APPLICATION PACKET

Deadline
Friday, November 8, 2013
5:00 pm
OVERVIEW OF THE PROGRAM

The goals of the Manager Development Program (MDP) are to provide managers with opportunities to gain skills and enhance those assets that support Emory’s strategic vision as well as that of their department.

Managers play a critical role in advancing the mission of the University. They have significant responsibilities in formulating and administering policies and programs as well as managing people and processes. As Emory University endeavors to remain an employer of choice, developing managers who are capable of shaping the future of the organization and achieving success for their departments is essential.

This program supports Emory’s vision to:

- Be a **destination university** by fostering lifelong learning among all constituents.
- Be **inquiry-driven** by providing managers opportunities to explore their leadership capabilities.
- Be distinctive for its **ethical commitment** by setting standards followed by others.
- Work for **positive transformation** by fostering openness and diversity of thought, experience and culture.

**IDEAL CANDIDATES**

Experienced managers, and individuals who have been hired or recently promoted to a management role (e.g., current managers, assistant/associate directors, or directors). It is also ideal for those who have three or more years of experience in a management role but have not had formal management training. The program is also appropriate for faculty and principal investigators that supervise people.

**PROGRAM CURRICULUM**

Participants will be selected to attend engaging, interactive sessions and explore four key themes including:

- **Leadership Development**—Explore leadership styles, ethics, and managing people and resources.
- **Building and Managing Relationships**—Develop relationships with direct reports, peers and senior leadership. Additional topics including building and leading diverse teams as well as managing conflicts.
- **HR & Legal Policies**—Understand the current HR laws and policies that impact today’s workplace.
- **Strategic Planning**—Lead and manage change within your department, and negotiate for resources.

**PROGRAM DESIGN**

This program is designed to allow leaders to develop and enhance skills within a cohort group of up to 20 participants. By creating a shared experience, participants have the opportunity to build relationships with colleagues from different departments and divisions. This peer interaction strengthens the learning experience, promotes networking and increases the retention of the participants in the program. Participants will also complete a capstone project. This short-term project allows participants to apply concepts learned in the program to address relevant, timely issues that enhance productivity and/or strengthen leadership skills.

**PARTICIPANT SELECTION**

All applicants will be notified via email by **Friday, December 20, 2013** regarding the status of their application. Participants will be selected based on their stated goals, departmental representation and supervisor’s recommendation. Depending upon the level of experience, candidates may be selected for the Supervisor Development Program and/or another cohort. Candidates are encouraged to reserve the dates listed on the Program-at-a-Glance (see page 4) in anticipation of their acceptance to the program. Sponsors are encouraged to reserve **Monday, January 27, 2014 for the Sponsors’ Orientation from 11:00 am-12:00 pm at 1599 Clifton Road, Room 1.432.**

**PROGRAM COST**

The cost for the department for each participant is $500.
PARTICIPATION AND PROGRAM ATTENDANCE GUIDELINES

The purpose of the Learning & OD Programs is to provide participants with an opportunity for growth and development. Given the investment of time and resources, it is important that participants are committed to attending all of the program sessions.

Attendance is mandatory. The “Program at a Glance” is provided in the application. Interested candidates can plan regular work-related commitments, professional conferences and vacations in advance, so that they do not conflict with program dates. In the event a participant misses a class, the program coordinator will contact the participant, the sponsor/supervisor and the Manager of Training.

Extenuating Circumstances
In the event of illness, loss of a loved one or unexpected workplace emergency, the participant will inform the program coordinator that she or he will not be able to attend the session. The program coordinator will assist the participant in making up the session, may include attending an upcoming session or completing the class online. The participant’s department will be responsible for any additional fees associated with completing online courses.

Inclement Weather
In the event of inclement weather, participants should follow the University guidelines for closings and delays. Safety is paramount and should a class need to be rescheduled, we will seek your support in adjusting calendars.

Unexcused Absences
Examples of unexcused absences include meetings, vendor meetings, conference calls, conference attendance or vacation days. The participant will be responsible for making up the session(s). If available, the participant may complete the class online, or attend another upcoming session. The participant’s department will be responsible for any additional fees associated with makeup classes.

If a participant misses three classes and has not made up the classes prior to the published graduation date for that cohort group, the participant will be allowed to join the next available cohort and graduate with the new cohort group. Program fees will not be refunded as course materials are acquired in advance.

Graduation Requirements
Participants will be eligible for graduation in 2014 by completing following requirements: 1) attendance in classes, 2) submission of the MPP Capstone Project Plan and 3) presenting their Capstone Project on Thursday, August 28 2014. If the participant is unable to meet these requirements, they will be invited to participate in the next graduation ceremony.
Once selected, attendance will be required. Please review the following dates prior to submitting your application to ensure your availability. With the exception of the graduation, all of the sessions will take place at Learning & Organizational Development, 1599 Clifton Road. Please note that the topics are subject to change.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Application Deadline</td>
<td>Friday, November 8, 2013</td>
<td>5:00 pm</td>
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<tr>
<td>Participation Notification via Email</td>
<td>Friday, December 20, 2013</td>
<td>5:00 pm</td>
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<tr>
<td>Pre-Work Deadline</td>
<td>Friday, January 17, 2014</td>
<td>5:00 pm</td>
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<td>Sponsors Orientation (for sponsors only)</td>
<td>Monday, January 27, 2014</td>
<td>11:00 am-12:00 pm</td>
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<td>Kickoff, 360° Process Overview &amp; Birkman</td>
<td>Thursday, January 30, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Essentials of Leadership Site Central</td>
<td>Thursday, February 13, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Capstone Project Review Situational Leadership</td>
<td>Thursday, February 27, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Building and Sustaining Trust</td>
<td>Thursday, March 13, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Civil Treatment for Managers</td>
<td>Thursday, March 27, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Crucial Conversations Day 1</td>
<td>Thursday, April 17, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Crucial Conversations Day 2</td>
<td>Thursday, May 1, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Coaching for Peak Performance</td>
<td>Thursday, May 22, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Addressing Poor Performance</td>
<td>Thursday, June 5, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Retaining Talent</td>
<td>Thursday, June 19, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Fostering Innovation</td>
<td>Thursday, July 10, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Presentation Skills</td>
<td>Thursday, July 24, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Collaboration</td>
<td>Thursday, August 7, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Capstone Project Presentations Supervisors, Sponsors, Coworkers are invited.</td>
<td>Thursday, August 28, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Graduation</td>
<td>September 2014</td>
<td>TBD</td>
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MANAGER DEVELOPMENT PROGRAM APPLICATION

Application Due: Friday, November 8, 2013. 5:00 pm

I. PERSONAL DATA

NAME: _______________________________________________  EMPL ID: ____________________

TITLE: ____________________________________________________________

DEPARTMENT: ___________________________  SMART KEY#: ____________________________

CAMPUS ADDRESS: __________________________________________________________

PHONE: ___________________  EMAIL: ________________________

NAME OF SUPERVISOR/TITLE: ________________________________________________

1. How long have you been a manager at Emory? _______

2. Do you have prior experience as a manager? If so, how many years? _______

3. How many direct reports do you have? _______

4. How many indirect reports (i.e., individuals under your direct reports) do you influence? _______

Note: To be considered for this program, you must currently manage others (i.e., responsible for their performance evaluations).

II. RESUME—PLEASE ATTACH A DETAILED RESUME

III. ESSAY QUESTIONS—PLEASE SUBMIT UP TO 2 PAGES WITH YOUR RESPONSES TO THE FOLLOWING QUESTIONS:

1. What are some challenges you face as a manager that you would like to address in this program?

2. Have you participated in a manager or leadership program in the past? If so, briefly describe your experience, including lessons learned.

3. What are your career goals and how would participating in this program assist you in reaching those goals?

4. How will you personally contribute to this program?

5. Is there anything else that we should know about your interest in this program?

6. Please describe 3 skills that you would like to develop.
SUPERVISOR/SPONSOR RECOMMENDATION

The Manager Development Program is aimed at developing managers and directors throughout the University. Candidates can be nominated or self-nominated to participate in this program. An individual who self-nominates will still be required to have the formal support of his or her direct supervisor in order to be considered for the program.

LETTER OF SUPPORT
The supervisor/sponsor must submit a letter of support. In an attachment, please provide a statement of support for your employee’s admission into the Program. Some questions to consider include: Why do you think this person is an ideal candidate for this Program? How would this individual benefit from this experience? How will your department benefit from this person’s participation?

SPONSORS’ ORIENTATION
Supervisors/Sponsors are expected to attend the Sponsors’ Orientation on Monday, January 27, 2014 from 11:00 am-12:00 pm. During the Orientation, supervisors/sponsors will learn about the program expectations including the Capstone Project, 360 Assessment, attendance requirements and meet the Learning & OD Team. Although some of this program will be funded centrally, there will be $500 charged back to the department. Faculty are eligible and encouraged to apply.

SUPERVISOR COMMITMENT
Please read the following, and sign and date below to indicate your agreement.
I understand that the participant’s commitment to the Program includes instructor-led classes and additional time that may be required to complete any course-related work such as completing a self-assessment and/or pre-work. I will support this person in meeting all the Program requirements. I will provide guidance in the completion of the Capstone Project, and allow time to complete it.
I understand that the participant’s continued enrollment in the program will be based on attendance at every scheduled course, and that I will be informed of any missed sessions.
My signature below indicates that I have read the program at a glance, course policies and timetable for the Program, and support my employee’s participation in the Manager Development Program. I am committed to his/her professional development and training, and I will support his/her attendance with paid time away to fully participate in this program.

TYPE NAME OF SUPERVISOR: __________________________________________________________
TITLE: __________________________________________________________________________

SIGNATURE ______________________________________________________________________

IF THE SPONSOR IS DIFFERENT FROM THE SUPERVISOR:

TYPE NAME OF SPONSOR: __________________________________________________________
TITLE __________________________________________________________________________

SIGNATURE: _____________________________________________________________________
CHECKLIST FOR THE MANAGER DEVELOPMENT PROGRAM

___ I have read the program overview and understand that the cost of this program is $500.
___ I have reviewed the program dates and ensured my ability before applying to the program.
___ I have completely filled out the application, essay responses and attached a current resume.
___ I have attached a letter of support from my sponsor/supervisor, and s/he has signed this form.
___ I have reviewed the application for accuracy and signatures.

THE HR LEARNING & ORGANIZATIONAL DEVELOPMENT DEPARTMENT
fulfills the mission of Emory University by offering a variety of learning opportunities including
general enrollment courses, customized workshops, performance consulting and facilitation
services.

SERVICES—While most courses are specifically targeted
to University staff and faculty, employees of Emory
Healthcare are invited to participate in those classes
that meet their personal and professional development
needs. The following programs and services are
available:

GENERAL ENROLLMENT COURSES

PERFORMANCE CONSULTING SERVICES
• Leadership & Behavior Assessments
• Retreat Design & Facilitation
• Team Building Design & Facilitation
• Customized Training

PROGRAMS
• Academic Leadership Program (ALP)
• Administrative Professionals Program (APP)
• Excellence Through Leadership (ETL)
• Supervisor Development Program (SDP)
• Mentor Emory
• HR Rep Certificate Program

VISIT OUR WEBSITE AT:
http://www.learningservices.emory.edu

APPLICATION DEADLINE:
Friday, November 8, 2013, 5:00 pm

FOR INQUIRIES OR TO SUBMIT
YOUR APPLICATION CONTACT:

Attn: Manager Development Program
Anisthasia B. Carter
Manager of Training
Learning & Organizational Development
404-727-9563 (Phone)
404-727-1849 (Fax)
abcart3@emory.edu (Email)

Drop-off/ Interoffice Mail
1599 Clifton Road, NE, 1st Floor, Room 1.120
Mailstop: 1599-001-1AP
Atlanta, Georgia 30322

Submit a “green” application:
Scan a completed, signed copy of your
application, and email it to the address
listed above.