

**2024 EMERGING LEADERS SERIES**

Leadership is not magic, charisma or the responsibility of a chosen few. Leadership is the result of specific behaviors that can be developed and implemented at all levels of an organization. Leaders are ordinary people who get extraordinary things done.

The **Emerging Leaders Series** is a program of the Center for Continuing Education in Rehabilitation (CCER) at the University of Washington. Itis designed to develop and enhance the leadership skills of mid and upper level managers in organizations which support people with disabilities to work, live in and participate fully in their communities. The program consists of 12 days of training divided into 3 sessions of 4 days each.

# PURPOSE

The purpose of the **Emerging Leaders Series** is to challenge individuals to become positive forces of change within their organization by adopting exemplary leadership practices.

# GOAL

The goal is to provide the opportunity for participants to develop and refine their leadership skills in relation to their current role and future leadership opportunities.

# OBJECTIVES

At the conclusion of the **Emerging Leaders Series**, participants will:

1. Increase their self-awareness and understanding of individual differences.

2. Understand how and why changes occur (or do not occur) within organizations.

3. Know how to create an environment conducive to positive change.

4. Recognize the impact of external environmental factors on individuals in leadership positions.

5. Envision the future and implement practical steps to move toward that vision.

# CONTENT

The content of the three sessions is based primarily on the ten behavioral commitments of successful leaders described in the book **The Leadership Challenge** by James Kouzes and Barry Posner:

## Session I: Building Relationships That Work

* Foster collaboration by promoting cooperative goals and building trust.
* Strengthen others by sharing information and power.
* Set an example for others by acting in ways consistent with one's values.
* Recognize individual contributions to success of every project.
* Celebrate team accomplishments regularly.

The first session focuses on understanding differences about how people think, feel and behave in relation to working together in a constructive way. Participants are asked to complete a variety of self-assessment instruments, including the Leadership Practices Inventory that is also completed by others who work closely with the participant. A day is spent on the "Challenge Course," an ingenious outdoor experience designed to foster teamwork and group problem solving.

## Session II: Moving Toward Your Vision

* Envision an uplifting and ennobling future.
* Enlist others in a common vision by appealing to their values, interests, hopes and dreams.
* Search for challenging opportunities to change, grow, innovate and improve.
* Experiment, take risks, and learn from the accompanying mistakes.
* Plan small wins that promote consistent progress and build commitment.

Defining a change project to be implemented within each participant's agency is the primary focus of the second session. Each participant develops a vision for their program, considers the interests and values of people who affect their ability to get things done and identifies a way to change and improve their program. They pursue that change between sessions two and three.

## Session III: Leadership At Or Near The Top

While leaders are necessary and exist at all levels of an organization, there are positions at or near the top that are considered leadership positions. Session III examines the similarities and differences among leadership at various levels of an organization and how to prepare for leadership positions. Time is also spent reviewing lessons learned during implementation of the change projects.

# PROCESS

A variety of procedures and formats will be utilized during the series including small group discussion, role-playing, simulations, individual consultation, lectures, and guest presentations. These activities will take place in various locations in and around the Seattle area. Participants are expected to be actively involved and willing to share their knowledge and insights with others. In addition to the implementation of a change project within the participant's organization during the series, there will be other brief assignments between sessions and occasional evening meetings or assignments during the sessions.

# INSTRUCTORS

The primary trainers for the series are Paul Dziedzic and Katherine Hansen.

Paul is the former Special Assistant to the Governor of Washington on Substance Abuse Issues and the former Director of the Washington Department of Services for the Blind, during which time he served as President of the Council of State Administrators of Vocational Rehabilitation.

Katherine is a founder and former CEO of Community Partnerships of Idaho, a large private agency providing a diverse array of community services to individuals with disabilities throughout Idaho. She is a leader in disability advocacy, health care innovation and provider relations in Idaho and across the region.

# REACTIONS FROM PREVIOUS PARTICIPANTS

“The Emerging Leaders training has significantly impacted the way I show up in my organization. The leadership skills I learned not only benefit me as a leader but the agency I lead and the people I serve. This has been the best training I have received since becoming executive director.”

"It is a dynamic presentation of the building blocks of leadership...The series was a fun, exciting and very encouraging exercise in human behavior."

"After each session I felt truly empowered and energized to get things done. If you sincerely desire to be an agent of change, this is an opportunity for you to develop the skills in order to do that."

"You are in for a treat, both personally and professionally...You will find that 'sharing' and 'caring' will take on more positive meanings...Most of all you will have the opportunity to meet and learn from two leaders who have experienced management in the fast lane."

If you want to explore and develop your leadership skills, I highly recommend the Emerging Leader training series."

"It's much more than even the most dynamic seminar. It's different than training."

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# NOMINATIONS

The **Emerging Leaders Series** is intended primarily for:

* Mid and upper-level managers, including directors, of community-based and tribal organizations which support people with disabilities to work, live in and participate fully in their communities.
* Mid and upper-level managers of state agencies involved in rehabilitation, job-training and related programs supporting people with disabilities.
* People primarily serving clients can be nominated if they have had additional responsibilities in the organization or have worked on initiatives, projects, partnerships with other agencies, workgroups etc.

Individuals are nominated by the Directors of their organizations (who may nominate themselves) or by others in leadership positions with the approval of their agency Director or Board Chairperson. The criteria for nominations are:

* Demonstrated leadership potential
* Professionally competent and respected
* Commitment to their field and to the people they serve.
* Willingness to invest time and effort to develop their leadership potential

Nominations of persons who are members of groups that have been traditionally underrepresented such as members of racial or ethnic minority groups, women, and persons with disabilities are encouraged.

# REQUIREMENTS

Individuals accepted into the **Emerging Leaders Series** must agree to attend and actively participate in all three sessions. There will be material to read or other assignments prior to every session and occasional evening assignments during the sessions. Each participant will be required to develop and implement a project that will result in a positive change within their organization or community.

# COST

There will be a $4,250 registration fee for the 12 days of training. Travel and per diem expenses are the responsibility of the participant and/or participant's agency. Registration fees are due at the time of acceptance into the program unless arrangements have been made with CCER. Participants selected to participate in the 2024 Emerging Leaders Series will receive instructions on how to register with and make payment to CCER.

# 2024 SCHEDULE

* Session I: Tuesday June 4 - Friday June 7, in Seattle, Washington.
* Session II: Tuesday July 30 - Friday August 2, in Seattle, Washington.
* Session III: Tuesday October 15 - Friday October 18, in Olympia, Washington.

(Note: There is a federal holiday on Monday, October 14th. The holiday may affect travel planning for some participants.)

After completing the Nomination Form, please send this information, along with the enclosed application form, to the individual you have nominated.

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# NOMINATION FORM

**NOMINATIONS MUST BE RECEIVED BY APRIL 5, 2024. SPACE IS LIMITED.**

After reviewing the nomination information on the previous page, please complete this Nomination Form and email it to: [emergingleaders@uw.edu](mailto:emergingleaders@uw.edu).

Center for Continuing Education in Rehabilitation

University of Washington

6912 220th St. SW, Suite 105

Mountlake Terrace, WA 98043

Phone (425) 829-2974, Fax (425) 774-9303

Email [emergingleaders@uw.edu](mailto:emergingleaders@uw.edu)

Instructions for filling out the form: At each prompt below, enter information after the colon.

**I am nominating the following individual for the** **Emerging Leaders Series** and have given them this packet of information and application form.

Individual’s name:

Individual’s agency:

Individual’s position:

Individual’s phone #:

Individual’s email:

**Nominator’s name:**

Nominator’s agency:

Nominator’s position:

Nominator’s phone #:

Nominator’s email:

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# APPLICATION FORM

**THIS APPLICATION MUST BE RECEIVED BY APRIL 19, 2024. SPACE IS LIMITED.**

Please complete this Application Form and email it to: [emergingleaders@uw.edu](mailto:emergingleaders@uw.edu).

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Instructions for filling out the form: At each prompt below, enter information after the colon.

I am applying for the **Emerging Leaders Series**. I have read the program description, requirements and schedule. If selected to participate, I am committed to participating fully in the program and to attending Sessions I, II, and III dates, listed on page 4, under “2024 Schedule.”

Name:

Signature:

Agency/Organization:

Position:

Length of time in this position:

Phone#:

Email:

Please briefly respond to the following three items by entering information in the blank space below each item.

1. Describe your current job responsibilities. (If you are in a position that primarily serves clients, please describe additional responsibilities you have/have had in the office or work on initiatives, projects, or partnerships in this agency or with other organizations or workgroups.)
2. Describe a professional accomplishment of which you are particularly proud.

1. Why do you want to participate in the **Emerging Leaders Series**?