Aspiring Leaders at Emory Nomination Packet

Deadline: Monday, November 6, 2017, 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 principle 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 across 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 a detailed development plan in order to be eligible for graduation.

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

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.

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.
Program Overview (continued)

Participant Selection
All applicants will be notified via email by Monday, December 18, 2017 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 encouraged to reserve the dates listed on the Program-at-a-Glance (see page 5) in anticipation of their acceptance to the program.

Supervisors are encouraged to reserve Monday, January 22, 2018 for the Supervisor’s 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 $600.
Participation Guidelines

The purpose of the 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 the application. Interested candidates can plan regular work-related commitments, professional conferences and vacations in advance, so that they do not conflict with program dates. In the event a participant misses a class, the program coordinator will contact the participant, the 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 or completing the class online. The participant’s department will be responsible for any additional fees associated with completing online courses.

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(s). If available, the participant may complete the class online, or attend another upcoming session. The participant’s department will be responsible for any additional fees associated with makeup classes.

If a participant misses two classes and has not made up the classes 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 2018 by completing following requirements:
1. Attendance in classes; and
2. Submission of a completed development plan.

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.
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 at Learning & Organizational Development, 1599 Clifton Road. Please note that the topics are subject to change.

<table>
<thead>
<tr>
<th><strong>COURSE / EVENT</strong></th>
<th><strong>DATE</strong></th>
<th><strong>TIME</strong></th>
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<tbody>
<tr>
<td>Application Deadline</td>
<td>Monday, November 6, 2017</td>
<td>5:00 pm</td>
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<tr>
<td>Participation Notification via Email</td>
<td>Monday, December 18, 2017</td>
<td>5:00 pm</td>
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<tr>
<td>Pre-Work Deadline</td>
<td>Friday, March 2, 2018</td>
<td>5:00 pm</td>
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<td><strong>Supervisor’s Orientation</strong> (participant’s immediate supervisor only)</td>
<td><strong>Monday, January 22, 2018</strong></td>
<td><strong>10:00 am - 12:00 pm</strong></td>
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<td>Kickoff &amp; Transitioning into Leadership</td>
<td>Thursday, March 15, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Crucial Conversations Day 1</td>
<td>Thursday, April 12, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Crucial Conversations Day 2</td>
<td>Thursday, April 26, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Change at Work</td>
<td>Thursday, May 24, 2018</td>
<td>8:30 am - 12:30 pm</td>
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<td>Strategies for Influencing Others</td>
<td>Thursday, June 7, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>First Time Manager</td>
<td>Thursday, June 21, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Collaboration</td>
<td>Thursday, July 12, 2018</td>
<td>8:30 am - 12:30 pm</td>
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<tr>
<td>Developing Yourself &amp; Others</td>
<td>Thursday, August 9, 2018</td>
<td>8:30 am - 12:30 pm</td>
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<td>Graduation</td>
<td>September 2018</td>
<td>TBD</td>
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# I. NOMINATOR’S PERSONAL INFORMATION

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# II. ESSAY QUESTIONS

**PLEASE SUBMIT UP TO TWO 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 Supervisor’s Orientation and I understand that my department will be charged a nonrefundable $600 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 time-table 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: |

* **NOTE: BOTH SIGNATURES ARE REQUIRED**
# I. NOMINEE’S PERSONAL INFORMATION

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<tr>
<th>NAME:</th>
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<td>EMPLOYEE ID:</td>
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<td>NAME OF IMMEDIATE SUPERVISOR / TITLE:</td>
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# III. 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 $600 and is non-refundable.
☐ I have reviewed the program dates and ensured my ability 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: Monday, November 6, 2017, 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 inquiries, contact:
Anisthasia B. Carter, Associate Director, Learning & Development,
Human Resources Division, Learning & Organizational Development,
Phone: 404-727-9563; Email: abcart3@emory.edu

Human Resources
Learning & Organizational Development

The HR 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.

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.

The following programs and services are available:

⇒ General Enrollment Courses

⇒ Performance Consulting Services
• Leadership & Behavior Assessments
• Retreat Design & Facilitation
• Team Building Design & Facilitation
• Customized Training

⇒ Programs
• Academic Leadership Program (ALP)
• Excellence Through Leadership (ETL)
• Emerging Leaders at Emory Program
• Essentials of Leadership at Emory
• Administrative Professionals Program (APP)
• Mentor Emory

Visit www.learningservices.emory.edu for more information