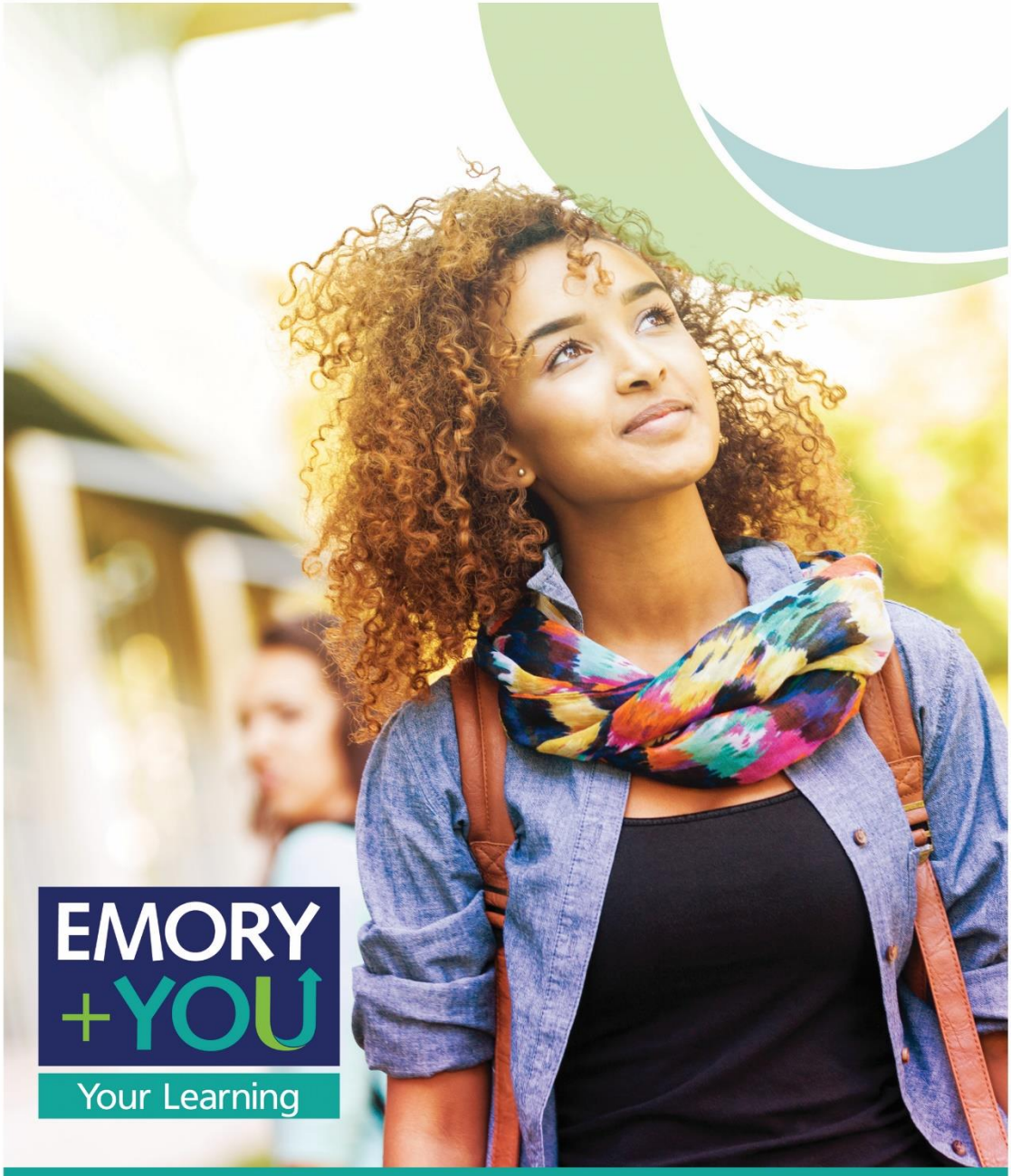

Aspiring Leaders at Emory
Nomination Packet

Deadline: Monday, November 9, 2026 @ 5:00 pm

Program Overview

The Aspiring Leaders at Emory program is designed to provide development for Emory's individual contributors who have been identified as high potential and who are being considered for a transition into a people manager role. This program is also appropriate for faculty and principal investigators.

Program Design

This program is designed to allow participants to develop and enhance skills within a cohort group of up to 25 participants representing different departments across the university. The cohort design allows participants to interact with their colleagues from different parts of the university. It is the goal of the program to create a community of learning where participants can build professional relationships and make a meaningful contribution to their careers. The curriculum is designed to build skills in competencies that are needed to lead and manage others. Lastly, participants will also be required to complete AND present a detailed development plan to be eligible for graduation.

Eligible Candidates

Any full-time employee of Emory University that is currently in an individual contributor position. This employee must be considered high potential and expected to move into a position managing people within two years. To identify high potential, leaders should consider their staff regarding their performance and potential.

Performance is measured by the current performance management process which incorporates Emory's current performance competencies.

Potential is measured by considering the following dimensions:

1. Motivation to lead, including bringing out the best in others
2. Personal development interest, including receptivity to feedback
3. Adaptability and the ability to deal with complexity and ambiguity
4. Ability to communicate effectively
5. Resilience in the face of obstacles and stress
6. Future contributions to Emory

Nomination Process

Candidates must be nominated for the program and selected to attend. Nominations must be submitted by director-level or above, departmental leaders, or the department chair.

Participant Selection

All applicants will be **notified via email by Monday, December 14, 2026,** regarding the status of their application. A selection committee will review nomination packets and select participants for the program based on the responses to the nomination questions, the high potential status of the nominee, and other criteria identified by Learning & OD leaders.

Candidates are required to reserve the dates listed on the Program-at-a-Glance (see page 5) in anticipation of their acceptance to the program.

Supervisors are encouraged to reserve Tuesday, January 12, 2027, for the Supervisor's Orientation from 10:00 am — 12:00 pm via Zoom (Zoom details will be provided after acceptance).

Program Cost: The cost for the department for each participant is **$900**.

Participation Guidelines

The purpose of Learning & Organizational Development 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 the program sessions.

Attendance is mandatory

The Program-at-a-Glance is provided in this application packet. Interested candidates should plan regular work-related commitments, professional conferences, and vacations in advance so that they do not conflict with program dates. If a participant misses a class, the program coordinator will contact the participant, their supervisor, and the Associate Director of Learning and Development. **Participants are NOT allowed to miss the first kickoff session. If the participant is unable to attend the kickoff session, their participation will be deferred to the next cohort.**

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, which may include attending an upcoming session.

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. If available, the participant may attend another upcoming session. The participant's department will be responsible for any additional fees associated with the makeup class.

If a participant misses **one class** and has not made up the class 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 **2027** by completing the following requirements:

1. Attendance in classes
2. Submission of a completed development plan
3. Presentation of the development plan on **Thursday, August 26, 2027**

If the participant is unable to meet these requirements, they will be invited to participate in the next graduation ceremony once all requirements are met.

Program-at-a-Glance

2027 Aspiring Leaders at Emory: March

Once selected, attendance will be required. Please review the following dates prior to submitting your application to ensure your availability. Except for graduation, all sessions will take place in the Learning & Organizational Development classroom located at 1599 Clifton Road, 1st Floor, Room 1106. Please note that the topics are subject to change.

COURSE / EVENT	DATE	TIME
Application Deadline	Monday, November 9, 2026	5:00 pm
Participation Notification via Email	Monday, December 14, 2026	5:00 pm
Pre-Work Deadline	Friday, February 12, 2027	5:00 pm
Supervisor's Orientation (participant's immediate supervisor only) Via Zoom ***(zoom details will be provided after acceptance)***	**Tuesday, January 12, 2027**	**10:00 am - 12:00 pm**
1. Kickoff & Transitioning into Leadership	Thursday, March 11, 2027	9:00 am - 5:00 pm
2. Development Planning & Feedback Essentials	Thursday, March 25, 2027	9:00 am - 5:00 pm
3. Crucial Conversations Day 1	Thursday, April 1, 2027	9:00 am - 5:00 pm
4. Crucial Conversations Day 2	Thursday, April 15, 2027	9:00 am - 5:00 pm
5. Workplace Culture & Belonging	Thursday, April 29, 2027	9:00 am - 5:00 pm
6. Collaboration & Leveraging Your Leadership Style	Thursday, May 13, 2027	9:00 am - 5:00 pm
Civil Treatment in the Workplace for Employees	**Online Session** **Must be taken no later than 5/21/2027**	
7. Strategies for Influencing Others *** - Virtual	Thursday, May 27, 2027	9:00 am - 1:00 pm
8. Change Cycle *** - Virtual	Thursday, June 10, 2027	9:00 am - 5:00 pm
9. Career Development Workshop	Thursday, June 24, 2027	9:00am - 1:00 pm
10. Management Essentials *** - Virtual	Thursday, July 15, 2027	9:00 am - 5:00 pm
11. Presentation Skills	Thursday, July 29, 2027	9:00 am - 5:00 pm
12. Development Plan Presentations Day	Thursday, August 26, 2027	9:00 am - 5:00 pm
Graduation	**2027**	**TBD**

I. NOMINATOR'S PERSONAL INFORMATION **(DIRECTOR LEVEL AND ABOVE OR DEPARTMENT CHAIR)**
NAME:
TITLE:
DIVISION/DEPARTMENT:
EMAIL:
II. ESSAY QUESTIONS (TO BE COMPLETED BY NOMINATOR)
PLEASE SUBMIT UP TO THREE PAGES WITH YOUR RESPONSES TO THE FOLLOWING QUESTIONS: 1. WHY DO YOU SEE THIS PERSON AS A HIGH POTENTIAL EMPLOYEE THAT COULD SOON MOVE INTO A ROLE WHERE THEY ARE SUPERVISING PEOPLE? 2. HOW SOON DO YOU SEE THIS PERSON MOVING INTO THIS ROLE? ___ WITHIN THE NEXT 6 MONTHS TO 1 YEAR ___ 1 - 2 YEARS ___ GREATER THAN 2 YEARS 3. ARE THEY MOVING INTO AN EXISTING POSITION OR A NEWLY CREATED POSITION? 4. WHAT ARE THE INDIVIDUAL'S GREATEST STRENGTHS? 5. WHAT AREAS WILL THE INDIVIDUAL NEED TO DEVELOP TO PREPARE FOR A SUPERVISORY ROLE?
III. 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 ATTEND THE SUPERVISOR'S ORIENTATION AND I UNDERSTAND THAT MY DEPARTMENT WILL BE CHARGED A NONREFUNDABLE $900 PROGRAM FEE. I WILL PROVIDE GUIDANCE IN THE COMPLETION OF THE REQUIRED DEVELOPMENT PLAN AND ALLOW TIME TO COMPLETE IT. MY SIGNATURE BELOW INDICATES THAT I HAVE READ THE PROGRAM DATES, COURSE POLICIES, AND TIMETABLE FOR THE PROGRAM, AND SUPPORT MY EMPLOYEE'S PARTICIPATION IN THE ASPIRING LEADERS AT EMORY PROGRAM. 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. 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.
NOMINEE'S IMMEDIATE SUPERVISOR NAME:
TITLE:

SIGNATURE:	NOMINATOR'S SIGNATURE: *(DIRECTOR LEVEL AND ABOVE OR DEPARTMENT CHAIR)*

*** NOTE: BOTH SIGNATURES ARE REQUIRE**

I. NOMINEE'S PERSONAL INFORMATION

NAME:
EMPLOYEE ID:
TITLE:
DIVISION/DEPARTMENT:
SPEEDTYPE # (ALL TEN DIGITS):
CAMPUS ADDRESS:
PHONE:
EMAIL:
NAME OF IMMEDIATE SUPERVISOR / TITLE:
EMAIL OF IMMEDIATE SUPERVISOR:

II. NOMINEE'S COMMITMENT

PLEASE READ THE FOLLOWING AND SIGN AND DATE BELOW TO INDICATE YOUR AGREEMENT:

I understand that my 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.

My signature below indicates that I have read the program dates, course policies, and timetable for the program.

SIGNATURE:

Checklist

- ☐ **I have read the program overview and understand that the cost of this program is $900 and is non-refundable.**
- ☐ **I have reviewed the program dates and ensured my availability before applying to the program.**
- ☐ **I have attached the nomination documents from my supervisor, and s/he has signed this form.**
- ☐ **I have reviewed the application for accuracy and all required signatures.**

APPLICATION DEADLINE: MONDAY, November 9, 2026 @ 5:00 pm

Submit a green application:
Scan a completed, signed copy of your application, and email it to: learningprograms@emory.edu

For questions and inquiries, contact:
Neffertiti Harwell, Associate Director, Learning & Development,
Human Resources Division, Learning & Organizational Development,
Phone: 404-727-7367; Email: Neffertiti.Harwell@emory.edu

Learning & Organizational Development

HR's **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. 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 and Facilitation
- Team Building Design and Facilitation
- Customized Training

Programs

- Excellence Through Leadership
- Emerging Leaders at Emory Program
- New Leader Orientation
- Essentials of Leadership at Emory
- Administrative Professionals Program
- Aspiring Leaders at Emory Program
- Mentor Emory Program

EMORY +YOU
Your Learning