

# Exploring Leadership



**A Mid-Level Developmental Program**

**2016 - 2017**





## Exploring Leadership:

# A Mid-Level Developmental Program

***What is it? Why should I take it? Who should attend?***

**Program Description:** Exploring Leadership is a developmental program designed for the mid-level employee at the GS-11 and 12, and high performing GS-9 levels. It focuses on competencies that are critical to successfully lead in the challenging and complex Federal arena. The program is comprised of three, one week, core sessions, tailored to the specific challenges and opportunities being faced by the Department. Each session is intended to provide continuous and varying forms of self-reflection and assessment; expanding the participant's comfort zone; the opportunity to understand and practice a set of well researched leadership skills and behaviors; influence without authority; learn and apply the underpinnings of emotional intelligence; identify and pull together a meaningful developmental plan based on feedback obtained through various self-assessment tools; be an active participant and team member with a variety of constituencies and with each other (build networks); and obtain guidance and coaching on how to leverage leadership abilities with career goals. Each of the three one week sessions is designed to provide a blended learning experience, covering the materials and topics in the given time period. Participants must complete all Program elements to graduate.

The expected outcomes from this Program are to:

- Understand and practice known successful leadership behaviors, which result in achievement, motivation, creativity, innovation, and inspiration and influence.
- Understand and apply emotional intelligence.
- Identify personal values and their significance in leadership.
- Understand political savvy and how to navigate the political environment.
- Learn how to influence others.
- Understand how to work collaboratively, how to start and maintain those collaborations.
- Understand how to anticipate, manage, and resolve conflict.
- Develop a specific learning roadmap based on self assessments.
- Gain clarity of how to leverage leadership abilities in conjunction with career goals.

## **Administration**

### **Modules:**

- Foundations in Leadership: Self as Leader
- Collaboration and Teamwork
- Implementing the 5 Practices of Exemplary Leadership
- Two live, online, two hour webinar/seminars, between the three modules
- Three individual coaching sessions with a certified coach

### **How to Apply:**

Applicants must provide a complete application package (see below) to his/her supervisor, acquiring their approval. This application package must be routed through the applicant's Executive Leadership Team (ELT) member for their concurrence, and forwarded to the Office of Organizational and Employee Development (OED) by the due date. Please submit the application package electronically to Sandy Bruner, [sbruner@usgs.gov](mailto:sbruner@usgs.gov) by **August 31, 2016**. The application package must contain the following:

- The application form
- A statement of interest (no more than 500 words); why you want to attend this course, your expectations, and career goals
- Your resume (no more than two pages),
- An annual appraisal form signed by the supervisor
- A supervisor's recommendation, stating your abilities and readiness for entering the program

**Selection Procedures:** Upon application submittal to and concurrence by the applicant's ELT member, the application is forwarded to the bureau leadership for approval and then sent to the DOI Explore Leadership Program manager. Once the selection of participants (and alternates) is made, the decisions are final.

The DOI Program manager will contact program participants notifying them of their selection into the Exploring Leadership Program.

<b>Program Events, Dates, and Locations</b>		
October 31 – November 4, 2016	Foundations in Leadership: Self as Leader	Washington, DC
Webinar	TBD	
January 9 – 13, 2017	Collaboration and Teamwork	Albuquerque NM
Webinar	TBD	
March 27 – 31, 2017	Implementing the 5 Practices of Exemplary Leadership	Washington DC

***Tuition:*** The tuition of \$3950.00 includes three core sessions, webinar/seminars, coaching, training materials, books, and program support. Individual organizations are responsible for all travel and per diem expenses. Within 30 days of the time of acceptance, payment must be submitted with an SF-182.



## Description of Program Orientation and Core Modules

### ***Module 1 – Foundations in Leadership: Self as a Leader:*** **October 31 – November 4, 2016 - Washington, D. C.**

The focus for the opening week is to ensure clarity of the program elements, establish bonds and relationship with other participants, and to obtain information that will enable self-reflection and understanding of the role “self” plays in personal and professional success. Some of the key elements of the first week include:

- Setting expectations for completion of the program and expected work to be completed in between sessions.
- Providing an in-depth orientation of the program and the OPM Core Competencies, explaining their meaning, application and relevance.
- Providing an overview of the Leadership Challenge 5 Practices of Exemplary Leadership, including review of individual results of the 360 Leadership Practices Inventory (LPI) assessments, which is completed prior to week 1.
- Conduct individual coaching sessions - reviewing and discussing the meaning of the completed assessment results.
- Provide assistance in the development of an individualized learning roadmap, outlining how to work toward and achieve the 5 leadership practices, both during and following program participation.
- Prior to the start of the program participants are to complete the following on-line assessments: Leadership Practices Inventory – 360 Assessment, DiSC - communication styles assessment, Thomas-Kilmann Conflict Styles Instrument. Additional content in conflict management is provided.

Participants work in small groups to complete case studies, diagnose situations and practice engaging in difficult conversations.

Class participants receive a comprehensive Reading List and assignments for selecting and reporting back on one of the books during the Program.

During the latter part of the first week, the class will have the opportunity to interact with leadership from their organizations, under the theme of “The Leadership Growth and Development Journey.” The intent for their visit is to provide Program participants with an insight into the journey they have taken to achieve their current leadership roles; offering opportunities to discuss key priorities; leadership expectations for success and the characteristics of successful leaders.

The week closes with participants assembling individual developmental roadmaps; outlining a path, providing a guide toward a goal based on the feedback received from the various assessment tools. Participants will also have a live individual coaching session, with a certified coach, and sign up for two other sessions to be conducted between and after the three modules.

The first of two on-line seminars, approximately 2 hours in duration, is planned for the participants in between “in person” sessions 1 and 3. The intention for these interactions is to provide continuous involvement and focus on the learning and how it will be applied back home.



***Module 2 – Collaboration and Teamwork:***  
**January 9 -13, 2017 - Albuquerque**

During the second week, participants focus on the five exemplary leadership practices, namely:

- Model the Way,
- Inspire a Shared Vision,
- Challenge the Process,
- Enable Others to Act, and
- Encourage the Heart.

Using realistic scenarios and real-time reflection, participants explore each of the practices; go in-depth to consider their LPI results in each of these areas; identify leaders they have been exposed to who demonstrate alignment of their leadership behaviors with each of the practices; explore the implication of emotional intelligence on the success of each of the practices; and identify and commit to applying each practice back home. Participants consider and commit to what they will do to apply their new leadership skills in their everyday life activities, at home and work.

Participants will engage in an experiential exercise enabling them to identify the personal values that drive their actions. They will also explore scenarios intended to enable them to experience how values influence approaches to situations and corresponding decisions.

Content on emotional intelligence is provided along with case studies intended to enable participants to identify and practice approaches for addressing circumstances requiring self-awareness, self-management, social awareness, and relationship management.

This second week is also intended to expand the thinking and horizons

regarding the value and practice of collaboration. The focus is on working both internally and externally as a value-added partner and supporter. Also included in this week are:

- Content and case studies on building credibility, relationships, and teams, both internally and externally
- Content and case studies on political savvy and navigating the political landscape with integrity

A panel, of sponsors and managers, is scheduled for part of this week. The theme for the panel discussion will be: “The Realities of Working Collaboratively and Leading in a Collaborative Way.”

The second of two on-line seminars, approximately 2 hours in duration, is planned for the participants in between “in person” sessions 2 and 3. The intention for these interactions is to provide continuous involvement and focus on the learning and how it will be applied back home.



### ***Module 3 – Implementing the 5 Practices of Exemplary Leadership:***

**March 27 – 31, 2017 – Washington, D.C.**

This third and final session continues the leadership journey of the 5 leadership practices. The focus for this week is fostering collaboration by promoting cooperative goals and fostering trust and strengthening others by sharing power and discretion. Participants are challenged to consider how they can improve in enabling others and what specifically they need to do to increase their collaborative capacity. This session also includes the seven essential skills important to the process of effectively recognizing individuals and teams that get extraordinary things done in organizations.

This week is also intended to use the cumulative knowledge gained to date and to blend it with the Leadership Challenge (LC) content. The LC content will be reviewed and practiced using real situations, contrasting different ways of approaching real-life leadership challenges, and then working intentionally to apply the Leadership Challenge content – the 5 practices:

1. Model the way
2. Inspire a shared vision
3. Enable others to act
4. Challenge the process
5. Encourage the heart

The final week also includes a panel of sponsors with the theme of: “Moving Forward.” The primary focus for the week is working in small groups, working through case studies and scenarios, and then debriefing the learning materials and activities intended to facilitate self-discovery and awareness.

Also planned, is a celebration/graduation ceremony at the end of the final week.



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