June 23, 2021

To: Federal Agencies and Commands in Hawaii-Pacific Area
From: HPFEB Executive Director
Subject: FY22 Pacific Leadership Academy Nomination Information

In our continued effort to support our federal workforce's professional development, the Honolulu-Pacific Federal Executive Board (HPFEB) is soliciting training quota requests for our FY22 Pacific Leadership Academy programs ("PLA" or "The Academy"). In order to meet the training needs of each agency, we are encouraging all Asia-Pacific Region organizations to participate in these unparalleled leadership enrichment programs. Please forward your response (request for quotas) by web form on the Honolulu-Pacific FEB website: PLA22 Quota Request (https://honolulu-pacific.feb.gov/request-senior-and-emerging-leader-quotas-for-the-2022-pacific-leadership-academy/)

The Pacific Leadership Academy is offering two programs for 2022, returning to in-person instruction abiding by agency and state recommendations:

Senior Leaders Program (SLP) - Tuition: $7,500

- Orientation: Fellows will be provided an orientation after registration and payment.
- Resident class sessions are as follows:
    - ➢ November 1 –5, 2021 – 1st Classroom Session
    - ➢ March 28 – April 1, 2022 – 2nd Classroom Session
    - ➢ July 18 – 22, 2022 – 3rd Classroom Session
    - ➢ Graduation – July 22, 2022

The ten month long Senior Leaders Program is open to GS-13 to GS-15, military officers 04-06, and military enlisted E8 – E9, or equivalent and centers around three-week (15 days) of in-class instruction. The **SENIOR** Leaders program is designed for high performing individuals who are currently supervisors, managers or team leaders. Candidates with past equivalent supervisory, managerial or team leader experience may be considered. Please ensure that your nominees meet this criterion for the integrity of the entire program.

Emerging Leaders Program (ELP) - Tuition: $5,650

- Orientation: Fellows will be provided an orientation after registration and payment.
- Resident class sessions are as follows:

    - ➢ October 25 – 28, 2021 – 1st Classroom Session
    - ➢ April 4 – 7, 2022 – 2nd Classroom Session
    - ➢ July 19 – 22, 2022 – 3rd Classroom Session
    - ➢ Graduation – July 22, 2022

The ten-month long Emerging Leaders Program is open to GS-9 to GS-12, military officers 01 – 03, and military enlisted E6 – E7 and centers around three-weeks (12 days) of in-class instruction.   Non-supervisory, technical experts or newly promoted GS-13s will also be considered for this track as they prepare for larger leadership roles in their career.

The feedback from the Fellows has been overwhelmingly positive, and these classes have clearly met the developmental needs of graduates. This is one of the first steps in ensuring Asia-Pacific Region federal agencies are poised to meet the future leadership challenge with well-trained and qualified leaders.

Additional details and of the Academy leadership development program are outlined below:

Due Dates:

July 9, 2021: Allocation/Quota Request. Agency PLA coordinators submit by web form on the PLA page of the HPFEB website: PLA22 Quota Request

(https://honolulu-pacific.feb.gov/request-senior-and-emerging-leader-quotas-for-the-2022-pacific-leadership-academy/)

July 23, 2021: Quota Allocation. HPFEB will notify agencies of their quota allocations.

August 6, 2021: Applications Due. Complete Applications using this link:
https://honolulu-pacific.feb.gov/pacific-leadership-academy-2022-online-application/
(*Any agency desiring more than the allocated quotas can submit waitlist (list in priority order by name) candidates at the time that applications are uploaded. To expedite the waitlist/additional quota process, please be sure that your waitlist candidates have or can quickly complete their applications upon notification.)
Agency Coordinators can upload the final application packages, signed by all parties, using our portal:
https://honolulu-pacific.feb.gov/pla-2022-applications-portal/
*The application portal/link will be only be available to submit applications after the quotas allocations.

September 1, 2021: Expected payment due to FCG for Senior Leaders & Emerging Leaders
 (payment instructions will be included with quota approval notification)

Benefits:

- **Base-lined OPM Competencies**: High quality, contemporary and practical leadership development for our next generation of leaders based on approved and certified OPM Senior Executive Service (SES) leadership competencies.

- **Professional Networking**: A unique opportunity to network (including through alumni and assigned mentors) and partner with peers, managers and leaders from other federal agencies and state government agencies in the Pacific region and/or foreign government officials.

- **Quality Faculty**: Professional and high-quality training by expert instructors and faculty with a vast range of disciplinary and geographic diversity.

- **Convenient Location and Schedule**: Training is completed on-site in Honolulu with minimum disruption to work and personal schedules. Training will take place at the Tradewinds Conference Space, Molokai Room & Ballroom, JBPHH 150 McClelland St, Joint Base Pearl Harbor-Hickam, HI 96853.

- **Cost Effectiveness**: Training is provided at a very reasonable cost for an engaging 10-month program that involves no travel expenses for local agencies (comparable training in CONUS would cost from $15,000 - $21,000 for tuition and travel).

- **Return-on-Investment (ROI)**: Both the SLP and ELP incorporate learning activities and work-related applications that link the content of the courses to the participants' real-world environment. The results of these leadership learning experiences are measured in terms of value added to the sponsoring organization.

  Quote from a PLA SL Graduate who is paying it forward by mentoring a current PLA SL: "My peer senior leaders' final reports literally brought tears to my eyes as I read it. I can now say I have seen the value in a great mentoring relationship, even a long distance one where we have never been able to meet face to face. The reward in seeing how I was able to help my mentee grow from being tactical to strategic is enormously rewarding. The feedback from our discussion helped free her to not be bound by the initial goal, or path to that goal; it has helped me better understand the journey I have been on since I was a PLA Fellow." Grant Kluzak, USN. ~PLA Senior Leader Fellow 2018.

Program Description:

The curriculum is based on selected OPM leadership competencies required for Senior Executive Service (SES) certification. Attachment C provides a brief description of these competencies as applied in the Academy leadership training courses. The training will involve learning the competencies, applying the competencies on the job and evaluating the application of the competencies. The Academy will offer a personalized on-line 360-degree competency assessment and additional relevant assessment instruments and inventories.

The Senior Leaders will be given the opportunity to apply their learning through the following assignments: Individual Action Plans that demonstrate their leadership impact, Executive Interviews, mentoring a PLA Emerging Leader and a Research Paper that focuses on leadership competencies.

The Emerging Leaders will also have the opportunity to demonstrate their learning and impact through the following assignments: Individual Action Plans, Book Report, mentoring with a PLA Senior Leader and a Reflection Paper describing the impact of their learning experiences.

Priority and Selection: Eligibility for the Academy is prioritized:

1. U.S. Federal Government U.S. citizen civilian employees in the Asia-Pacific region.
2. U.S. Military personnel, U.S. Government foreign nationals, U.S. contractors and academia.
3. Where space is available, the Academy's leadership development program will also be offered to State of Hawaii, City and County of Honolulu, and private sector employees.

This broad eligibility for Academy fellowship is designed to strengthen leadership capabilities throughout the Pacific community and enhance the diversity of the Academy's classes.

Agency Selection Consideration and Prioritization: We make the following suggestions in selecting your nominee(s) based on our experiences with past courses:

1. Determine if the employee intends to stay in their current position for at minimum the duration of the program (September 2021 – July 2022). There have been several Fellows who have accepted new jobs mid-course or transferred with their spouses and in a few cases were allowed to complete the program with their new CONUS agency absorbing travel/per diem costs.

2. As 100% participation and completion of program requirements are mandatory, ensure that your nominee's time away from the job does not adversely affect your customers or mission.

3. Supervisory support is vital to ensure the Fellows' success in the program. Supervisors must be sensitive to the Fellows' schedule of classroom sessions so they do not assign due dates or travel during those timeframes. Having participants leave class for meetings or other routine assignments *will* prevent Fellows from successfully fulfilling course requirements and subject to "early release" and "tuition forfeiture". Additionally, Fellows who remain in the program will have added work due to the PLA Remediation requirement for any missed sessions.

4. Academy Selection Criteria include the following:
   - Priority eligibility
   - Diversity of Department of Defense (DoD) and civilian agency nominees
   - Balanced mix of nominees from each of the four DoD services
   - Demographic balance
   - Agency prioritization of multiple nominees
   - Nominees will be notified of selection by their agency, with final acceptance/confirmation from HPFEB.

Cost/Payment:
- Senior Leader Tuition - $7,500
- Emerging Leader Tuition- $5,650
- Due to the location of training, Fellows will have to acquire base access.

The tuition fee includes all course materials, assessments, and individual consultations/coaching.

Payment is due upon selection or NLT September 1, 2021. Once payment is received, a confirmation email will be sent to the nominee. If you need an invoice, be sure to provide an email address on the application as to whom the invoice should be sent to. *Note, for extenuating circumstances around payment or to utilize FY2022 funding, please contact the HPFEB.

Cancellation, Substitution, and Late Payment Policy:
In the event agency nominees who are selected and registered for the program cancel their enrollment, substitutions will be considered up to six weeks prior to the start of the first week of class. Substitutions are subject to approval by the HPFEB, and the parent agency may be charged an administrative fee of $500 after September 15, 2021 if additional assessments need to be administered as a result of a last-minute substitution. All cancellation/transfer notices must be submitted by the nominee's supervisor or the agency POC; notification by the applicant is not an official cancellation/transfer. Notices will be sent in writing addressed to the Executive Director, Honolulu-Pacific Federal Executive Board at 300 Ala Moana Boulevard, Box 50268, Room 4-123, Honolulu, Hawaii 96850, or by email: brian.mikel@navy.mil .

Tuition for selected and confirmed registrations is non-refundable. Because the costs of the Academy's program are fixed and not retrievable, agencies will not be provided refunds (full or prorated) of the tuition fee if a Fellow is dropped for noncompliance or withdraws from the program for any reason at any time.

<u>**Attendance and Graduation Requirements:**</u>

1. All Fellows are expected to conduct themselves in a professional manner at all times and to maintain high ethical standards that will bring credit to self and agency.

2. Academy requirements are **<u>rigorous</u>**. Each Fellow must complete all required assignments by the established deadlines in order to meet graduation requirements. *If a Fellow fails to complete a required assignment by the due date and fails to notify instructor in advance, supervisors will be contacted for corrective action.* See Attachments A and B for further details.

3. Fellows are expected to participate fully in each of the sessions, as well as complete ***ALL*** course requirements in time to receive the PLA graduation certificate. Missing class and/or Academy activities jeopardizes the Fellow's ability to integrate/ apply the program's curricula and satisfy the requirements.

4. Attendance for Academy Fellows is mandatory for every day of the Academy's core curriculum classes as the material presented builds on the previous classes. Being absent on any day, or part day, of a class would make it extremely difficult for Academy Fellows to develop and implement the Individual Action Plan required. Academy Fellows must arrive on time for all classes. In the event the absence is due to a family emergency or medical reason, certification is determined on a case-by-case basis by the Academy's Senior Program Manager and the Executive Director-Honolulu-Pacific Federal Executive Board.

    **a. <u>Withdrawal</u> – If an emergency or agency mission arises which precludes the Fellow from completing the course, the Fellow's "Supervisor or Superior" will submit a written *notice to the Honolulu-Pacific FEB advising of the situation. Tuition is forfeited.*

    **b. <u>Exceptions</u> – If an illness, injury, or other reasons beyond the Fellow's control arise, the Fellow's "Supervisor or Superior" will submit a written *notice to the Honolulu-Pacific FEB* to advise of disenrollment and request exception to policy for the Fellow to have an extension to complete the missed assignments. Since quotas and space are limited, reasons will be reviewed by the *Honolulu-Pacific FEB* and the Academy's Senior Program Manager and exceptions granted on a case-by-case basis with proper remediation.

<u>**REGISTRATION:**</u>

How to Apply:

1. Once your agency has been allotted a quota(s) and has assigned their selected nominee(s), complete the application form for each nominee and submit to the HPFEB by the following due dates (a link to the fillable .pdf application and web form on the HPFEB website will be provided when quotas are distributed to agency coordinators):

    - Senior Leaders Program – August 6, 2021
    - Emerging Leaders Program – August 6, 2021

2. Once the application is received at the HPFEB and selections have been made, agency coordinators will be notified and will be provided details on "How to Register" and make payment for the program. Please note that your nominee is *not officially registered until* payment is received and processed. Too often, agencies and nominees assume once they submit their completed nomination that they have completed all the requirements. Their registration becomes fully completed once they have received a confirmation email.

   Payment must be received no later than the following due dates:

   - Senior Leaders Program – September, 1 2021
   - Emerging Leaders Program – September, 1 2021

   If payment is not received by the due date, the quota will be given to the next person on the wait list.

3. The agency comptroller or other authorized official must sign the application to indicate ability and commitment for payment. Applications that do not include the comptroller's/authorized official's signature will not be processed. Detailed payment and registration instructions will be provided after quotas are allocated to individual agencies.

WAITLIST: For agencies hoping to take advantage of waitlist opportunities, please ensure that funding is confirmed and your candidate's are able to complete applications with all signatures within a day or two after notification.

Agency POC shall submit application forms via web form on the HPFEB PLA website:

https://honolulu-pacific.feb.gov/pla-2022-applications-portal/

Please do not attempt to email PLA applications.

Accommodations:

Participants who require special accommodations (e.g., sign language interpreter, large print materials, and mobility devices) should have their Departmental Personnel Office notify the HPFEB of these requirements at the time of nomination. Accommodations for special needs participants must be provided and funded by the nominating agency.

Questions:

For questions or additional information, contact the following: Brian Mikel, Deputy Executive Director, 808-200-1591, brian.mikel@navy.mil.

Respectfully,

CHRISTOPHER CONKLIN
Executive Director,
Honolulu- Pacific Federal Executive Board

Attachments:
A: Senior Leaders Course Description and Graduation Requirements
B: Emerging Leaders Course Description and Graduation Requirements
C: Competency Definitions for Senior and Emerging Leaders

PACIFIC LEADERSHIPACADEMY
SENIOR LEADERS PROGRAM
Course Description and Graduation Requirements

Dates:
- ➢ November 1 –5, 2021 – 1st Classroom Session
- ➢ March 28 – April 1, 2022 – 2nd Classroom Session
- ➢ July 18 – 22, 2022 – 3rd Classroom Session
- ➢ Graduation – July 22, 2022

Location: Tradewinds Conference Space, Molokai Room & Ballroom, JBPHH, 150 McClelland St, JBPHH

Eligibility: The Senior Leaders Program is open to GS-13 to GS-15, military officers 04-06, and military enlisted E8 – E9, or equivalent. The **SENIOR** Leaders program is designed for high performing individuals who are currently supervisors, managers or team leaders. Also, those with past equivalent supervisory, managerial or team leader experience may be considered. Please ensure that your nominees meet this criterion for the integrity of the entire program.

Program Design:
The foundation for the Academy's leadership program is a series of managerial/leadership competencies, knowledge, skills and behavior that are critical for success. These competencies are based on research done by the U.S. Office of Personnel Management with modifications to fit the needs of federal agencies in the Pacific region.

The leadership program incorporates three major phases:
- learning the leadership competencies
- applying the competencies on the job
- evaluating the application of the competencies

Curriculum:
The curriculum is a 10-month program that consists of the following three week-long sessions and the successful completion of required action plans and assignments.

A key component of the program will be the development of Individual Action Plans following each week of the program. These action plans apply the learning to Fellows' specific work situations and measure results. Fellows learn to manage individual performance, develop team performance, build relationships with managers and peers and lead employees through change.

Week One: Leading People
This one-week training session focuses on development of the advanced interpersonal skills required to be a leader. Emphasis will be placed on understanding self, dealing effectively with both individuals and teams without simply resorting to the use of one's authority. Fellows will learn to influence others to bring about positive results for both the organization and the customers it serves. The Fellows will also complete a 360º assessment, a developmental tool designed to provide feedback on individual strengths and weaknesses. Additionally, other relevant assessment instruments and inventories will be used during this week.

Key Learning Objectives:
- Describe how personal and organizational values are aligned to benefit strong leadership
- Identify and reflect on the essential qualities of a values-based leader
- Plan how to implement values-based leadership initiatives
- Understand how motivations and behavioral styles assist and/or inhibit leadership
- Understand the DiSC Work of Leaders model and how it impacts on the role of the leader
- Discover and discuss how knowledge of leadership styles and priorities relate to the effectiveness of the leader
- Discuss how the individuals' DiSC styles influence the behaviors of the leaders and the followers
- Understand how drivers of Vision, Alignment and Execution may impact a leader's effectiveness
- Identify Mission/Purpose statement; your Purpose
- Understand effective conflict management strategies
- Identify potentially over-and under-used strategies in your conflict repertoire
- Identify the appropriate steps for collaborating to resolve a conflict
- Explore and understand how effective coaching techniques can lead to higher performance
- Gain insight into personal styles, beliefs, and practices that support a leader being more coach like – or that can get in the way of – effective performance management
- Identify and practice the critical communication skills necessary to engage in feedback and coaching for excellence
- Learn tools and approaches for creating a more engaged and higher performing workplace
- Demands are ever increasing but our capacity to perform naturally diminishes as we age. More time or better time management strategies aren't enough. Core Performance takes a Whole Person Approach© in how to manage energy to perform at our best where it matters most
- Discover the three keys/questions to managing energy through Purpose, Preparation and Narrative
- Identify and practice two principles to training energy. Learn how to create habits around your heart, brain and body in order to effectively manage the Whole Person Approach

Week Two: Leading Organizations
This one-week session will build on the competencies learned in the first session: Leading People. Emphasis will be placed on tools for obtaining desired organizational outcomes. Fellows will explore the importance of innovation and flexibility in solving problems and attaining results. They will develop an understanding of the steps a leader must take to develop a high accountability work force.

They will learn of the impact technology is having on all aspects of work and organizations.

Fellows will be involved in a variety of exercises and small group work. As in the previous sessions, they will create action plans to transfer the skills learned in the classroom to the workplace.

Key Learning Objectives:
- Provide positive organizational leadership through high impact communication skills
- Understanding the nuisances of executive presence and how it impacts your leadership
- Determine when is teaming required and what are the characteristics of a high performing team
- Diagnose potential or actual problem areas relating to program implementation and goal achievement when building effective teams
- Discover how team building can create and expand productivity in the workplace
- Break down barriers to creativity and innovation and develop cultures that promote these qualities
- Understand and interpret the results of the Entrepreneurial Mindset Profile assessment
- Identify why collaboration across boundaries is needed and how one can effectively collaborate through five boundary spanning leadership techniques and the six practices for managing boundaries
- Recognize how the power of language influences the direction of the organization
- Identify how influence is an important competency to be effective in organizational environments
- Explore and understand the Influence Style Indicator assessment and the five different influence styles
- Discover ways to tell if a leader has influence. Learn techniques for gaining power and using their influence to lead in all directions with subordinates, the boss, coworkers and those outside the agency
- Discover the power of using a decision-making model and the ability to forecast the potential outcomes and decide which option is the most desirable
- Explore the mental models and biases that have a profound impact on organizations
- Learn how to recruit for the next generation and what makes a great place to work

Week Three: Leading for Results
This one-week session will concentrate on the competencies critical for leadership success. Fellows will learn to think and act strategically in a dynamic environment and within unique organizational cultures.

Key Learning Objectives:
- Understanding change, transition and strategies in order to effective implement change within an organization
- Interpret and understand the Change Style Indicator assessment to explore the advantages and strengths of each style
- Learn to lead using a strategic leadership assessment to understand one's strategic strength and opportunities
- Discover changes strategies through a case study to understand how to be a more effective strategic leader
- Explore Bridges phases of transition and change
- Engage people in the process of change by fostering a shared sense of vision, and sense of direction
- Learn to overcome resistance and achieve buy-in while leading a change initiative
- Anticipate organizational change and build coalitions while focusing on results

- Identify and keep up-to-date on key agency policies/priorities and external economic, political, and social trends that affect the organization
- Improve the understanding of the Senior Executive Service, Executive Core Qualifications and how they apply to leaders at all levels
- Gain greater appreciation for why leadership is about achieving short- and long-term organizational results
- Obtain insight into executive leadership thinking and better understand the vision of organization by dissecting executive leadership interviews and apply the learnings

Program Projects and Activities Required for Graduation:
The program includes completion of several projects and activities that provide opportunities for the Fellows to deepen and apply their learning, practice critical leadership competencies and improve their leadership skills. ***These assignments must be completed by due dates. Prior notification to the instructor is required if a due dates is anticipated to be missed. If the instructor is not notified in advance, Fellow's supervisor will be notified for corrective action.***

An **Individual Action Plan (IAP)** allows Fellows to apply the seminar concepts to their specific work situations and measure their results. The purpose is to demonstrate leadership competencies in completing a timely, meaningful mission-related project to assist you in recognizing how your actions impact the overall mission of your organization. The work you will do on the IAP will be completed over the course of the entire program.

A **Research Paper** of 5 – 8 pages in length will be completed by each Fellow on a specific leadership topic. This paper will make up a chapter in a book titled: "Leadership Lessons from the Pacific Leadership Academy Senior Leader Fellows, Volume XIII.". During the first week of the seminar, the Fellows will choose a topic they would like to research. Between the first and second seminar, the Fellows conduct their research and build a completed draft of their findings. Between the second and third seminar, the Fellows will wrap up their research and write their final chapter. The book will be published as a digital book and distributed to the fellows.

Mentoring each Senior Leader will be assigned a Mentee from the PLA Emerging Leaders class. You will engage with this Mentee on at least 4 separate occasions for 30 minutes sessions each. Your role as a Senior Mentor will be to guide them in their thought process around their IAP, as well as other areas where they may have questions or would like to seek advice/assistance. You will be required to write two (2), 2-page reflection papers on how your mentoring is progressing, what you're learning, etc. Additionally, you must complete a Mentoring Activity Log of your sessions.

Two **Executive Interviews**, Fellows will be given the opportunity to interview two senior-level managers/executives and discuss the importance of Vision as it relates to moving organizations and people forward. Questions will be developed for the 30-minute interviews to focus on the drivers for vision in our ever-growing complex organizations. The Executive interviews will be conducted in person and by telephone and the results will be presented during the final week of the Senior Leaders program.

PACIFIC LEADERSHIP ACADEMY

EMERGING LEADERS PROGRAM

Course Description and Graduation Requirements

Dates:
- ➢ October 25 – 28, 2021 – 1st Classroom Session
- ➢ April 4 – 7, 2022 – 2nd Classroom Session
- ➢ July 19 – 22, 2022 – 3rd Classroom Session
- ➢ Graduation – July 22, 2022

Location: Tradewinds Conference Space, Molokai Room & Ballroom, JBPHH, 150 McClelland St, JBPHH

Eligibility: The Emerging Leaders Program is open to GS-9 to GS-12, military officers 01 – 03, and military enlisted E6 – E7.   Non-supervisory, technical experts or newly promoted GS-13s will also be considered for this track as they prepare for larger leadership roles in their career. The program is designed for new managers or managers who have had little training as a manager, along with those who are still thinking about moving up and want to start grooming themselves to do so.

Program Design:

The foundation for the Academy's leadership program is a series of managerial/leadership competencies, knowledge, skills and behavior that are critical for success. These competencies are based on research done by the U.S. Office of Personnel Management with modifications to fit the needs of federal agencies in the Pacific region.

The Emerging Leaders Program incorporates three major phases:

- learning the competencies
- applying the competencies on the job
- evaluating the application of the competencies

Description:
This course assists agencies in their managerial succession planning through early development of current and future managers and leaders. Participants are technical specialists, project managers and professionals who are not currently supervisors or managers with identified potential for transition to supervisory responsibilities or managers/supervisors who want a better understanding of the foundation of leadership.

Special emphasis is placed on the basic core competencies of effective leadership, such as self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics and creative problem solving. Agencies who send individuals to this course increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory and management positions and increase the effectiveness of those already in management positions.

Curriculum:
The curriculum consists of three sessions (12 days) and the successful completion of required action plans and additional assignments.

Key components of the program will be the development of Individual Action Plans, review of one leadership book, and the completion of a reflection paper. The action plans apply the seminar concepts to the Fellows' specific work situations and measure their results. Fellows gain insights into their own personal leadership traits, their strengths and their areas of improvement, as well as competencies that enable them to lead at every level within the organization. The book report and reflection paper also provide Fellows with additional leadership concepts and practical application to the workplace.

Week One - Personal Leadership: Understanding Self
This 4-day seminar session focuses on personal developmental needs of non-supervisory and non-managerial employees who could become future leaders in their organizations. Personal assessment tools (OPM Leadership Potential 360, Clifton Strengths Finder, Emotional Quotient Inventory 2.0) are used to build an awareness of individual strengths and limitations. Specific leadership tools are presented to enable the Fellows to gain followers and become effective managers and supervisors.

Key Learning Objectives:

- Develop an understanding of the skill shifts required at different levels of leadership
- Explore characteristics of leadership and followership
- Use the Clifton Strengths self-assessment to understand personal and leadership strengths
- Understand how strengths impact leadership and personal behavior and outcomes
- Explore balcony and basement impacts and how others may perceive personal and leadership behavior
- Learn how personal strengths can impact and be applied when working as a team
- Explore top strengths and how you can apply them when working with others, as a leader and personally
- Review and understand the requirements of the program to optimize learning and personal success
- Introduce the OPM Leadership Potential Assessment (LPA) and examine how this instrument is designed to measure ability and motivations to serve in a leadership position in the Federal Government
- Explore the insights and opportunities present in the variety of perspectives represented in

the LPA's multi-rater data
- Learn how your skills compare with OPM's leadership competencies
- Introduce the concept of limiting beliefs and false assumptions
- Learn the Ladder of Inference model and how it applies to leadership
- Introduce the advocacy process and how it can support problem solving and effective leadership strategies
- Understand how our brain takes in and processes information and makes decisions
- Explore ways to become a more active listener
- Understand the principles and practices that lead to Emotional Intelligence and develop effective strategies to apply to a leadership context
- Explore mentoring concepts and develop an understanding of the opportunities and expectations that exist in this type of relationship, particularly as they relate to personal success and career growth
- Explore aspects of Resiliency to sustain and optimize personal and organizational performance
- Understand the eight protective factors associated with resiliency and explore techniques and tools for application.
- Explore and apply an understanding of personal values within the context of career progression

Week Two - Understanding and Leading Others
This 4-day seminar session is designed to deepen the understanding of self and how it impacts leading others. Future leaders need to balance improving their individual behavior skills with learning how to accomplish projects by building a community of willing associates. Understanding and Leading Others focuses on encouraging employees to perform at higher levels.

Key Learning Objectives:

- Use the Four Lenses self-assessment to understand personal preferences and leadership strengths
- Interpret key strengths and preferences within each preference category
- Gain flexibility in utilizing Four Lenses concepts to understand and lead others
- Explore the Four Lenses preferences and how they can impact individuals, teams, and groups
- Present individual book reports to expand knowledge and understanding of contemporary leadership concepts
- Contribute to the development of others and enhance interpersonal communication and presentation skills
- Develop an understanding of the leadership skills required for building effective teams
- Explore how different conflict-handling styles affect interpersonal and group dynamics and apply the most appropriate style for the situation
- Explore techniques for managing group conflict and practice group problem solving and decision-making skills
- Develop and apply effective coaching strategies to assess, challenge and support growth and development in others
- Learn and practice tools that increase effectiveness in communication, motivation, and support to optimize the performance of others
- Learn to structure feedback in a precise, objective manner to allow others the opportunity to make effective changes
- Participate in an organizational learning exercise to explore and apply concepts of leadership

and strategy as well as build accountability, teamwork, trust, coaching and communication skills

Week 3: Accelerating Your Impact
This 4-day seminar is focused on the potential for one to be among their organization's greatest assets. The program will integrate the understanding of influence and power and how to use it effectively as a valuable skill. Additionally, Fellows will explore their leadership presence in order for them to connect authentically with others ensuring supportive relationships are enhanced and strengthened. They will also learn to develop their interpersonal savvy in order to create confident communication, acknowledge others efforts and contributions and to use listening and curiosity to promote learning. Finally, the goal of this week is to create a learning mindset that is driven by receiving and giving feedback, creating a coach like culture built on trust and discovery and an emphasis on a continual learning mindset.

Key Learning Objectives:

- Share results of IAP's and practice giving coaching and feedback; celebrate learning and outcomes
- Reinforce learning concepts through various processes of personal reflection and expression
- Reflect on ways to find balance and energy when "Bringing Your Whole Self to Leadership"
- Establish leadership goals and commitments to become the type of leader you want to be
- Explore how to influence others and understand its importance to effective leadership
- Learn the Cohen-Bradford Model for Influence
- Understand the difference between influence and power/authority and how each is used
- Identify your personal influence currencies
- Understand the Law of Reciprocity and its impact on Influence
- Explore leadership presence and understand its importance to leading effectively
- Use the Leadership Presence survey to understand leadership presence strengths and opportunity areas
- Identify what Leadership Presence is and is not
- Learn the four pillars of Leadership Presence
- Apply Leadership Presence learning to work situations and discuss how to personally apply these pillars in position held

Program Projects and Activities Required for Graduation:
A key aspect of the program includes completion of several projects and activities that provide opportunities for the Fellows to deepen and apply their learning and leadership competencies, expand their network and increase their visibility. ***These assignments must be completed by due dates. Prior notification to the instructor is required if a due dates is anticipated to be missed. If the instructor is not notified in advance, Fellow's supervisor will be notified for corrective action.***

- An **Individual Action Plan (IAP)** allows Fellows to complete a project that will contribute to their leadership growth and development and will benefit their organization. The IAP is an opportunity to apply seminar concepts to specific work situations and measure results. Insights into personal leadership traits, strengths and areas for improvement are explored; and a broad range of leadership competencies are developed and applied. Work on the IAP and its deliverables (IAP Action Plan, IAP Mid-Course Review and IAP Final Report) will be completed over the course of the program

- A **Book Report** is completed to broaden the Fellow's knowledge of additional leadership concepts, issues, and trends. Fellows will prepare both a book report and a presentation. This requirement

begins after Session 1 and must be completed and shared in a small group market-place setting during Session 2 to multiply the learning throughout the class.

- A **Reflection Paper – "Bringing Your Whole Self to Leadership"** provides Fellows with an opportunity to consider the personal and professional impacts of their learning, as well as its application to the workplace and their leadership style. This requirement is due near the end of the program.

- A **Mentoring Program** pairs each PLA Emerging Leader with a Fellow from the PLA Senior Leader Program. Each Emerging Leader is to engage with their mentor on at least four (4) separate 30 minute occasions over the course of the program. The role of the mentor is to provide guidance on the IAP, as well as other areas where there may be questions or a need for advice/assistance. Information from the Mentee Profile (completed before the start of the program) is used to pair the mentee to their mentor. A Mentoring Activity Log must be completed and posted in the student record.

- **Additional assignments and activities** over the course of the program to supplement the learning includes: reading articles, online discussions, and completion of additional assessments (Thomas Kilmann Conflict Mode Instrument (TKI®), Coaching Behaviors Inventory (CBI), Four Lenses™).

KEY OPM LEADERSHIP COMPETENCY DEFINITIONS
FOR SENIOR LEADERS PROGRAM

LEADING PEOPLE (Week One):

1. **Interpersonal Skills** – Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

2. **Team Building** – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

3. **Customer Service** – Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

4. **Conflict Management** – Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

5. **Oral Communication** – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

6. **Leveraging Diversity** – Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

7. **Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

LEADING ORGANIZATIONS (Week Two):

8. **Oral Communication** – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

9. **Creativity and Innovation** – Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.

10. **Entrepreneurship** – Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

11. **Flexibility** – Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

12. **Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

13. **Problem Solving** – Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

14. **Team Building** – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

15. **Human Capital Management** – Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

LEADING FOR RESULTS (Week Three):

16. **Vision** – Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

17. **Strategic Thinking** – Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

18. **External Awareness** – Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

19. **Accountability** – Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

20. **Partnering** – Develops networks and builds alliances, collaborates across boundaries to build strategic relationships and achieve common goals.

21. **Political Savvy** – Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

KEY OPM LEADERSHIP COMPETENCY DEFINITIONS
FOR EMERGING LEADERS PROGRAM

PERSONAL LEADERSHIP - UNDERSTANDING SELF (Week One):

1. **Continual Learning -** Assesses and recognizes own strengths and weaknesses; pursues self-development.

2. **Interpersonal Skills** – Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

3. **Oral Communication** – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

4. **Flexibility** – Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles

5. **Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

6. **Problem Solving** – Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

7. **Leveraging Diversity** – Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

8. **Accountability -** Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

9. **Public Service Motivation -** Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

UNDERSTANDING AND LEADING OTHERS (Week Two):

1. **Conflict Management** - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

2. **Developing Others** - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

3. **External Awareness** - Identifies and understands economic, political, and social trends that affect the organization.

4. **Team Building -** Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

5. **Integrity/Honesty -** Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

6. **Oral Communication -** Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

7. **Interpersonal Skills -** Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

8. **Continual Learning -** Assesses and recognizes own strengths and weaknesses; pursues self-development.

ACCELERATING YOUR IMPACT (Week Three):

1. **External Awareness -** Identifies and understands economic, political, and social trends that affect the organization.

2. **Accountability -** Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

3. **Creativity and Innovation -** Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

4. **Decisiveness -** Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

5. **Integrity/Honesty -** Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

6. **Public Service Motivation -** Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.