## Dates for Dartmouth LEADS Sessions 2017 – 2018

<table>
<thead>
<tr>
<th>Supervisor Session:</th>
<th>To be announced</th>
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<tbody>
<tr>
<td><strong>Pre-requisite</strong></td>
<td></td>
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<tr>
<td><em>Communicating with Impact</em></td>
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<tr>
<td>To view upcoming dates, please visit <a href="http://dartgo.org/abccoursecatalog">http://dartgo.org/abccoursecatalog</a></td>
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<thead>
<tr>
<th>LEADS Kick-off:</th>
<th>Tuesday, September 12</th>
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<tbody>
<tr>
<td>Breakfast (supervisors encouraged to attend)</td>
<td>8:30 a.m. – 10:30 a.m.</td>
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<tr>
<td>Training</td>
<td>10:30 a.m. – 12:00 p.m.</td>
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<thead>
<tr>
<th>Opening Retreat:</th>
<th>Tuesday, October 3</th>
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<tbody>
<tr>
<td>Breakfast (supervisors encouraged to attend)</td>
<td>8:30 a.m. – 4:30 p.m.</td>
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<tr>
<td>Wednesday, October 4</td>
<td>8:30 a.m. – 4:30 p.m.</td>
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<tr>
<th>Training Days:</th>
<th>Tuesday, November 14</th>
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<tr>
<td>9:00 a.m. – 4:00 p.m.</td>
<td>Tuesday, December 12</td>
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<tr>
<td>9:00 a.m. – 4:00 p.m.</td>
<td>Tuesday, January 9</td>
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<tr>
<td>9:00 a.m. – 4:00 p.m.</td>
<td>Tuesday, February 6</td>
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<tr>
<td>9:00 a.m. – 4:00 p.m.</td>
<td>Tuesday, March 6</td>
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<tr>
<td>9:00 a.m. – 4:00 p.m.</td>
<td>Tuesday, April 10</td>
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<tr>
<td>9:00 a.m. – 4:00 p.m.</td>
<td>Tuesday, May 8</td>
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Leadership is about inspiring others to give their best, cultivating collaboration, and delivering results. Created with input from senior leaders and staff, Dartmouth LEADS is an investment in high-potential, high-performance individuals that demonstrate a commitment to ongoing learning and professional development. The dynamic and engaging nine-month program is cohort-based, with space for 16 - 20 participants representing a unique cross-section of Dartmouth.

Over the course of the nine-month program participants will:

- Create a personalized leadership development plan anchored in a 360-degree assessment of their unique strengths and growth areas.
- Create an Action Learning Project that meets a departmental/divisional priority.
- Strengthen communication and leadership skills.
- Gain confidence to serve as a leader in their departments, teams, and divisions.
- Create a collaborative cross-institutional learning community.

Dartmouth LEADS is a selective program. Applicants must be nominated by their supervisor or a divisional leader in consultation with the nominee’s supervisor to apply. Applications do not guarantee participation in the program, as we aim to create a well-balanced and diverse cohort.

Highlights of the program include:

- **Support from supervisors, peers, and HR consultants:** Coaching and mentoring throughout the program provides participants with many avenues to reflect on learning, problem-solving, and identifying best practices for their leadership.

- **Direct application of learning in one’s work-environment:** Through self-directed practice work, peer-consulting, and an action-learning project, participants will build on strengths and apply what they gain from the program in real-time.

- **Cultivating Dartmouth’s competencies for managers:** Designed for individuals who are self-motivated, the program strengthens core competencies for successful leadership at Dartmouth.

We are pleased to be accepting applications for the second cohort, which will launch in September 2017. **Nominations for applicants are due by Friday, May 12. Applications are due on Tuesday, May 30. To nominate someone in your division, please click here.**
Dartmouth LEADS Curriculum Overview

Dartmouth LEADS was developed to support Dartmouth’s high-potential leaders in order to help build a collaborative and high-performing workforce for everyone. The certified facilitators and trainers will approach this learning process by integrating individual development, organizational performance, and collaboration skills throughout our nine-month curriculum.

Competencies to be developed:

- Clear communication
- Self-awareness
- Inclusive excellence
- Empathy and emotional intelligence
- Individual leadership skills and strengths
- Project management
- Effective feedback
- Change management
- Difficult conversations
- Performance management
- Understanding multicultural organizations
- Influencing others
- Driving change
- Enhancing your professional network for collaboration
- Business acumen
Role of Participant’s Supervisor

Research on leadership development shows that 70% of learning happens through real life and on-the-job experiences, tasks, and problem solving. While training is important, one’s ability to practice new skills and engage in ongoing reflection in the work environment is essential. In Dartmouth LEADS, the supervisor plays a critical role in supporting the participant’s learning process and integration of new insights into one’s day-to-day work.

This program requires that the participant’s supervisor be involved in the following ways:

- Sign a Supervisor Letter of Commitment as part of the nominee’s application process.
- Participate in sharing feedback as part of the participant’s 360 evaluation.
- Attend a 1-hour introductory session for supervisors at the beginning of the program. The session will cover an overview of the program and the supervisor’s role. If unable to attend the designated session, the supervisor will meet individually with a member of the Training and Development team to review the material.
- Attend the opening and closing events, if available.
- Support the participant’s involvement by providing adequate time for them to participate fully in training days and practice.
- Work with participant to create an action-learning project that meets departmental/divisional goals and provides an opportunity for the participant to stretch their leadership skills. We will provide guidance to participants and supervisors for the development of this project.
- Participate in a monthly learning conversation with the participant to discuss insights and practical application from the program. We will provide a suggested structure and guidance for learning conversation topics.
- Attend the participant’s Action Learning Project presentation in May 2018.

Due to the important role that the supervisor plays in the program, we cannot accept applicants whose supervisors are unable to meet these role requirements.
What is included in Dartmouth LEADS?

The design of Dartmouth LEADS is intended to facilitate focused learning over time in the context of a supportive peer-learning community.

Features of the program include:

- Kick-off and closing events
- Initial two-day off-campus retreat
- Nine days of in-person training sessions, to be held once a month
- A new network and set of relationships with peers representing diverse areas of Dartmouth
- Ongoing peer-coaching and learning with a peer-coaching team
- 360-degree feedback survey to highlight leadership strengths and areas for development
- StrengthsFinders talent assessment model
- Development of a personalized leadership development plan
- An action-learning project developed to stretch leadership skills in one’s existing work, with supervisor support
- Coaching opportunities with HR consultants
- Regular meetings with supervisor to discuss application of learning
- Participant workbooks and online resources
- Reflective and action-oriented practice to apply learning in-between sessions

What are the criteria for eligibility?

Dartmouth LEADS is a selective program. Applicants must be nominated by a divisional leader in consultation with the nominee’s supervisor to apply. Nominees must meet the following criteria:

- Minimum of three to five years of experience in a supervisory or leadership capacity, OR demonstrated high potential to be in a leadership position.
- Ability to commit to participation in the nine-month program, which includes one day per month of training, up to six hours per month of additional learning, and prior to the two day retreat, attending a Communicating with Impact pre-requisite workshop. For the dates of the LEADS program, please click here.
- Positional authority within their team, committee, or department to lead and influence change.
- A demonstrated commitment to their leadership role, a willingness to be challenged and learn from experience, and an interest in cultivating self-awareness and emotional intelligence.
- Would benefit from cross-institutional exposure due to their positional responsibilities or time at Dartmouth.
What are the requirements and time expectations for my participation in Dartmouth LEADS?

Due to the program’s focus on building a cohesive learning community, we ask that participants commit to attend all training dates in full. In addition, we ask that participants work with their supervisor to set aside appropriate time for the following activities throughout the program.

- Commit to four to six hours of monthly practice related to course content.
- Meet with supervisor one hour per month to discuss learning from the course and opportunities for practical application.
- Meet with a peer coaching group two to three times during the nine months for one and a half to two hours.

What is a cohort?

A cohort is a group of 16 – 20 participants who will participate in all trainings together over the nine-month time period, forming a learning community. Through training together, cohort members develop a common skill set, and a sense of accountability and mutual support. Members foster a shared focus on leadership development and build the trust necessary for risk-taking and innovative collaboration.

What is a 360 assessment? Who will see it?

A unique aspect of Dartmouth LEADS is the opportunity to receive a 360 assessment, known as “360” for short. A 360 is a tool for one’s personal and professional development. It provides participants with the rare opportunity to learn and reflect on how their colleagues at various levels of the institution, as well as external contacts perceive their work and professional relationships. This offers participants the opportunity to develop a personalized leadership development plan rooted in an accurate assessment of their strengths and areas of growth.

The results of the 360 are for the individual participant’s growth and learning and are confidential. They will not be shared with the supervisor (unless the participant chooses to do so). Participants will participate in a coaching session with a member of the Training and Development team to debrief the results of their 360 and begin to develop a personalized leadership development plan. Once the participant develops their leadership development plan, we encourage them to share this plan with their supervisor.

How do I apply?

Dartmouth LEADS is a selective program. Applicants must be nominated by their supervisor or a divisional leader in consultation with the nominee’s supervisor to apply. Applications are due on Tuesday, May 30, 2017. For more information, please contact Training and Development.