

Dartmouth LEADS Information Packet 2021-2022

We are pleased to be accepting applications for the fourth cohort, which will launch in September 2021. Details of the program can be found in this packet. ***Nominations for applicants are due by Wednesday, March 31. Applications are due by Friday, May 14. To nominate someone in your division, please [click here](#).***

Dartmouth LEADS Program Description

Leadership is about inspiring others to give their best, cultivating collaboration, and delivering results. 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.
- Learn skills to create and maintain an environment that fosters diversity, inclusion, and equity.

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, subject matter experts, and certified facilitators and trainers:** 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, 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 leadership development:** Designed for individuals who are self-motivated, the program strengthens core competencies for successful leadership at Dartmouth.

Dates for Dartmouth LEADS Sessions 2021 – 2022

Supervisor Session: To be announced

Prerequisite

If accepted, attend a *Communicating with Impact* pre-requisite workshop. **Please hold Friday, July 23, 2021** on your calendar, pending acceptance into the program.

LEADS Kick-off	Tuesday, September 21	
Breakfast (for cohort and supervisors)	8:30 a.m. – 10:30 a.m.	
Cohort Meeting	10:30 a.m. – 11:45 a.m.	
Opening Retreat	Tuesday, October 12	8:30 a.m. – 4:30 p.m.
	Wednesday, October 13	8:30 a.m. – 4:00 p.m.
Networking Opportunity	Wednesday, October 13	4:00 p.m. – 4:30 p.m.
Training Days	Tuesday, November 16	9:00 a.m. – 4:00 p.m.
	Tuesday, December 14	9:00 a.m. – 4:00 p.m.
	Tuesday, January 18	9:00 a.m. – 4:00 p.m.
	Tuesday, February 15	9:00 a.m. – 4:00 p.m.
	Tuesday, March 15	9:00 a.m. – 4:00 p.m.
	Tuesday, April 5	9:00 a.m. – 4:00 p.m.
Action Learning Project Presentations	Tuesday, May 17	9:00 a.m. – 4:00 p.m.

(supervisors and divisional leadership will be invited to attend)

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Dartmouth LEADS Curriculum Overview

Dartmouth LEADS was developed to support Dartmouth's high-potential leaders to help build a collaborative and high-performing workforce for everyone. Curriculum will be delivered by content experts who will integrate individual development, organizational performance, and collaboration skills throughout our nine months with the cohort.

Competencies to be developed:

- Effective communication
 - Managing difficult conversations
 - Delivering and receiving effective feedback
 - Public speaking and presentation skills
- Self-awareness
- Inclusive excellence
- Understanding multicultural organizations
- Empathy and emotional intelligence
- Individual leadership skills and strengths
- Goal development
- Project management
- Change management
- Enhancing your professional network for collaboration
- Business acumen
- Influencing others
- Driving change

What are the requirements and time expectations for Dartmouth LEADS?

Role of Participant

Due to the program's focus on building a cohesive learning community, we ask that participants 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 up to three hours of monthly learning outside of formal training sessions. This includes practice related to course content and work on their Action Learning Project.
- Meet with their supervisor each month to discuss learning from LEADS and opportunities for practical application.
- Meet with appropriate resources linked to the development and implementation of the Action Learning Project.

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 Learning and Development team to review the material.
- Attend the opening breakfast on Tuesday, September 21, 2021.
- Support the participant's involvement by providing adequate time for them to participate fully in training days and practice.
- Support the participant as they create and implement an Action Learning Project that meets departmental/divisional goals and provides an opportunity 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 on Tuesday, May 17, 2022.

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 a cohort?

A cohort is a group of 16–20 participants selected to participate together in LEADS over the nine-month period, forming a learning community. Through this common experience, cohort members acquire a common skill set and a sense of accountability and mutual support. Members foster a shared focus on leadership potential and build the trust necessary for risk-taking and innovative collaboration, both during LEADS and beyond as colleagues at Dartmouth.

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:

- Opening 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 coaching and learning
- 360-degree feedback survey to highlight leadership strengths and areas for development
- Clifton Strengths assessment model
- Creation of a personalized leadership enhancement plan
- An Action Learning Project designed to stretch leadership capacity and skills in one's existing work, with supervisor support
- Monthly learning conversations with supervisor to discuss application of learning

What is a 360 assessment? Who will see it?

A unique aspect of Dartmouth LEADS is the opportunity to receive a 360 assessment. It provides participants with the rare opportunity to learn and reflect on how their colleagues at various levels of the institution and external contacts perceive their work and professional relationships. This offers participants the opportunity to create a personalized leadership enhancement 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 receive an individualized 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 plan, we encourage them to share this plan with their supervisor.

What are the criteria for eligibility?

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. Nominees must meet the following criteria:

- Minimum of 3–5 years of experience in a supervisory or leadership capacity **OR** demonstrated high potential to be in a leadership position.
- 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.
- Ability to participate in the nine-month program, which includes one day per month of formal in-class training and up to three hours per month of additional work related to the Action Learning Project.
- If accepted, prior to the two-day retreat, attend a *Communicating with Impact* pre-requisite workshop. **Please hold Friday, July 23, 2021** on your calendar, pending acceptance into the program.
- Positional authority within their team, committee, or department to lead and influence change.
- Would benefit from cross-institutional exposure due to their positional responsibilities or time at Dartmouth.

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 by **Friday, May 14, 2021**. For more information, please contact [Learning and Development](#).