Program Overview

The goals of the Essentials of Leadership Program at Emory are to provide people managers with opportunities to gain skills and enhance those assets that support Emory’s strategic vision as well as those of their department.

People managers play a critical role in advancing the mission of the University. They have significant responsibilities in formulating and administering policies and programs as well as managing people and processes. As Emory University endeavors to remain an employer of choice, developing managers who are capable of shaping the future of the organization and achieving success for their departments is essential.

This program supports Emory’s vision to:

- Be a destination university by fostering lifelong learning among all constituents.
- Be inquiry-driven by providing managers opportunities to explore their leadership capabilities.
- Be distinctive for its ethical commitment by setting standards followed by others.
- Work for positive transformation by fostering openness and diversity of thought, experience and culture.

Program Curriculum

Participants will be selected to attend engaging, interactive sessions and explore four key themes including:

- **Leadership Development**
  Explore leadership styles, ethics, and managing people and resources.

- **Building and Managing Relationships**
  Develop relationships with direct reports, peers and senior leadership. Additional topics include building and leading diverse teams and managing conflicts.

- **HR & Legal Policies**
  Understand the current HR laws and policies that impact today’s workplace.

- **Strategic Planning**
  Lead and manage change within your department, and negotiate for resources.

Ideal Candidates

Individuals who have been hired or recently promoted to a people management role (e.g., supervisors, current managers, assistant/associate directors, or directors). It is also ideal for those who have experience in a people manager role, but have not had formal management training. The program is also appropriate for faculty and principal investigators that supervise people.
Program Overview (continued)

Program Design
This program is designed to allow leaders to develop and enhance skills within a cohort group of up to 25 participants. By creating a shared experience, participants have the opportunity to build relationships with colleagues from different departments and divisions. This peer interaction strengthens the learning experience, promotes networking and increases the retention of the participants in the program. Participants will also complete a capstone project. This short-term project allows participants to apply concepts learned in the program to address relevant, timely issues that enhance productivity and/or strengthen leadership skills.

Participant Selection
All applicants will be notified via email by Monday, May 7, 2018 regarding the status of their application. Participants will be selected based on their stated goals, departmental representation and supervisor’s recommendation. 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.

Sponsors are encouraged to reserve Monday, June 4, 2018 for the Sponsors’ Orientation from 2:00 pm-3:00 pm at 1599 Clifton Road, Room 1.432.

Program Cost
The cost for the department for each participant is $900.
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 should 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.**

**Exenuating 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 complete the class by attending 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. Completing all required program assessments;
3. Submission of the Capstone Project Plan; and
4. Presenting their Capstone Project on Tuesday, January 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.*
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>COURSE / EVENT</th>
<th>DATE</th>
<th>TIME</th>
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<tbody>
<tr>
<td>Application Deadline</td>
<td>Monday, April 16, 2018</td>
<td>5:00 pm</td>
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<tr>
<td>Participation Notification via Email</td>
<td>Monday, May 7, 2018</td>
<td>5:00 pm</td>
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<tr>
<td>Pre-Work Deadline</td>
<td>Friday, June 1, 2018</td>
<td>5:00 pm</td>
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<tr>
<td><strong>Sponsors’ Orientation</strong> (for sponsors only)</td>
<td>Monday, June 4, 2018</td>
<td>2:00 pm—3:00 pm</td>
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<tr>
<td>Kickoff, 360° Process Overview &amp; Birkman</td>
<td>Tuesday, June 12, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<tr>
<td>Communicating for Leadership Success</td>
<td>Tuesday, June 26, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<tr>
<td>Building and Sustaining Trust</td>
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<td>Capstone Project Review</td>
<td>Tuesday, July 17, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Situational Leadership</td>
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<td>Crucial Conversations Day 1</td>
<td>Tuesday, July 31, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<tr>
<td>Crucial Conversations Day 2</td>
<td>Tuesday, August 14, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Civil Treatment for Leaders</td>
<td>Tuesday, August 28, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Delegating with Purpose</td>
<td>Tuesday, September 11, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Setting Goals and Reviewing Results</td>
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<td>Coaching for Peak Performance</td>
<td>Tuesday, September 25, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Addressing Poor Performance</td>
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<td>Managing Change</td>
<td>Tuesday, October 9, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>FSAP Retaining Talent</td>
<td>Tuesday, October 23, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<tr>
<td>Crucial Accountability</td>
<td>Tuesday, November 6, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<td>Presentation Skills</td>
<td>Tuesday, November 27, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<tr>
<td>WorkLife Fostering Innovation</td>
<td>Tuesday, December 11, 2018</td>
<td>8:30 am - 5:00 pm</td>
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<tr>
<td>Capstone Project Presentations</td>
<td>Tuesday, January 8, 2019</td>
<td>8:30 am - 5:00 pm</td>
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<td>Supervisors, Sponsors, Coworkers are invited</td>
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<tr>
<td>Graduation</td>
<td>January 2019</td>
<td>TBD</td>
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ESSENTIALS OF LEADERSHIP AT EMORY PROGRAM APPLICATION
Application Due: Monday, April 16, 2018, 5:00 pm

I. PERSONAL INFORMATION

NAME: 

EMPLOYEE ID: 

TITLE: 

DIVISION/DEPARTMENT: 

SPEEDTYPE #: ALL 10 DIGITS: 

CAMPUS ADDRESS: 

PHONE: 

EMAIL: 

NAME OF IMMEDIATE SUPERVISOR/TITLE: 

1. How long have you been a people manager at Emory? ________
2. Do you have prior experience as people manager? If so, how many years? ________
3. How many direct reports do you have? ________
4. How many indirect reports do you influence? ________

NOTE: To be considered for this program, you must currently manage others (i.e. responsible for their performance reviews).

II. RESUME

PLEASE ATTACH A CURRENT RESUME.

III. ESSAY QUESTIONS

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

1. What are some challenges you face as a manager that you would like to address in this program?

2. Have you participated in a manager or leadership program in the past? If so, briefly describe your experience, including lessons learned.

3. What are your career goals and how would participating in this program assist you in reaching those goals?

4. How will you personally contribute to this program?

5. Is there anything else that we should know about your interest in this program?

6. Please describe three skills that you would like to develop.
The Essentials of Leadership at Emory Program is aimed at developing people managers and directors throughout the University. Candidates can be nominated or self-nominated to participate in this program. An individual who self-nominates will still be required to have the formal support of his or her direct supervisor in order to be considered for the program.

**Letter of Support**

The supervisor/sponsor must submit a letter of support. In an attachment, please provide a statement of support for your employee’s admission into the program. Some questions to consider include: Why do you think this person is an ideal candidate for this program? How would this individual benefit from this experience? How will your department benefit from this person’s participation?

**Sponsors’ Orientation**

Supervisors/Sponsors are expected to attend the Sponsors’ Orientation on Monday, June 4, 2018 from 2:00 pm-3:00 pm. During the Orientation, supervisors/sponsors will learn about the program expectations including the Capstone Project and attendance requirements. They will also meet the Learning & OD Team. Although some of this program will be funded centrally, there will be non-refundable $900 charged back to the department. Faculty are eligible and encouraged to apply.

**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 Sponsors’ Orientation and I understand that my department will be charged a non-refundable $900 program fee.
- 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.

My signature below indicates that I have read the Program-at-a-Glance, course policies and timetable for the program, and support my employee’s participation in the Essentials of Leadership at Emory Program. 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.

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<thead>
<tr>
<th>TYPE NAME OF SUPERVISOR:</th>
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<tr>
<td>TITLE:</td>
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<td>SIGNATURE:</td>
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<td>EMAIL:</td>
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<tr>
<th>IF THE SPONSOR IS DIFFERENT FROM THE SUPERVISOR:</th>
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<tbody>
<tr>
<td>NAME OF IMMEDIATE SUPERVISOR/TITLE:</td>
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Checklist

☐ I have read the program overview and understand that the cost of this program is $900 and is non-refundable.
☐ I have reviewed the program dates and ensured my ability to attend each session before applying to the program.
☐ I have completely filled out the application, including essay responses and attached a current resume.
☐ I have attached a letter of support from my sponsor/supervisor, and s/he has signed this form.

APPLICATION DEADLINE: Monday, April 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 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
  • Aspiring Leaders at Emory Program
  • Administrative Professionals Program (APP)
  • Mentor Emory
  • HR Rep Program

Visit www.learningservices.emory.edu for more information