

Developing Leadership Mass

through your staff



Date: 04/27/2017

Presented by: Donna Seligman

www.DAU.mil



Emerging Leadership Program

FY16 Emerging Leader Program (ELP) Activity Completion Checklist	
Completion Date	Activity (date)
Assessment	
	1. Myers-Briggs Type Indicator Assessment (MBTI) (DEC)
	2. Strength Deployment Inventory (SDI) (DEC)
	3. DDI 360 Leadership Mirror (DEC)
	4. Emotional Quotient Inventory (EQI) (DEC)
ELP Individual Development Plan	
	Establish and review IDP with supervisor tailored with ELP activities (FEB 28)
E-Learning Curriculum (one due per month, or sooner, but by JUN 30)	
	1. Leadership Essentials: Creating Your Own Leadership Development Plan
	2. Internal Customer Service
	3. Problem Solving: The Fundamentals
	4. Decision Making: The Fundamentals
	5. The Voice of Leadership: The Power of Leadership Messaging
	6. Working for Your Inner Boss: Personal Accountability
	7. What is Emotional Intelligence
	8. Managing Your Career: You and Your Boss
	9. Integrity in the Workplace
Electives (complete either four e-Learning courses or one workshop) (JUN 30)	
e-Learning courses	
	1. Leadership Essentials: Leading with Emotional Intelligence
	2. Leadership Essentials: Building Your Influence as a Leader
	3. Pursuing Successful Lifelong Learning
	4. Communicating with Professionalism and Etiquette
	5. Developing your Reputation for Professionalism with Business Etiquette
	6. Diversity on the Job: Diversity and You
	7. Presenting Your Case
	8. Using Emotional Intelligence on the Job
	9. Conflict, Stress, and Time Management
Workshops (Other if approved)	
	Crucial Conversations, Crucial Confrontations, Crucial Accountability, Influencer, Working at the Speed of Trust
	Leadership/Management Reading (1-2 page Book Review) (due MAR 30)
Shadowing Assignment (APR 30, Written portion due with Final Individual Paper SEP 9)	
	Name:
	Attend Group Meetings/Telepresence Sessions
	Kick-off
	Mentoring
	360, MBTI II
	Leadership Panel
	Strategic Planning
	Team Project/Monthly Progress Review(s)
	Capstone
	Mentor Assignment (MAY 30, Written portion due with Final Individual Paper SEP 9)
	Name:
	Team Activity Project (2-5 page summary report due SEP 9)
	Title:
	Final Individual Project (2-5 page summary report due SEP 9)
	Reviewed by:

- Self Assessments: 360, MBTI, SDI, EQI
- IDP
- Journaling
- e-learning
- Soft Skill Workshops
- Discussion Groups
- Reading and Book Reports
- Shadow Assignment
- Mentor Assignment
- Team Activity Presentation
- Final Individual Project





Research Issue



- After completing the Emerging Leader Program (ELP) at Defense Acquisition University (DAU) were graduates able to influence leadership with their new skill sets?
- Did graduates achieved advancement and/or leadership positions?
- What was the single most influential activity for ELP graduates that gave them the momentum to move forward as a future leader?

ELP Feedback Instruments



5. How frequently have you applied the following on the job? Please answer NA if you did not partake in the activity.

DAU DEFENSE ACQUISITION UNIVERSITY

DAU is looking to better understand the impact of the Emerging Leadership Program. The outcome of this study is to help DAU create the best possible program for its emerging leaders.

Graduates

- 11 questions
- Demographics pre-loaded
- Likert scale
- Open comments
- Confidentiality maintained
- Average time to complete: 26 min

N = 58 n = 37
Response Rate = 64%

3. What could you do as the supervisor to help boost the effectiveness of the circled activities for DAU's emerging leaders? The open text is a required entry.

DAU DEFENSE ACQUISITION UNIVERSITY

DAU is looking to better understand the impact of the Emerging Leadership Program (ELP). The outcome of this study is to help DAU create the best possible program for its emerging leaders.

Supervisors

- 8 questions
- Aligned to ELP Graduate questions
- Confidentiality maintained
- Average time to complete: 28 min

N = 24 n = 15
Response Rate = 63%

The 14 Activities

Level 4

Results

Level 3

Behavior

Level 2

Learning

Level 1

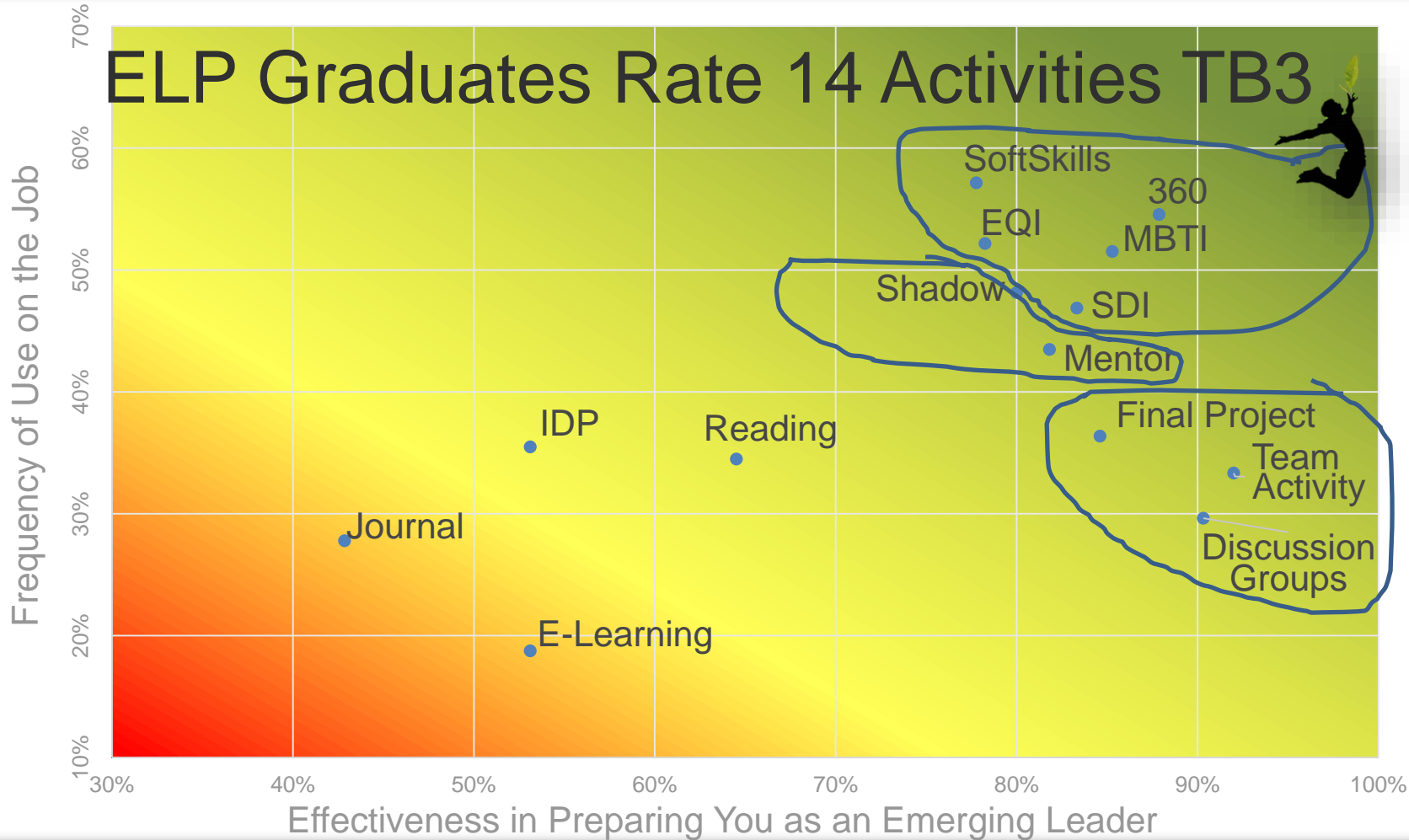
Reaction





- Level 4
- Results
- Level 3
- Behavior
- Level 2**
- Learning**
- Level 1
- Reaction**
- Reaction
- Level 1

ELP Graduates Rate 14 Activities TB3





How can supervisors help to change behavior?



IDP

- Show more interest through progress checks to keep development moving forward
- Encourage ELP participants to institute more stretch goals
- Emphasize the importance of the IDP and that this is a shared effort

SKILLPORT

- Reduce the number of Skillport classes required
- Assign subjects that will push them into uncomfortable areas – stretch opportunities
- Provide dedicated time to work the activity(ies)

JOURNELING

- Not for everyone, introduce how it can be used and what can be gained. It's just a tool
- It can be too formal. Simplify and ask they keep log to help with annual review
- Review entries and provide observations with participant to quantify what they learned

READING

- Provide read ahead of what to look for and how the concepts could apply
- Offer suggested books that I have read and was influenced
- Read the same material so we can have a dialog about the key learning points



Level 4

Results

Level 3

Behavior

Level 2

Learning

Level 1

Reaction

Reaction

Level 1

Climate Survey Questions (Selected Applicable Extracts)



Level 4

Results

Level 3

Behavior

Level 2

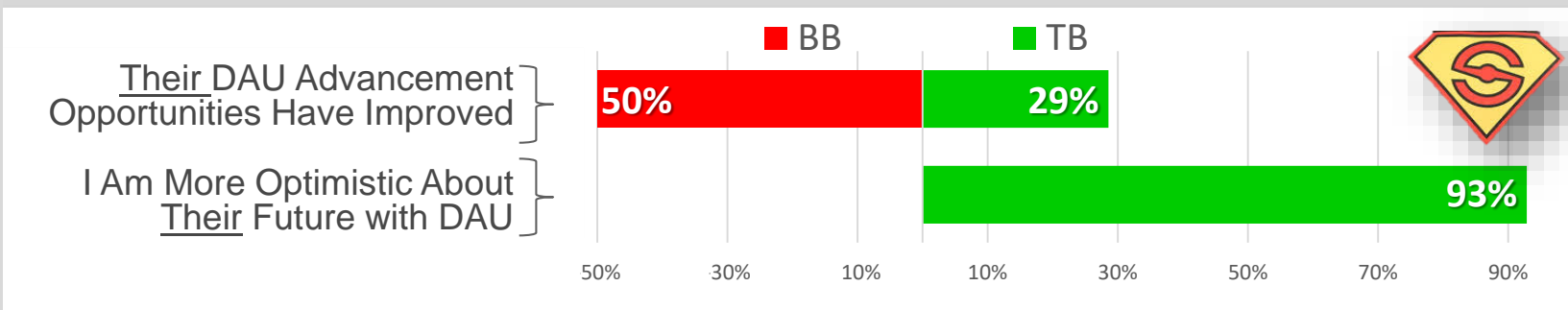
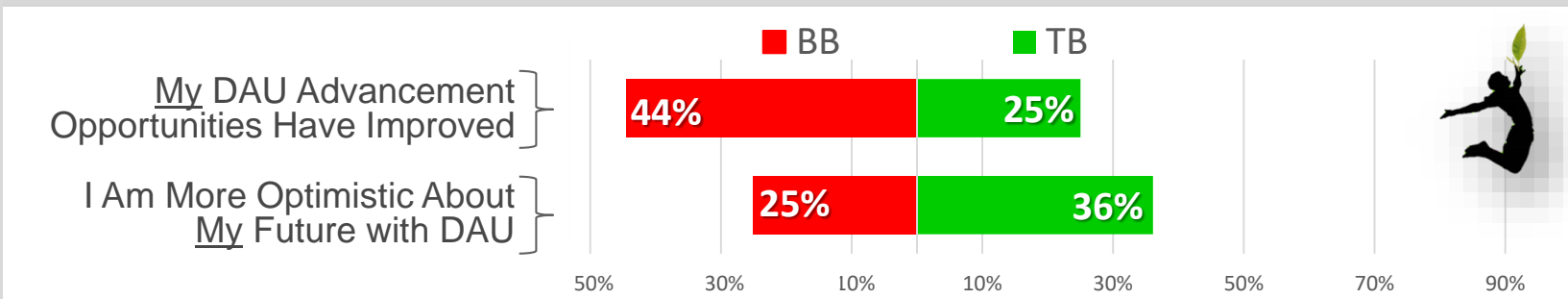
Learning

Level 1

Reaction

Reaction

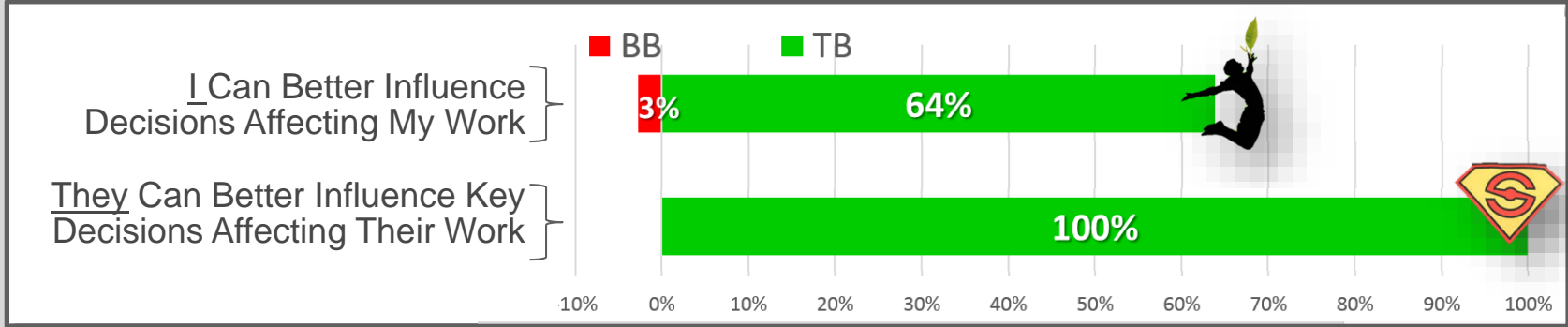
Level 1





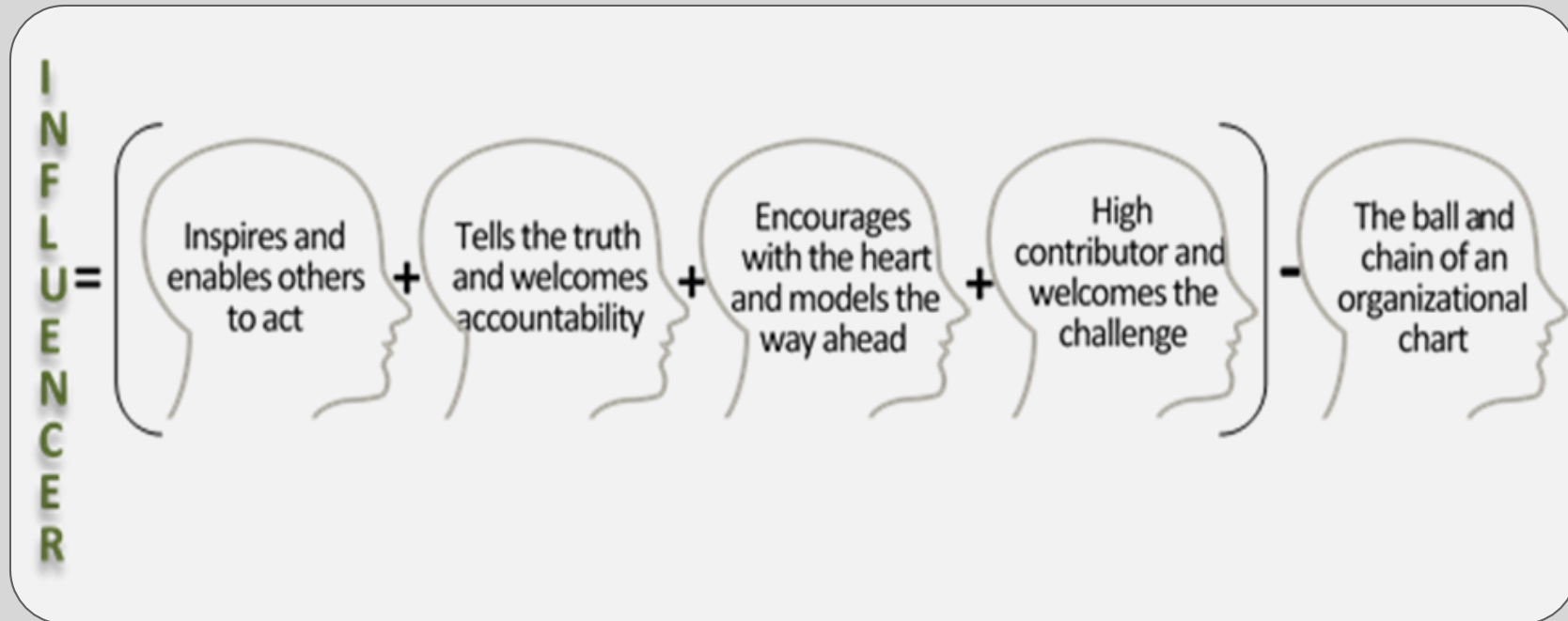
Climate Survey Questions (Selected Applicable Extracts)

- Level 4
- Results
- Level 3
- Behavior
- Level 2
- Learning
- Level 1
- Reaction



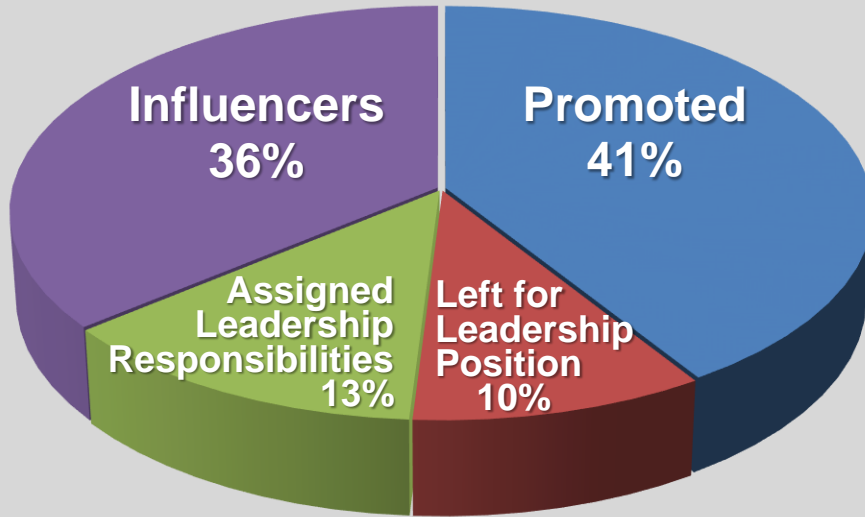


Influencers are Leaders too...





Did graduates achieved advancement and/or leadership positions?



81%
 Graduates felt the program prepared them for increased leadership responsibilities



Level 4
Results

Level 3
Behavior

Level 2
Learning

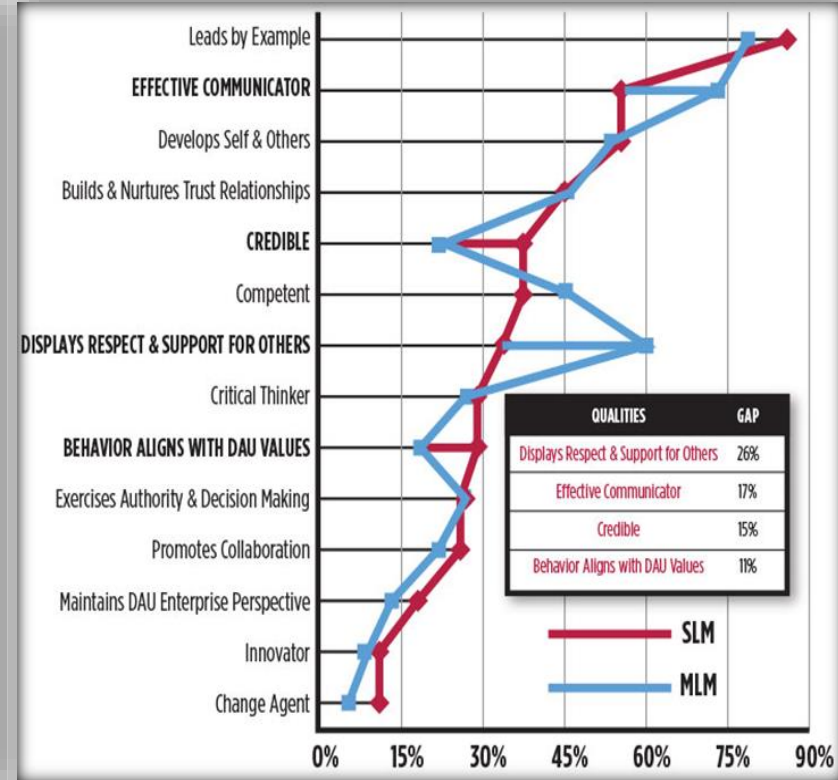
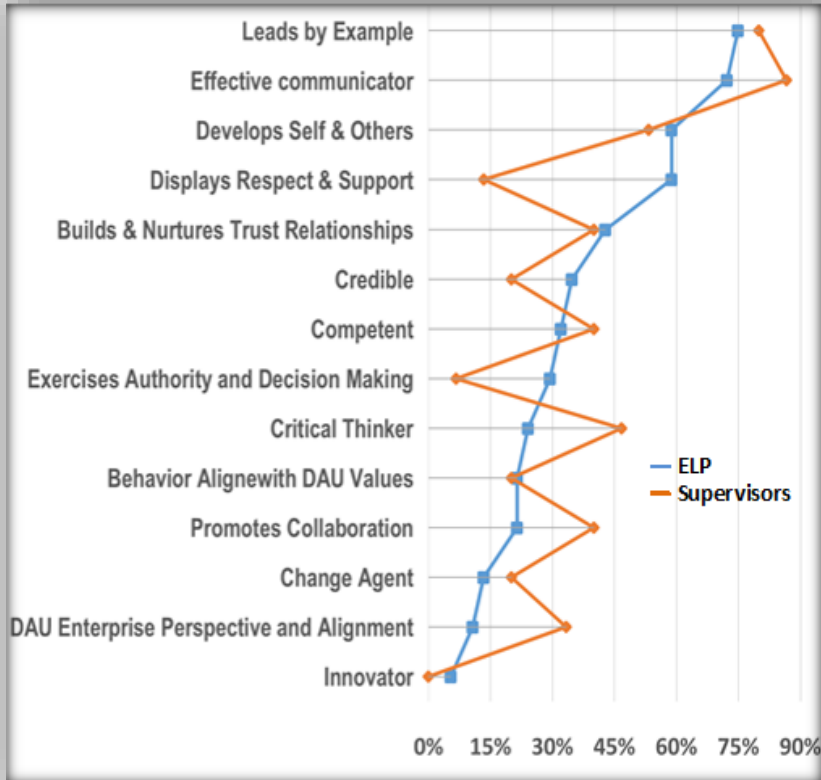
Level 1
Reaction

Reaction

Level 1



Influencers are Leaders too...





Recommendations

- Determine the critical behaviors that will be required for your organization's emerging leaders and build a program around it.
- Institute periodic self-assessments benchmarked against peer groups to confirm growth areas and uncover blind spots.
- Leverage cohort teams for collaborative contributions to innovative learning.
- Assign team leaders to group projects so they can exercise a wide range of leadership skills through experiential learning.
- Recognize the significance of developing “influencers” even though individuals may not be occupying formal leadership positions.
- Seek feedback from both the participants and their supervisors throughout the participants' development journey, and share the results in a timely manner
- Adjust program content as required to keep it relevant and robust