

Learning in the Shadows

a retrospective view



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www.DAU.mil



Emerging Leadership Program

DAU Net Emerging Leader Program

The Emerging Leader Program (ELP) provides experiences and knowledge that fosters professional and personal growth. The program also prepares DAU staff employees for positions of increasing responsibility which may include team leaders, supervisors, and managers. The program strengthens DAU core competencies.

- Customer service
- Communication
- Interpersonal flexibility/adaptability
- Problem solving
- Developing others
- Integrity & Honesty

The program provides two options:

- Participants acquire the development of team leadership skills. The program is a well-structured program that allows you to tailor the program requirements.
- E-Learning Curriculum: The program is a well-structured program that allows you to tailor the program requirements.

Other Program Components:

- Assessment:** In order to assess your leadership skills, you will complete a self-assessment.
- Individual Development Plan (IDP):** You will develop an IDP with your supervisor.
- Shadowing Assignment:** You will shadow a leader to learn from their management style.
- Discussion Group:** You will participate in a discussion group.
- Final Project:** You will complete a final project that demonstrates your leadership skills.
- Capstone Activity:** You will complete a capstone activity that demonstrates your leadership skills.

Eligibility: The Emerging Leader Program is open to DAU staff employees who have a "fully successful" or "highly successful" performance rating.

Nomination Process: Employees should be nominated by their supervisor and submit the nomination to the program coordinator by the nominal deadline.

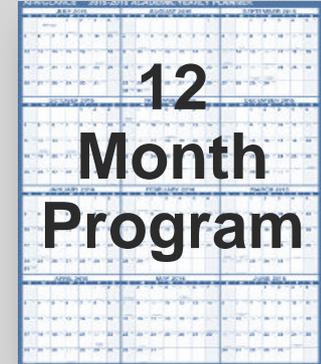
- ELP Applicant Information
- One-page applicant statement of purpose
- Endorsement by supervisor

Individuals should be notified of the program requirements.

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) (JUL 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





Leadership Programs at Most Universities

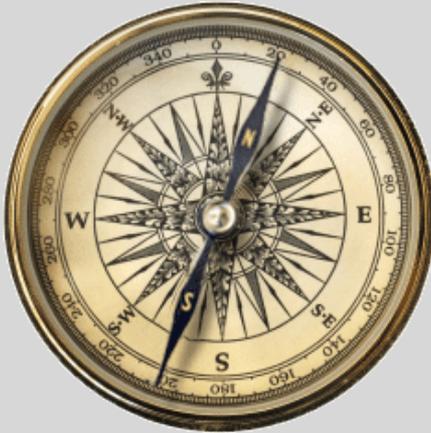
The collage features logos and program names from numerous universities, including:

- UAA Student Life and Leadership, University of Alaska Anchorage
- emerging leaders program
- THE UNIVERSITY OF ARIZONA
- UNIVERSITY OF ARKANSAS
- KU KANSAS
- UNIVERSITY OF KENTUCKY
- UNIVERSITY OF LOUISIANA
- New Paltz STATE UNIVERSITY OF NEW YORK
- University of New Hampshire
- CALU CALIFORNIA UNIVERSITY OF PENNSYLVANIA
- VALLEY CITY STATE UNIVERSITY
- GEORGETOWN UNIVERSITY
- NJIT New Jersey Institute of Technology
- UNIVERSITY OF CALIFORNIA Summer Institute for Emerging Managers and Leaders
- Center for Leadership & Service University of Florida
- 1865 THE UNIVERSITY OF MAINE
- UNIVERSITY OF MONTANA
- UNC CHARLOTTE
- UNM ASUNM Emerging Lobo Leaders
- West Virginia University
- University of Colorado
- UNIVERSITY OF MARYLAND THE FOUNDING CAMPUS
- UNIVERSITY OF MARY
- The Graduate School THE UNIVERSITY OF GEORGIA
- UMassAmherst
- UNIVERSITY OF NEBRASKA-LINCOLN
- UNIVERSITY OF HAWAII SYSTEM THE PRESIDENT'S Emerging Leaders Program
- M MICHIGAN
- OHIO UNIVERSITY COLLEGE OF BUSINESS
- University of Idaho
- THE UNIVERSITY OF MISSISSIPPI
- STUDENT GOVERNMENT ASSOCIATION Illinois State University
- Center for Leadership University of Missouri
- UNLV
- STUDENT LIFE The UNIVERSITY OF OKLAHOMA
- SOUTHERN INDIANA THE UNIVERSITY OF IOWA
- UNIVERSITY OF MINNESOTA
- BAUER Emerging Leaders Academic Success Program COLLEGE OF BUSINESS UNIVERSITY OF HOUSTON
- OSU Oregon State University
- THE UNIVERSITY OF MEMPHIS UofM LEAD
- WEBER STATE UNIVERSITY
- Bryant University





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 Survey Instrument

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

Low Frequency _____ High Frequency _____

DAU DEFENSE ACQUISITION UNIVERSITY
Learn. Perform. Succeed.

DAU is looking to better understand the impact of the Emerging Leadership Program. The outcome of this study is expected to help DAU create a more focused workplace program.
Your anonymity will be protected. All the survey results will be reported in aggregate only.

Let's get started!
Click the "Start" button in the bottom right of your screen to continue. Depending upon your screen font size, you may need to scroll to the right in the survey window to advance.

1. Select your completed level of education.
[Select One]

2. Select your "Top 5 Qualities" you expect of a DAU Leader.
Hover over the quality for a detailed description.

<input type="checkbox"/> Competent	<input type="checkbox"/> Promotes Collaboration
<input type="checkbox"/> Credible	<input type="checkbox"/> Develops Self & Others
<input type="checkbox"/> DAU Enterprise Perspective and Alignment	<input type="checkbox"/> Behavior Aligned with DAU Values
<input type="checkbox"/> Leads by Example	<input type="checkbox"/> Exercises Authority and Decision Making
<input type="checkbox"/> Effective Communicator	<input type="checkbox"/> Critical Thinker
<input type="checkbox"/> Innovator	<input type="checkbox"/> Displays Respect & Support
<input type="checkbox"/> Builds & Nurtures Trust Relationships	<input type="checkbox"/> Change Agent

3. As an ELP graduate, rate your agreement with the following.

	Strongly Disagree					Strongly Agree					In What Way? Brief Comments	
	SD	D	I	A	SA	SD	D	I	A	SA		
My DAU advancement opportunities have improved.												
I am more optimistic about my future with DAU.												
I can better influence decisions affecting my work.												

4. Rate the effectiveness of the following in preparing you as an emerging leader.
Please answer NA if you did not partake in the activity.

	Low Effectiveness							High Effectiveness							As a result of this activity, what did you do differently now? If NA, please type "none."			
	NA	1	2	3	4	5	6	7	NA	1	2	3	4	5		6	7	
Soft Skills																		
Journal Assignment																		
Team Activity & Presentation																		
DOT 360 Leadership Mirror																		
Emotional Quotient Inventory																		
Individual Development Plan																		
Strength Deployment Inventory																		
Myers-Briggs Type Indicator																		
Reading Assignments																		
SKSPart E-Learning Curriculum																		
Final Project																		
Shadow Assignment																		
Mentor Assignment																		
ELP Discussion Groups																		

6. Briefly describe your job title.
The open text is required.

7. As an ELP graduate, rate how prepared you are for your job shadow.
1 2 3 4
No More Prepared

8. As an ELP graduate, rate how influential your job shadow was.
1 2 3 4
No More Influential

9. Please share your experience with the open text is a required.

10. In closing, please comment on the open text is a required.

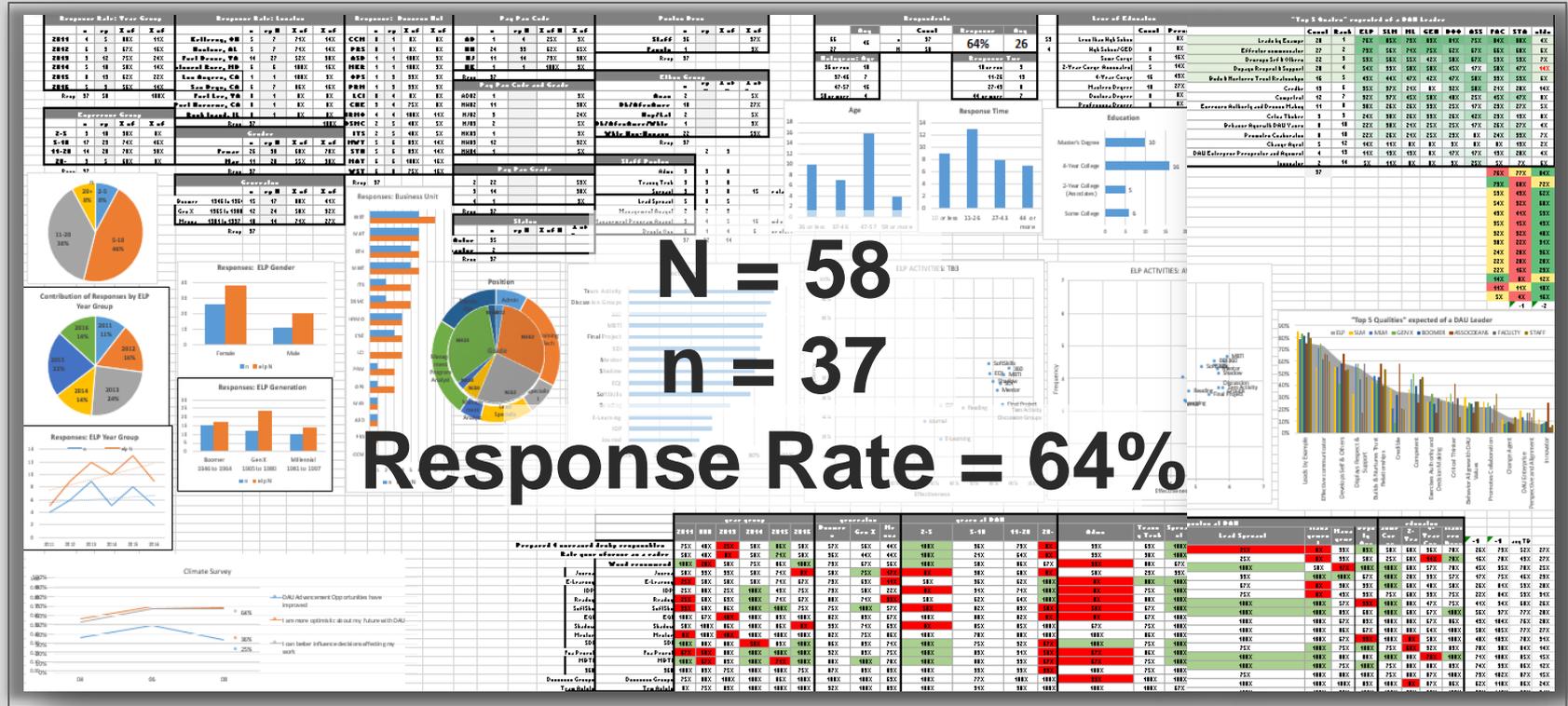
11. How likely is it that you would recommend this activity to a peer?
1 2 3 4
Not at all likely

DAU

- 11 questions
- Demographics pre-loaded
- Likert like scale
- Open ended questions
- Confidentiality maintained... no attribution
- Average time to complete: 26 minutes



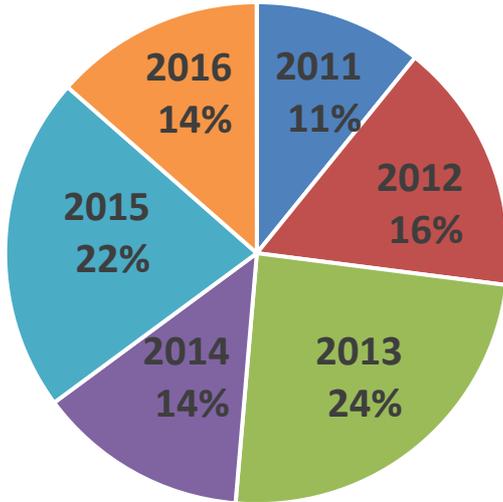
What Did the Respondents Say?



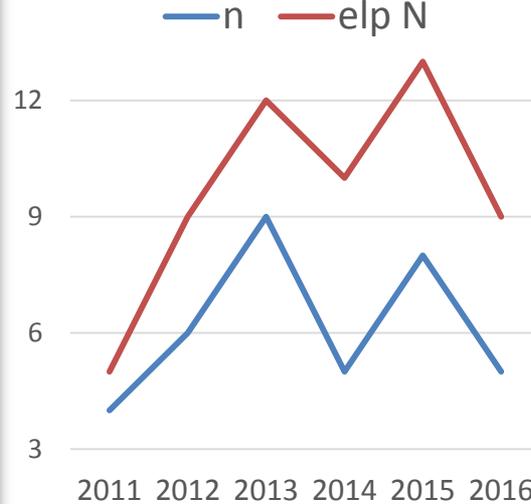


ELP Demographics

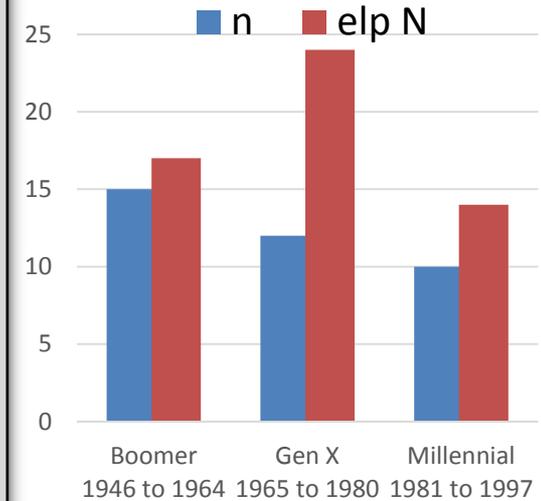
ELP Year Group Responses



Year Group Gaps



ELP Generation

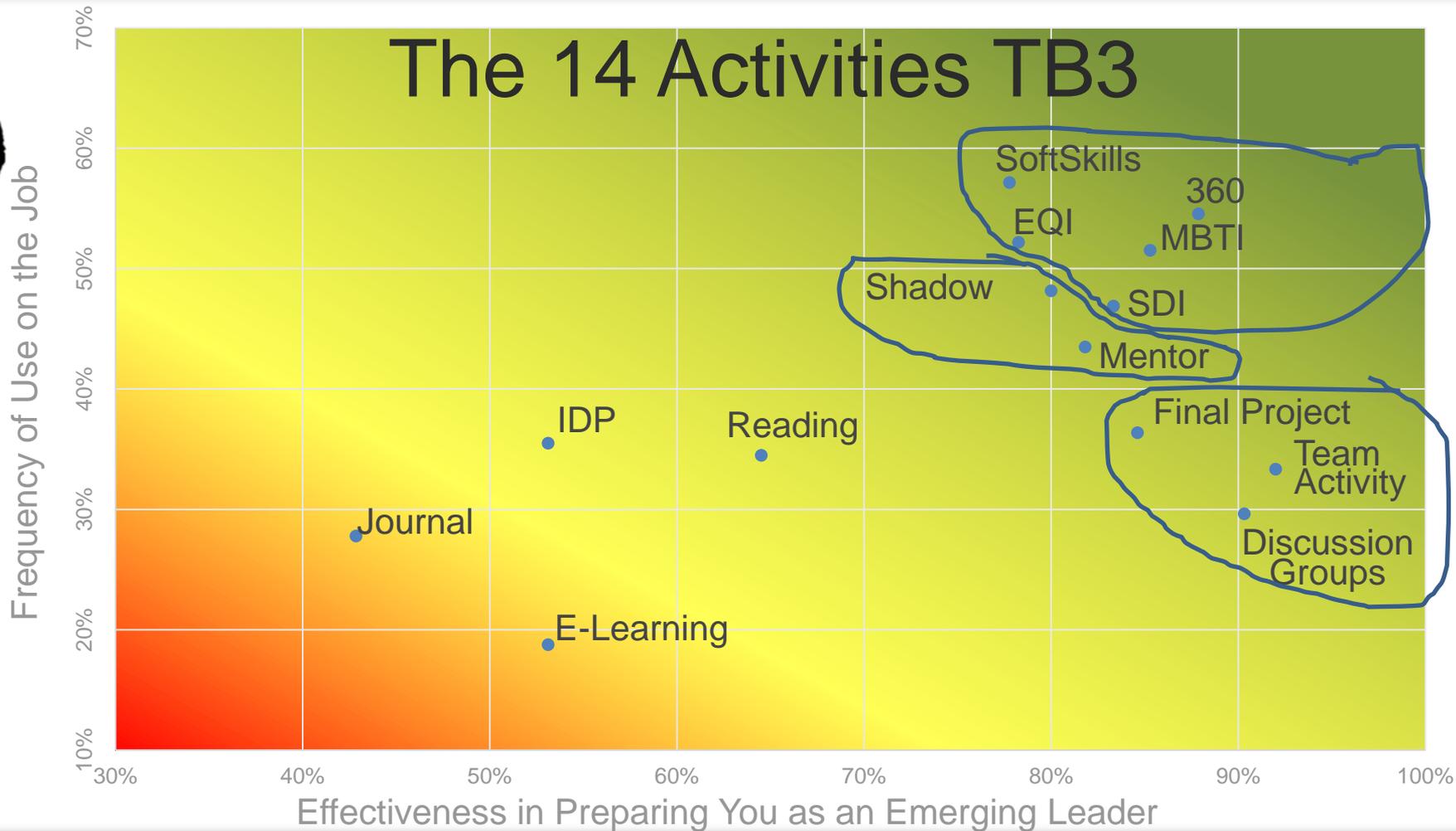


*Stratification based on generation. Additional stratification by year group and position planned for follow-on review.





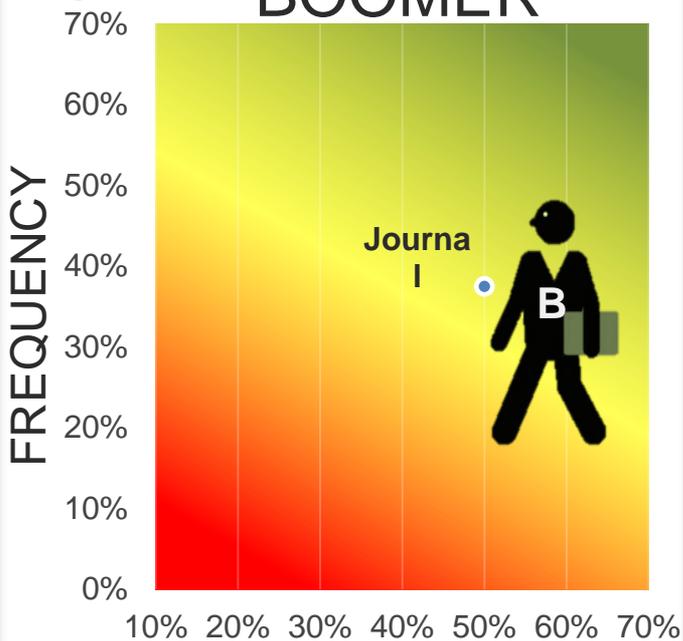
The 14 Activities TB3



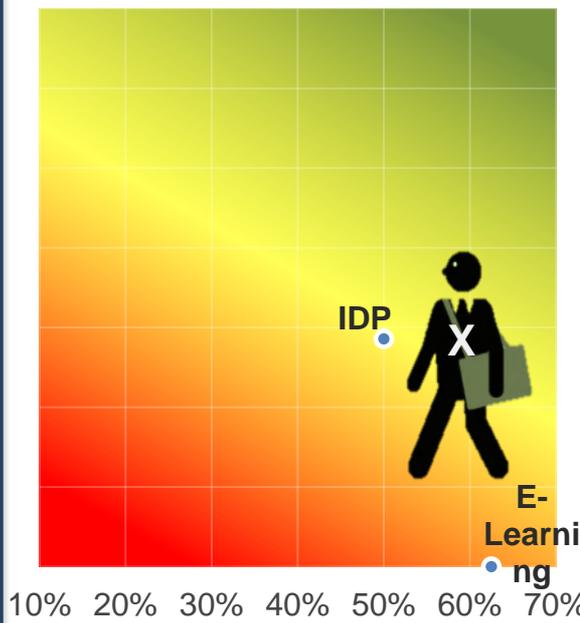
The Low Flyers and by Generation



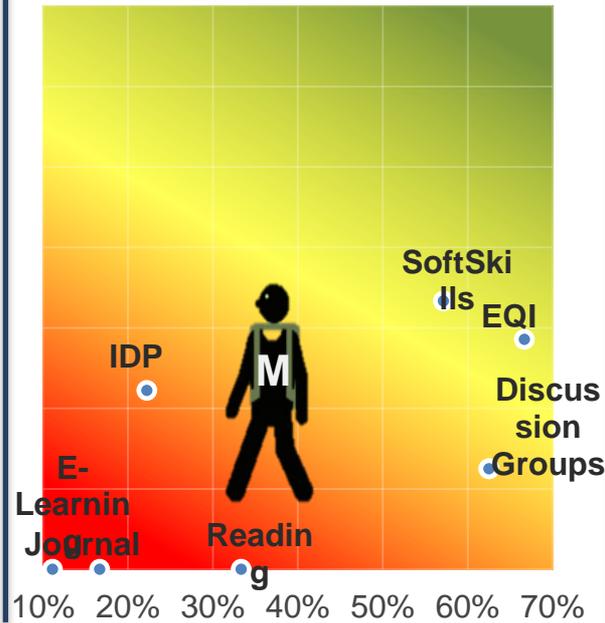
BOOMER



GEN - X



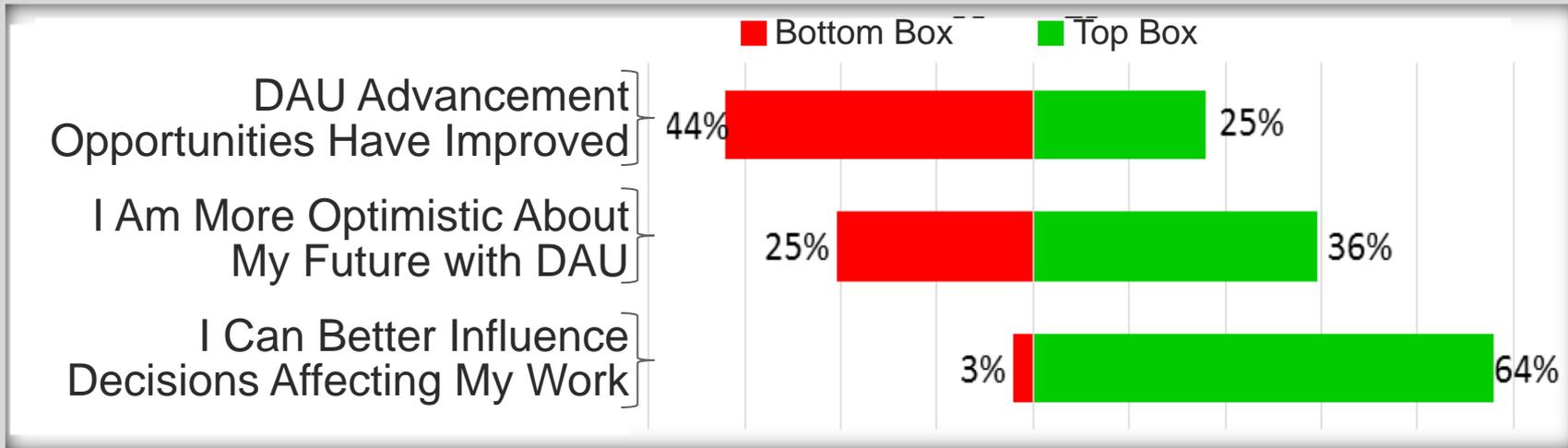
MILLENNIAL



EFFECTIVENESS



Climate Survey Questions (Selected Applicable Extracts)

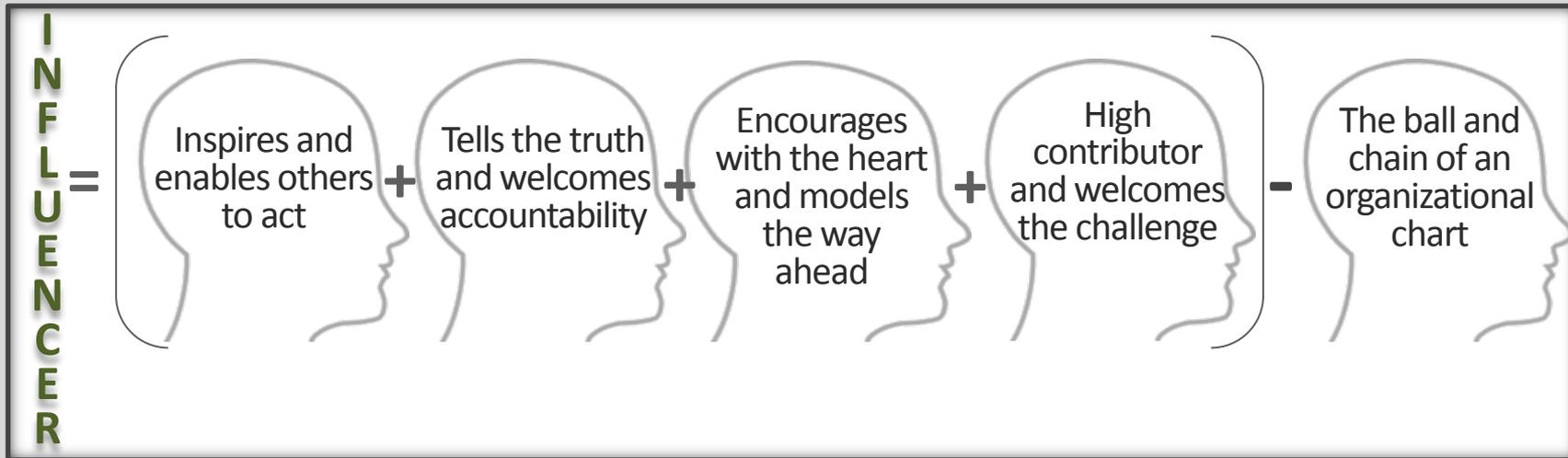


Influencers are Leaders too...





Influencers are Leaders too...





Recommendations

Select more captivating readings

- Use the readings as a precursor for group discussions

Demonstrate a stronger connection with the IDP

- Strengthen mentorship component to enrich developmental guide path

Subtract journaling from the program or connect it to other activities

- For example, use the journal as a deliverable from the job shadow exercise

Reduce the number of e-learning modules

- Focus the discussion groups around the more compelling e-learning topics

Continue the learning

- Afford ongoing shadow assignments and other developmental opportunities

Give ELP graduates increased leadership responsibilities

- Create an environment for graduates to continue to grow and advance

Round out the study by interviewing the supervisors of ELP graduates

- Validate the impact of ELP graduates' performance back on-the-job.

