



# EMORY

Office of the President

20 April 2007

Dear Colleagues:

I write to encourage you to nominate individuals to participate in *Excellence through Leadership* (ETL), a program begun last year at Emory to strengthen individual and organizational performance. With two groups successfully completing ETL during the initial year, the program is fast developing as a strong component of our work to create an environment that fosters excellence in people and leadership. Since a key element in Emory's pursuit of its vision is to become a destination university, we are committed to fostering lifelong learning opportunities for our employees. The goals of this program are to:

- Strengthen *leadership performance* across the University, and
- Establish a *leadership pipeline* for succession planning.

As part of the ETL program, we identified specific competencies that serve as a foundation for leadership at Emory. A list of the competencies is enclosed for your review, and you are encouraged to keep them in mind as you nominate individuals to participate. Through collaboration with Human Resources and the Goizueta Business School, the ETL curriculum is specifically targeted to include 20 senior leaders from all segments of the University, excluding Emory Healthcare (which has the Woodruff Leadership Academy). These participants will represent a cross-section of the University community to reflect diverse personal, educational, and experiential backgrounds. In addition to the formal curriculum, the participants will engage in a 360-feedback assessment, structured learning activities, individualized coaching, and a large-scale team project. The ETL program will begin formally with a session led by Mike Mandl and me on 22 August 2007, and will conclude in March 2008 with final presentations on team projects by the participants.

You also will find included the nomination criteria and an application. In order to be considered for this program, each participant must be sponsored (or formally recommended) by a dean, vice president, or other senior administrator of equal or higher rank. A selection committee then will review each application to select the final 20 participants. This program will be centrally funded, but future training opportunities for the participants must be funded from each participating school or unit to show on-going support for their leadership development.

Should you have any questions about this program or the nomination process, please contact Del King, Associate Vice President, Human Resources (404-727-7567).

Sincerely,

A handwritten signature in black ink that reads "James W. Wagner".

James W. Wagner

Enclosures

c: Michael M.E. Johns  
Earl Lewis  
Michael J. Mandl

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*An equal opportunity, affirmative action university*

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## Excellence through Leadership Nomination Process and Criteria

The *Excellence through Leadership* (ETL) Program is designed to provide development for Emory's leaders. The goals of this program are to:

- Strengthen *leadership performance* across the university, and
- Establish a *leadership pipeline* for succession planning.

Each nominee for the program must have an official Emory "sponsor" (or recommendation). The sponsor must be either a Dean, Vice President or above, who must sign the participant's application and submit a letter of recommendation.

An individual who self-nominates will still be required to have the formal support of his or her respective Dean, Vice President or above in order to be considered for the program. Although the ETL program will be funded centrally, by nominating an individual, the Emory sponsor should commit future funding and support for additional learning opportunities. Faculty are eligible to participate in this program.

A selection committee will review nomination packets and select participants for the program based on the Leadership Competences.

Attendance is **mandatory** for events listed, including the kickoff, seminars and graduation. Prior to submitting an application, nominees are encouraged to review the *Program at Glance* to ensure that they can attend **all** of the sessions listed. Each applicant must meet the following criteria to be considered for the program:

- Hold the position of Director (or equivalent) or higher, and
- Have at least one year of full-time service with Emory University, and
- Demonstrate high performance in professional experience, and
- Regarded as a "high potential" applicant for future advancement.

Please submit completed application packets to Del King, Human Resources, 1762 Clifton Road, S-306, or email [del.king@emory.edu](mailto:del.king@emory.edu) by **June 1, 2007**. All applicants will be notified by **July 2, 2007** their selection or non-selection to the program.



**Excellence through Leadership  
Program Process & Nomination  
Application 2007-2008  
Application due June 1, 2007**

## EXCELLENCE THROUGH LEADERSHIP

### NOMINEE APPLICATION

#### PERSONAL DATA

Name: \_\_\_\_\_

Title: \_\_\_\_\_ School/Unit: \_\_\_\_\_

Campus Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

#### EMORY EXPERIENCE

School/Unit: \_\_\_\_\_ Title: \_\_\_\_\_

Dates: \_\_\_\_\_ Supervisor: \_\_\_\_\_

School/Unit: \_\_\_\_\_ Title: \_\_\_\_\_

Dates: \_\_\_\_\_ Supervisor: \_\_\_\_\_

School/Unit: \_\_\_\_\_ Title: \_\_\_\_\_

Dates: \_\_\_\_\_ Supervisor: \_\_\_\_\_

#### OTHER EXPERIENCE

Company: \_\_\_\_\_ Title: \_\_\_\_\_

Dates: \_\_\_\_\_ Supervisor/Phone: \_\_\_\_\_

Company: \_\_\_\_\_ Title: \_\_\_\_\_

Dates: \_\_\_\_\_ Supervisor/Phone: \_\_\_\_\_



**Excellence through Leadership  
Program Process & Nomination  
Application 2007-2008  
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**NOMINEE APPLICATION**

**EDUCATION**

School: \_\_\_\_\_ Dates: \_\_\_\_\_ Degree: \_\_\_\_\_

School: \_\_\_\_\_ Dates: \_\_\_\_\_ Degree: \_\_\_\_\_

**OTHER MANAGEMENT TRAINING**

Course Name: \_\_\_\_\_ Dates: \_\_\_\_\_

Course Name: \_\_\_\_\_ Dates: \_\_\_\_\_

Course Name: \_\_\_\_\_ Dates: \_\_\_\_\_

**EMORY SPONSOR**

School/Unit: \_\_\_\_\_ Sponsor Name: \_\_\_\_\_

Sponsor Title: \_\_\_\_\_ Sponsor Phone: \_\_\_\_\_

Sponsor Signature: \_\_\_\_\_

*Note: Attendance is mandatory for events listed, including the kickoff, seminars and graduation. Prior to submitting an application, nominees are encouraged to review the **Program at Glance** to ensure that they can attend all of the sessions listed.*

*Each nominee for the program must have an official Emory "sponsor" (or recommendation). The sponsor must be either a Dean, Vice President or above, who must sign the participant's application and submit a letter of recommendation.*

*An individual who self-nominates will still be require to have the formal support of his or her respective Dean, Vice President or above in order to be considered for the program. Although the ETL program will be funded centrally, by nominating an individual, the Emory sponsor should commit future funding and support for additional learning opportunities. Faculty are eligible to participate in this program.*



**Excellence through Leadership  
Program Process & Nomination  
Application 2007-2008  
Application due June 1, 2007**

**NOMINEE APPLICATION**

**NOMINEE SUPPORTING DOCUMENTS**

As the nominee, please provide the following information.

**1. ESSAY**

On an attached sheet no longer than one page, please answer the following two questions:

(1) How will I personally contribute to the ETL Program, and (2) How will my participation in this program benefit Emory University?

**2. RESUME**

Please attach a current resume or curriculum vita.

**3. ADDITIONAL INFORMATION**

Please use this space to offer any additional information that you wish to share regarding your interest in this program:

Program at a Glance  
 Excellence through Leadership Program  
 2007-2008

Date	Topic
August 22, 2007 8:00 am – 10:00 am Emory Conference Center – Azalea room	<b>Program Kick-off – President Wagner</b>
September 20, 2007 9:00 am – 10:30 am Emory Conference Center – Azalea room	<b>Executive Vice President Panel Discussion</b> <b>The business of Higher Education</b> <b>Mike Mandl</b> <ul style="list-style-type: none"> <li>• <b>Administrative Strategy</b></li> </ul> <b>Provost Earl Lewis</b> <ul style="list-style-type: none"> <li>• <b>Advancing the Academic Mission (key drivers, faculty excellence)</b></li> </ul> <b>Rosemary Magee</b> <ul style="list-style-type: none"> <li>•</li> </ul>
October 9 - 11, 2007 Goizueta Foundation Center 8:00 am – 5:00 pm, Tue & Wed 8:00 am – 7:00 pm, Thursday	Goizueta Curriculum <ul style="list-style-type: none"> <li>▪ <b>Leadership Styles</b></li> <li>▪ <b>Leading Change from the Middle</b></li> <li>▪ <b>Perception and Self Awareness: The Birkman Method</b></li> <li>▪ <b>Leadership and your 360</b></li> <li>▪ <b>Behaviors at Work: Moving from Insight to Action</b></li> </ul>
November 13- 15, 2007 Goizueta Foundation Center 8:00 am – 5:00 pm	Goizueta Curriculum <ul style="list-style-type: none"> <li>▪ <b>Activity Based Costing</b></li> <li>▪ <b>Strategic Thinking</b></li> <li>▪ <b>Corporate Strategy</b></li> <li>▪ <b>Financial Statements</b></li> <li>▪ <b>Financial Analysis</b></li> <li>▪ <b>Financial Analysis - Emory</b></li> </ul>
December 5 - 6, 2007 Goizueta Foundation Center 8:00 am – 5:00 pm	Goizueta Curriculum <ul style="list-style-type: none"> <li>▪ <b>Marketing and Branding the University</b></li> <li>▪ <b>Operational Excellence</b></li> <li>▪ <b>Project Management</b></li> <li>▪ <b>Leadership Ethics</b></li> </ul>
January 15, 2008 Goizueta Foundation Center 8:00 am – 5:00 pm	Goizueta Curriculum <ul style="list-style-type: none"> <li>• <b>Influencing and Managing Conflict</b></li> <li>• <b>Project Management</b></li> <li>• <b>Team Birkman</b></li> <li>• <b>Project Description</b></li> </ul>
January 23 - 24 2008 Goizueta Foundation Center 8:00 am – 5:00 pm	Goizueta Curriculum <b>Presentation Skills Assessment</b> <b>Individual Assessments – one hour for each participant</b>
February 13, 2008 Goizueta Foundation Center 8:00 am – 5:00 pm	Goizueta Curriculum <b>Presentation Skills</b>
March 5 – 6, 2008 Goizueta Foundation Center 8:00 am – 5:00 pm	Goizueta Curriculum <b>Presentation Practice – 30 minutes each participant</b>
February, 2007 (TBA)	<b>Emory Leadership Panel</b>
March 28, 2008 Emory Conference Center – Oak Amphitheatre 8:00 am - 2:30 pm	<b>Project Presentations and Graduation Luncheon</b>

*Excellence*  
*through*  
*Leadership*

*“Strengthening the business of Higher Education”*

# *Excellence through Leadership*

- **The goals of this program are to:**
  - Strengthen *leadership performance* across the university.
  - Establish a *leadership pipeline* for succession planning.

# *Excellence through Leadership*

- This program supports Emory's vision to:
  - Be a **destination university** by fostering lifelong learning among all constituents.
  - Be **inquiry-driven** by excelling at discovery.
  - Be **distinctive for its ethical commitment** by fostering openness and diversity of thought, experience and culture.
  - **Work for positive transformation** by setting standards followed by others.
- Through leadership development activities that:
  - Provide *competency based learning* experiences and **on-going development** activities.
  - Guide **self-discovery** and **facilitate awareness** of leadership strengths and development areas.
  - Provide a forum for the **exchange of ideas** and the opportunity to build **collaborative networks**.
  - **Create leaders** that serve as **role models** to others.

# *Excellence through Leadership*

The leadership behavior model will create the framework for learning and development activities.

1. Personal Effectiveness & Integrity
2. Interpersonal Skills
3. People Management
4. Business Excellence
5. Strategic Thinking
6. Results Orientation

## Excellence Through Leadership 2007-2008 Leadership Competencies

<u>Emory Leadership Competencies</u>	<u>Skilled</u>
<u><i>1 Dealing with Ambiguity</i></u>	Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
<u><i>2 Caring about Direct Reports</i></u>	Is interested in the work and non-work lives of direct reports; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; monitors workloads and appreciates extra effort.
<u><i>3 Command Skills</i></u>	Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.
<u><i>4 Conflict Management</i></u>	Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
<u><i>5 Creativity</i></u>	Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming sessions. Not afraid to pitch absurd ideas/concepts.
<u><i>6 Customer Focus</i></u>	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
<u><i>7 Timely Decision Making</i></u>	Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make effective/sound decisions.
<u><i>8 Decision Quality</i></u>	Makes sound decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
<u><i>9 Developing and Directing Direct Reports and Others</i></u>	Provides challenging and stretching tasks and assignments; holds frequent developmental discussions; is aware of direct reports career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder. Establishes clear directions: distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.
<u><i>10 Values and Manages Diversity</i></u>	Manages all employees equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and sexual orientation; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.

## Excellence Through Leadership 2007-2008 Leadership Competencies

<b><u>11 Ethics and Values</u></b>	Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.
<b><u>12 Informing</u></b>	Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.
<b><u>13 Innovation Management</u></b>	Is good at bringing the creative ideas of others to market; has good judgment about which ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.
<b><u>14 Integrity and Trust</u></b>	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
<b><u>15 Listening</u></b>	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
<b><u>16 Managerial Courage</u></b>	Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to problems or any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.
<b><u>17 Motivating Others</u></b>	Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; understands each person's issues and concerns and uses it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.
<b><u>18 Negotiating</u></b>	Can negotiate skillfully in tough situations with both internal and external groups; can settle differences; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
<b><u>19 Dealing with Paradox</u></b>	Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; is seen as balanced despite the conflicting demands of the situation.
<b><u>20. Patience</u></b>	Ask questions first or leads with questions; is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; wait for others to catch up before acting; sensitive to due process and proper pacing; follows established process.

## Excellence Through Leadership 2007-2008 Leadership Competencies

<p><b><u>21 Personal Learning</u></b></p>	<p>Picks up on the need to change persona, interpersonal, and managerial behaviors quickly; watches others for their reaction to his/her attempts to influence and perform, and adjust; seeks feedback; is sensitive to changing personal demands and requirements and changes accordingly.</p>
<p><b><u>22 Planning</u></b></p>	<p>Accurately scopes out length and difficulty of task and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and tasks/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.</p>
<p><b><u>23 Presentation Skills</u></b></p>	<p>Is effective in a variety of formal presentation settings; one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on controversial topics; commands attention and can manage group process during the presentation; can change tactics mid-stream when something isn't working.</p>
<p><b><u>24 Problem Solving</u></b></p>	<p>Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious.</p>
<p><b><u>25 Process Management</u></b></p>	<p>Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.</p>
<p><b><u>26 Drive for Results</u></b></p>	<p>Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; bottom-line oriented; steadfastly pushes self and others for results.</p>
<p><b><u>27 Self-Knowledge</u></b></p>	<p>Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (pros and cons) performance reviews and career decisions.</p>
<p><b><u>28 Strategic Agility</u></b></p>	<p>Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible and dynamic pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.</p>
<p><b><u>29 Building Effective Teams</u></b></p>	<p>Blends people into teams when needed; creates strong morale and spirit in his/her team; shares win and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.</p>

**Excellence Through Leadership**  
**2007-2008 Leadership Competencies**

<p><b><u>30 Managing Vision and Purpose</u></b></p>	<p>Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; created mileposts and symbols to rally support behind the vision; makes the vision shareable by everyone; can inspire and motivate entire units or organizations.</p>
<p><b><u>31 Work / Life Balance</u></b></p>	<p>Maintains a conscious balance between work and personal life so that one doesn't dominate the other; is not one-dimensional; knows how to attend to both; gets what he/she wants from both.</p>
<p><b><u>32 Written Communications</u></b></p>	<p>Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that give the desired effect.</p>