Essentials of Leadership at Emory
“Strengthening the Business of Higher Education”

APPLICATION PACKET
Deadline
Monday, November 14, 2016
5:00 pm
OVERVIEW OF THE PROGRAM

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 that 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.

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 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 including building and leading diverse teams as well as 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.

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, December 19, 2016 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 4) in anticipation of their acceptance to the program. Sponsors are encouraged to reserve Tuesday, January 24, 2017 for the Sponsors’ 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 $900.
The purpose of the Learning & OD 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 sponsor/supervisor and the Associate Director of Learning & Development.

**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, 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 **three 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 2017 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, **August 8, 2017**. 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.
**ESSENTIALS OF LEADERSHIP AT EMORY**
**PROGRAM DATES JANUARY 2017 COHORT**

*Once selected, attendance will be required.* Please review the following dates prior to submitting your

<table>
<thead>
<tr>
<th>Course/Event</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Deadline</td>
<td>Monday, November 14, 2016</td>
<td>5:00 pm</td>
</tr>
<tr>
<td>Participation Notification via Email</td>
<td>Monday, December 19, 2016</td>
<td>5:00 pm</td>
</tr>
<tr>
<td>Pre-Work Deadline</td>
<td>Friday, January 20, 2017</td>
<td>5:00 pm</td>
</tr>
<tr>
<td><strong>Sponsors Orientation (for sponsors only)</strong></td>
<td><strong>Tuesday, January 24, 2017</strong></td>
<td><strong>10:00 am-12:00 pm</strong></td>
</tr>
<tr>
<td>Kickoff, 360° Process Overview &amp; Birkman</td>
<td>Tuesday, January 31, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Communicating for Leadership Success Building and Sustaining Trust</td>
<td>Tuesday, February 14, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Capstone Project Review Situational Leadership</td>
<td>Tuesday, February 28, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Crucial Conversations Day 1</td>
<td>Tuesday, March 14, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Crucial Conversations Day 2</td>
<td>Tuesday, March 28, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Civil Treatment for Leaders</td>
<td>Tuesday, April 11, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Delegating with Purpose Setting Goals and Reviewing Results</td>
<td>Tuesday, April 25, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Coaching for Peak Performance Addressing Poor Performance</td>
<td>Tuesday, May 2, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Managing Change</td>
<td>Tuesday, May 16, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>FSAP Retaining Talent</td>
<td>Tuesday, June 6, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Crucial Accountability</td>
<td>Tuesday, June 20, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>Tuesday, July 11, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>WorkLife Fostering Innovation</td>
<td>Tuesday, July 25, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Capstone Project Presentations Supervisors, Sponsors, Coworkers are invited.</td>
<td>Tuesday, August 8, 2017</td>
<td>8:30 am-5:00 pm</td>
</tr>
<tr>
<td>Graduation</td>
<td>September 2017</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Application Due: Monday, November 14, 2016. 5:00 pm

I. PERSONAL DATA

NAME: ____________________________  EMPL ID::: ____________________________

TITLE: ____________________________

DEPARTMENT: ____________________________

SMART KEY# / SPEEDCHART KEY # (ALL 10 DIGITS) ____________________________

CAMPUS ADDRESS: ____________________________

PHONE: __________________ EMAIL: __________________

NAME OF SUPERVISOR/TITLE: ____________________________

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

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

II. RESUME—PLEASE ATTACH A DETAILED RESUME

III. ESSAY QUESTIONS—PLEASE SUBMIT UP TO 2 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 3 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 Tuesday, January 24, 2017 from 10:00 am-12:00 pm. During the Orientation, supervisors/sponsors will learn about the program expectations including and 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, which is non-refundable. 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 provide guidance in the completion of the Capstone Project, and allow time to complete it.

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.

**TYPE NAME OF SUPERVISOR:** ________________________________

**TITLE:** ________________________________

**SIGNATURE** ________________________________

**EMAIL:** ________________________________

**IF THE SPONSOR IS DIFFERENT FROM THE SUPERVISOR:**

**TYPE NAME OF SPONSOR:** ________________________________

**TITLE** ________________________________

**SIGNATURE:** ________________________________

**EMAIL:** ________________________________
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
• Administrative Professionals Program (APP)
• Aspiring Leaders at Emory Program
• Mentor Emory
• HR Rep Certificate Program

VISIT OUR WEBSITE AT:
http://www.learningservices.emory.edu

CHECKLIST FOR THE ESSENTIALS OF LEADERSHIP AT EMORY PROGRAM

___ 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 before applying to the program.

___ I have completely filled out the application, 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.

___ I have reviewed the application for accuracy and signatures.

APPLICATION DEADLINE:
Monday, November 14, 2016, 5:00 pm

Submit a “green” application:
Scan a completed, signed copy of your
application, and email it to the following
email address:
learningprograms@emory.edu

FOR INQUIRIES OR QUESTIONS
CONTACT:
Anisthasia B. Carter
Associate Director, Learning & Development
Learning & Organizational Development
404-727-9563 (Phone)
abcart3@emory.edu (Email)