EMORY +YOU
Your Learning

Essentials of Leadership at Emory Application Packet

Deadline: Monday, April 22, 2024 @ 5:00 pm

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.

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 can 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.

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 three 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.

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

Participant Selection

All applicants will be notified via email by **Friday, May 17, 2024,** regarding the status of their application. Participants will be selected based on their stated goals, departmental representation, and supervisor's recommendation. 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, June 4, 2024, for the Supervisor's Orientation from 10:00 am – 11:30am via Zoom (Zoom details will be provided after acceptance).

Program Cost: The cost for the department for each participant is **$1800**.

Participation Guidelines

The purpose of Learning and 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 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. If a participant misses a class, the program coordinator will contact the participant, their supervisor and the 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(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 **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 2025 by completing following requirements:
1. Attendance in classes
2. Completing all required program assessments
3. Submission and approval of the Capstone Project Plan
4. Presenting their Capstone Project on **Wednesday, January 8, 2025**
   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
2024 Essentials of Leadership at Emory Program: June

Once selected, attendance will be required. Please review the following dates prior to submitting your application to ensure your availability. Except for graduation, all 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	Monday, April 22, 2024	5:00 pm
Participation Notification via Email	Friday, May 17, 2024	5:00 pm
Pre-Work Deadline	Friday, June 7, 2024	5:00 pm
Supervisor's Orientation (participant's immediate supervisor only) Via Zoom *(zoom details will be provided after acceptance)*	**Tuesday, June 4, 2024**	**10:00 am – 11:30 am**
Program Kickoff and 360 Overview Process	Wednesday, June 12, 2024	9:00 am - 12:00 pm
1. Birkman Results Review	Wednesday, June 26, 2024	9:00 am - 5:00 pm
2. Communication: Connect Through Conversation ** Virtual** Download of course content is required to attend this class.	Wednesday, July 17, 2024	9:00 am - 5:00 pm
3. Capstone Project Review, 360 Group Results & SLII® Concepts: a situational approach to leadership	Wednesday, July 31, 2024	9:00 am - 5:00 pm
4. Crucial Conversations Day 1	Wednesday, August 7, 2024	9:00 am - 5:00 pm
5. Crucial Conversations Day 2	Wednesday, August 21, 2024	9:00 am - 5:00 pm
6. Diversity & Inclusion	Wednesday, September 11, 2024	9:00 am - 5:00 pm
Civil Treatment in the Workplace for Leaders	Online Session Must be taken no later than 9/20/24	
7. Delegation: Engage and Empower People Setting Goals and Reviewing Results	Wednesday, September 25, 2024	9:00 am - 5:00 pm
8. Coaching: Move People Forward Addressing Poor Performance** Virtual** Download of course content is required to attend this class.	Wednesday, October 9, 2024	9:00 am - 5:00 pm
9. Fostering Innovation ** Virtual** Download of course content is required to attend this class.	Wednesday, October 23, 2024	9:00 am - 5:00 pm
10. Managing Change ***Virtual or In Person***	Wednesday, November 6, 2024	9:00 am - 5:00 pm
11. Crucial Accountability ***Virtual or In Person***	Wednesday, November 20, 2024	9:00 am - 5:00 pm
12. Presentation Skills	Wednesday, December 4, 2024	9:00 am - 5:00 pm
13. Engaging & Retaining Talent** Virtual** Download of course content is required to attend this class.	Wednesday, December 18, 2024	9:00 am - 5:00 pm
14. Capstone Project Presentations Day	Wednesday, January 8, 2025	9:00 am - 5:00 pm
Graduation	January 2025	TBD

ESSENTIALS OF LEADERSHIP AT EMORY PROGRAM APPLICATION
Application Due: Monday, April 22, 2024, 5:00 pm

I. PERSONAL INFORMATION

NAME:

EMPLOYEE ID:

TITLE:

DIVISION/DEPARTMENT:

SPEEDTYPE # (ALL TEN 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 a 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. RÉSUMÉ

PLEASE ATTACH A CURRENT RÉSUMÉ:

II. 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.

SUPERVISOR RECOMMENDATION FORM
Application Due: Monday, April 22, 2024, 5:00 pm

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 to be considered for the program.

Letter of Support

The supervisor 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?

Supervisor Orientation

Supervisors are expected to attend the **Supervisor's Orientation on Tuesday, June 4, 2024, from 10:00 am-11:30 am.** During the Orientation, supervisors 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 a non-refundable $1,800 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 Supervisor's Orientation and I understand that my department will be charged a non-refundable **$1800** 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.

SUPERVISOR INFORMATION
NAME OF SUPERVISOR:
TITLE:
EMAIL:
SIGNATURE:

Checklist

☐ I have read the program overview and understand that the cost of this program is $1800 and is non-refundable.

☐ I have reviewed the program dates and ensured my availability before applying to the program.

☐ I have completely filled out the application, including essay responses, and attached a current résumé.

☐ I have attached a letter of support from my supervisor, and s/he has signed this form.

APPLICATION DEADLINE: MONDAY, April 22, 2024, 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:
Neffertiti Harwell, Manager, Learning & Development,
Human Resources Division, Learning & Organizational Development,
Phone: 404-727-7367; Email: Neffertiti.Harwell@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.

The following programs and services are available:

General Enrollment Courses

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

Programs
- Excellence Through Leadership
- Emerging Leaders at Emory Program
- New Leader Orientation
- Essentials of Leadership at Emory
- Administrative Professionals Program
- Aspiring Leaders at Emory Program
- Mentor Emory Program

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