2018 Emerging Leaders Program

Overview and Q&As

Program Overview

The Office of Human Resources’ (OHR) Emerging Leaders Program (ELP) is a 10 session, 80-hour program designed to prepare a pool of diverse leaders who aspire to move into supervisory roles within a few years of their participation. ELP provides a comprehensive approach to support each participant’s personal and professional development by incorporating classroom instruction, simulated application, career development and networking opportunities with city leaders. Focused on the leadership skills that are fundamental to the success of supervisors, this program is intended to offer a learning experience that allows participants to:

- Prepare to compete for a supervisory position
- Identify strengths and areas for potential growth to become a successful supervisor
- Explore the identified core competencies of a supervisor
- Build upon their professional network by engaging with city leaders
- Understand their agency strategy and business goals

The ideal candidate:

- Demonstrates leadership within their organization
- Demonstrates the STARS values
- Exhibits a strong interest in pursuing a supervisory role
- Contributes significantly to their organization
- Is in good standing without any recent disciplinary actions (within the past two years)
- Received a rating of successful or higher on the last annual performance evaluation
- Meets minimal qualifications to promote to a first-line supervisory position

Program Elements

Curriculum

Participants will progress through the learning modules as a cohort, as they develop their supervisory leadership competencies. Cohort learning allows for emerging leaders to form a learning and networking community. As future supervisors, participants can continue to cultivate these relationships beyond the program, supporting their transition to a leadership role.

Assessments

Participants independently complete the following assessments during the program:

- Emotional Intelligence©
- StrengthsFinder©
- Style Under Stress™
Curriculum Overview

Session 1 Assessment Results and Professional Development
Identify opportunities for emotional intelligence development from a strengths perspective by debriefing the assessment results.

Session 2 Create a Pathway to Success
- Map out a pathway to achieve development goals.
- Participants and their sponsors collaboratively craft and commit to development goals.

Session 3 Defining the Leadership Role
- Distinguish leadership from management.
- Explore the principles of leadership in a supervisory role.
- Determine the appropriate supervisory style for each situation.

Session 4 Critical Thinking and Reasoning
- Explore and practice a logical problem solving model.
- Identify opportunities for critical thinking development.

Session 5 and 6 Crucial Conversations
- Prepare for and navigate conversations that involve high-stakes, emotional or risky topics.
- Speak and be heard while helping others to do the same.
- Activate a group once decisions have been made.

Session 7 Coaching for Performance
- Define the coaching process.
- Explore and practice a coaching model.

Session 8 Project Management Basics
- Define project management and its stages.
- Enhance your political savvy.
- Examine tools to plan, launch and manage a project while fostering greater collaboration.

Session 9 Preparing to Promote
- Define the city’s recruiting process.
- Strengthen your resume.
- Practice interviewing skills.
Program Assignments

Outside class assignments are designed to enhance the participant’s overall experience by expanding their knowledge, skills, and familiarity related to targeted topics. Further information will be provided about these specific assignments, which will require participants to dedicate additional time outside of the classroom meetings:

- Job shadowing
- Leader networking
- Strategic plan project
- Reflection report

Q&A

1. What is the Emerging Leaders Program (ELP)?

ELP is an 80-hour program for those employees who want to pursue the role of supervision in the City and County of Denver.

2. How does ELP fit into the City and County of Denver’s Strategic Plan?

ELP supports the city’s succession needs by preparing employees to compete for supervisory roles.

3. Is there a conflict between preparing employees for supervisory roles and merit system principles?

No, the merit system requires an open and competitive hiring process. That process will be used to fill supervisory positions. ELP is a training program that helps participants to compete for a supervisory role. Participants are not guaranteed a position.

4. What is the purpose of the program?

To focus on the leadership skills that are fundamental to the success of supervisors, this program is intended to offer a learning experience that allows participants to:

a. Prepare to compete for a supervisory position.
b. Identify strengths and areas for potential growth to become a successful supervisor.
c. Explore the identified core competencies of a supervisor.
d. Build upon their professional network by engaging with city leaders.
e. Understand their department/agency strategy and business goals.
5. **What is the participant’s expected role in the program?**
   
   a. Attend at least 90% of the class meetings. This equates to missing approximately 1 day of class.
   b. Participate in class discussions and activities.
   c. Complete required assignments outside of class by the designated due dates.
   d. Take accountability to advance your own development and pursue your career pathway.
   e. Communicate openly and respectfully about your perspectives, opinions, experiences, and concerns.
   f. Communicate all program related updates, changes, and pertinent information with your sponsor.
   g. Provide constructive feedback for the good of the program and your own learning needs.

6. **What will be required of ELP participants outside of class time?**
   
   a. Complete required online assessments:
      i. Emotional Intelligence
      ii. StrengthsFinder
      iii. Style Under Stress
   b. Collaborate with their supervisor to craft development goals linked to their annual performance.
   c. Shadow a supervisor and report on findings.
   d. Work with their supervisor to complete on-the-job assignments between class meetings.
   e. Network with a city leader and report on findings.
   f. Research department/agency strategic plan.
   g. Recommended but not required – Keep a written self-reflection log.
7. **What is the sponsor’s role?**
   a. Sponsors play a key role in helping their emerging leaders to be successful both in the program and beyond. The sponsor is expected to participate fully.
   b. Attend all scheduled sessions for sponsors including, but not limited to, program kickoff, joint learning sessions and graduation celebration. *(See program schedule.)*
   c. Encourage the participant’s attendance. This may be done by granting training leave, altering the employee’s schedule, planning for coverage, or simply encouraging the employee to attend class meetings when conflicting demands arise.
   d. Grant training leave to cover some or all the time the employee will need to complete the program requirements (e.g., attending monthly class meetings, completing assignments outside of the classroom, including shadowing and networking with another city supervisor).
   e. Complete program evaluations as requested and submit by deadline.
   f. Meet regularly with your participant to establish and pursue development goals.
   g. Actively coach your participant. After each class meeting, the sponsor will receive an email summarizing the most recent course content with on-the-job assignments to complete with your emerging leader. The assignments will help your participant apply the classroom concepts to the actual work environment.
   h. Role model exceptional leadership and share honestly about the challenges you have faced in your own leadership journey.

8. **What is the role of the program administrator?**
   a. Provide participants and sponsors accurate information in a timely manner.
   b. Foster and maintain a safe, respectful, yet challenging learning experience.
   c. Act as a resource and advocate throughout the learning experience.
   d. Refer to outside resources for additional support when appropriate.
   e. Hold program participants and their sponsors accountable to fulfill their respective responsibilities.
   f. Maintain confidentiality of assessment results and individual development information.
   g. Accept feedback from program participants and sponsors to improve the program.
9. What are Emotional Intelligence®, StrengthsFinder® and Crucial Conversations®?

   a. **Emotional Intelligence®**
      Emotional Intelligence is an internet-based assessment created by TalentSmart that helps students to better understand, read, and deal with emotions – their own and others’.

   b. **StrengthsFinder®**
      StrengthsFinder® is an internet-based assessment created by Gallup to reveal an individual’s top five strengths that can be harnessed to produce successful personal lives and careers.

   c. **Crucial Conversations®**
      The Crucial Conversations® course, developed by VitalSmarts®, teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics at all levels of the organization.

10. What does the program cost?

    There is a $400 fee for course materials. This will be billed back to the division once the program starts.

11. How many people will participate in the program?

    25 participants are accepted into the program at one time.

12. What if an employee would like to attend ELP but is not chosen to participate?

    The employee should talk with his or her supervisor to craft development goals to support their continuous learning and development. In addition, Human Resources Business Partners are available to discuss development opportunities offered through the City and County of Denver.

13. What if a participant misses a session?

    Participants are expected to attend at least 90% of the class meetings. If a session is missed, it cannot be made up. The participant will be expected to talk with the instructor and/or other participants to cover the material, though this is not equivalent to attending the session and is less effective than participating in classroom activities.

14. What if a participant doesn’t complete ELP?

    Accountability for completing the program rests with each participant. Any participant who withdraws from the program should talk with his or her supervisor before doing so. The $400 fee for course materials will not be refunded.
15. When does the program start?

The citywide ELP will kick off April 11, 2018.

16. What will the employee receive upon completion of the program?

Upon completion of the Emerging Leaders Program, each participant will receive a certificate of completion. This excludes those who attend less than 90% of the class meetings. In addition, program participation will be recorded on each employee's learning transcript in City U.

17. Does completion of the Emerging Leaders Program serve as an equivalent for OHR's supervisory test?

No, completing the program does not substitute for taking OHR’s supervisory test. Nor does it guarantee that an ELP graduate will be given a passing score for the supervisory test. The employee must still pass the test to be placed on the eligibility list for hiring purposes.