy of your application, and email it to: learningprograms@emory.edu

For questions and inquires, contact:

Anisthasia B. Carter, Associate Director, Learning & Development,
Human Resources Division, Learning & Organizational Development,
Phone: 404-727-9563; Email: abcart3@emory.edu

Learning & Organizational Development

HR's **Learning & Organizational Development Department** fulfills the mission of Emory University by offering a variety of learning opportunities including general enrollment courses, customized workshops, performance consulting and facilitation services. While most courses are specifically targeted to university staff and faculty, employees of Emory Healthcare are invited to participate in those classes that meet their personal and professional development needs.

General Enrollment Courses

Performance Consulting Services

- Leadership & Behavior Assessments
- Retreat Design and Facilitation
- Team Building Design and Facilitation
- Customized Training

Programs

- Academic Leadership Program
- Excellence Through Leadership (ETL)
- Emerging Leaders at Emory Program
- Essentials of Leadership at Emory
- Administrative Professionals Program
- Aspiring Leaders at Emory Program
- Mentor Emory Program
- HR Rep Certification Program

