

2011 UCAR Leadership Academy

Program Elements, Quadrant Focus, Class Descriptions

PROGRAM ELEMENTS:

Assessment Tools

Individual assessment instruments will be offered to participants throughout the program to help identify personal strengths, motivational drivers (self/others) and leadership competencies. These are intended as tools for personal discovery, reflection, and to stimulate coaching discussions to help identify personal/professional goals and growth areas.

Communication Tools & Resources

A variety of tools will be available to help participants, mentors, trainers and program coordinators stay connected and informed throughout the program. Including participant/mentor/trainers contact lists, group email alias', MeetingMaker Calendars, social networking resources, web, wiki, blog sites, etc.

Graduation Celebration

Celebrate completion of the program and honor participants, mentors, trainers, management and guests. Awards, acknowledgements and refreshments.

Integration Discussion Sessions

These sessions provide participants opportunities for small group discussions on leadership books and/or articles as well as subjects related to the classes, and application strategies. Guest speakers may also be included discussing aspects of leadership.

Kickoff & Program Orientation

This session provides a detailed overview of the L/A program, course descriptions/schedules, roles/responsibilities/expectations, processes/ procedures, contacts, resources, and Q&A's. Participants will meet fellow participants, program trainers, establish group norms and receive an orientation to their L/A mentoring relationship.

Materials & Resources

Participants receive program notebook binders that include: Program information, course schedules, trainer contact information, participant/mentor lists, resources, and important contact information. Class materials/handouts provided at each class.

Mentoring Program

Participants will work with a L/A Mentor for the duration of the program. Mentors serve as resources for deeper understanding and application of the skills learned in the program. Mentors can be selected from a list of volunteer L/A or ELP (Executive Leadership Program) alumni, or can be anyone currently serving as mentor for a participant. All Mentors must attend the L/A Mentor Training session to review the purpose and goals of the program, and gain an

understanding of the roles, responsibilities, and expectations of mentors/mentees. Mentors/mentees will connect at a luncheon and meet immediately afterwards to start building their mentoring relationship framework.

Mentor Training Session

L/A Mentors will review the purpose and goals of the L/A Mentoring Program gain an understanding of roles, responsibilities, and expectations for mentors/mentees; and learn strategies for building effective mentoring relationships.

One-on-One Coaching

Confidential one-on-one sessions with a personal coach to identify goals, discuss individual experiences, prepare for opportunities and challenges and integrate classroom learning.

Program Review and Wrap-Up

Pulling it all together! Program review, integration methodologies and commitments to next steps discussed.

Program Contacts

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QUADRANT FOCUS AND CLASS DESCRIPTIONS

QUADRANT 1: SELF-KNOWLEDGE

Focus: Personal goals, self-awareness, personal effectiveness, etc.

Discover Your Strengths

Completion of the online SDI (Strength Deployment Inventory) is required prior to session. Participants will review results to help identify personal strengths, motivational drivers, and conflict triggers for self & others; how to use these tools to enhance communication, interpersonal relationships, and reduce conflict between individuals and teams. All participants are expected to attend.

Foundations of Leadership

Participants will learn foundational leadership skills focused on self-awareness and communicating effectively with others. Individuals will craft a personal vision and mission

statement as well as discover how their values apply to leadership. Focal points of this class will include the individual development plans as well as the Portrait of Personal Strengths.

Time & Priority Management

Participants will learn tools and strategies to manage activities, set priorities, delegate effectively, stay in control/on track and reduce stress. Topics include: how to analyze assignments & identify priorities; tools to break out of crisis mode; strategies for planning/ goal setting; tips to reduce time wasters; defeat - procrastination, perfectionism and self-destruction enemies; and creating an action plan.

QUADRANT 2: KNOWLEDGE OF OTHERS

Focus: Interpersonal skills, leading & managing people, etc.

Change Management: Building Resiliency

Participants will gain an understanding of the change/transition process and skills for building resiliency, effectively manage self and others. Topics include: Differentiate between change & transition; build skills for resiliency; understand primary emotions, behaviors & action steps; develop plans of action for self and others.

Level II Leadership

Participants will apply the learning from Foundations of Leadership to work more effectively with others. Additionally, they will learn skills to work through conflict, communicate difficult messages, provide constructive feedback and effectively develop others.

Legal Issues in Managing Employees

Participants will review and discuss critical polices, laws and regulations relating to the management of employees. Wage and Hour Practices; Affirmative Action; Leave Policies; Working Arrangements; Conflict of Interest; Employment Discrimination; Discipline Policy; Problem Resolution Policies; Termination Policy.

QUADRANT 3: TEAM KNOWLEDGE

Focus: Team development and effectiveness, project management, etc.

Level III Leadership

Participants will build on skills learned in Foundations of Leadership and Level II Leadership to learn how to lead teams to achieve their full potential; manage effective meetings; facilitate groups to reach identified goals; gauge team performance; adjust leadership styles according to a teams' stage of development; move teams through difficult periods; and apply effective decision making techniques and tools.

Project Management Fundamentals

Participants will learn basic knowledge and skills to plan, execute, monitor, control and complete successful projects. Topic highlights include: Defining project scope and timelines; Ensuring project success through management support; Integrating projects into operations; Managing project costs; Project management process; Risk management; and Creating/Managing effective project teams. Small group work along with nominal pre-work and overnight assignments required.

Strategic Planning

Participants will learn the concepts of strategic planning and models for creating a vision, building a mission, establishing goals, creating measures, and evaluating for results.

QUADRANT 4: ORGANIZATIONAL & COMMUNITY KNOWLEDGE

Focus: Organizational vision/goals, community/stakeholder knowledge/impact, business management, etc.

BOSS: Business Operations & Strategies Seminar

Participants will gain a basic understanding of the UCAR/UCP/NCAR business environment and how various administrative offices interact and operate together to partner with you and serve the organization.

Legal & Ethical Responsibilities for Scientific Leaders

As leaders of a research organization, there are a number of important laws that apply to your work every day. Participants will learn about laws, policies, procedures and responsibilities related to ethical standards and conduct in all UCAR scientific, technical, educational, and administrative operations. Recent case studies will provide a backdrop for discussions.

Public Speaking & Presentation Skills

Participants will learn the basic skills to be effective public speakers and how to design and deliver quality presentations. Participants will develop and **present a short 10-minute small group presentation** and receive both class and instructor feedback. Presentations will be recorded for personal review.

Visioning UCAR Today & Tomorrow

Participants will review the vision, mission, structure and strategic highlights of our organization. Who we are, why we're here, our vision for the future, and what is needed of our leadership to reach our goals and be successful in the future. Meet members of the President's Council and set the foundation of your mentoring relationship with your mentor.