LeadingAge™ MN
Leadership Academy

2015-2016 Call for Applications

Sponsored by:

LeadingAge™
Savings & Solutions Center

Healthcare Services Group

LeadingAge™
Minnesota
The 2015-2016 Leadership Academy

There is a saying about transformational leadership that is attributed to Gandhi: "Be the change you want to see in the world." The spirit of this oft-quoted phrase is that we all lead by example in our organizations. To that end, LeadingAge Minnesota is excited to once again offer the Leadership Academy – a unique leadership development program designed specifically to cultivate high potential, transformational leaders in the field of aging services.

This 12-month program is a rich and engaging learning experience in which participants embark on a rigorous journey of self reflection, leadership theory, critical skill development and action learning.

2015-2016 Program Highlights

The Leadership Academy engages participants in a coordinated and multifaceted curriculum over twelve months that includes:

- In-person collaborative learning experiences;
- Site visits showcasing visionary leadership and innovation both within and outside the aging services field;
- Mentorship support through personal coaching teams;
- Leaders in Residence events – intimate conversations where experienced leaders share their professional and personal leadership stories;
- Individual action learning projects designed to address organizational challenges or opportunities; and
- Self-exploration through assigned readings, exercises and assessments.

Participants should plan on spending 10-15 hours a month engaged in Leadership Academy activities.

The collaborative learning experiences take the form of four, two-day retreats at settings that expose participants to innovative aging services and leadership models as outlined below:

<table>
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<tr>
<th>Date</th>
<th>Theme Area</th>
<th>Learning Objectives</th>
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<tbody>
<tr>
<td>May 19-20, 2015</td>
<td>Authenticity</td>
<td>Learn what it means to be an authentic leader. Clarify your personal values. Identify and leverage your strengths. Use appreciative inquiry to leverage the strengths of others. Clarify your leadership worldview through reflective practice.</td>
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<tr>
<td>August 25-26, 2015</td>
<td>Inspiring and Motivating Teams</td>
<td>Understand what motivates people at work. Learn how to create and maintain trusting relationships. Discover the five dysfunctions of a team and how to avoid them. Learn leadership strategies for empowerment, accountability, performance improvement and increasing employee resilience.</td>
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<td>November 10-11, 2015</td>
<td>Three-Brain Thinking</td>
<td>Discover the three brains: the head (intelligence), the gut (intuition) and the heart (passion). Learn how emotional intelligence complements left-brain thinking in decision-making and problem-solving. Learn how cognitive biases and assumptions influence critical thinking. Understand the process and benefits of integrative thinking.</td>
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<tr>
<td>February 8-9, 2016</td>
<td>Transformational Leadership</td>
<td>The field of aging services is in a rapid state of change and needs leaders that seek new ideas, perspectives and approaches for successful change management. Learn the five discovery skills of an innovator. Understand how suspending assumptions and seeking a wide variety of diverse perspectives opens leaders and organizations to new possibilities. Find intersections as a way of unleashing creative inspiration. Gain insight into the role of advocacy and how leaders can influence public policy and impact service delivery in new ways.</td>
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Benefits

Participating Fellows:

- Learn how leaders become more authentic through clarification of personal strengths, values and their own leadership philosophy.
- Understand what motivates and inspires people at work.
- Discover the ways in which emotional intelligence enhances leadership performance.
- Practice a variety of communication techniques (deep listening, presentations, softball questions, appreciative inquiry, sensemaking) which make leaders great.
- Explore how paradigm shifts occur, supporting environments of creativity and innovation.
- Discover the five disfunctions of teams and how to avoid them.
- Discover the secret of building trust at multiple levels— with others, within organizations, and communities at large.
- Learn how intelligence, intuition and passion intersect to improve decision-making and problem-solving.
- Interact with experienced leaders from the aging services community and from respected organizations outside our field.
- Earn an estimated 45 Continuing Education Units (CEUs) for your 2015-2016 participation.
- Enjoy complimentary registration for the participating fellow at the 2016 Institute.

Organization Sponsors:

- Identify and develop potential successors for your organization’s leadership team.
- Develop the leadership skill sets required for our new economy, emerging service delivery practices and evolving consumer preferences.
- Expose high potential leaders to innovative aging services models throughout the state of Minnesota.
- Experience the results of an action learning project specifically tailored to address a challenge or opportunity within your organization.
- Connect with a network of leaders throughout the state who are able to share best practices with one another.
- Develop leadership facilitators who can “bring back” the concepts learned to their teams for internal training and development within your organization.

Application Deadline: March 4, 2015
Eligibility:
• The program is available to anyone who works for a LeadingAge Minnesota member (care center, housing, home and community-based services, business partner), irrespective of clinical or managerial experience. It is more important for potential Fellows to demonstrate deep leadership potential within their organizations than it is for them to carry specific job titles.

Tuition:
• A $1,500 tuition payment (non-refundable and non-transferable) is required from each Fellow’s organization. In addition, lodging, travel expenses and some meals may also be paid by each Fellow or the Fellow’s organization (the costs incurred vary depending on the locations of the site visits).
• The tuition fee includes the cost of all books, materials, evaluations, assessments, continuing education units (CEUs) and meals during Leadership Academy sessions.

A limited number of tuition scholarships are available through the LeadingAge Minnesota Foundation. For scholarship information please contact Lori Meyer, LeadingAge Minnesota Phone: 651.603.3511 Email: lmeyer@leadingagemn.org or visit the LeadingAge Minnesota website at: LeadingAgeMN.org/events/leadership-academy/ for a scholarship application after December 15, 2014.

Thank you to our sponsors for their generous support:
Application

1. Applicant Information

Name: _____________________________________________________________________________________________________
Employer: _________________________________________________________________________________________________
Position/Title: _______________________________________________________________________________________________
E-mail address: ______________________________________________________________________________________________
Business Mailing Address: _____________________________________________________________________________________
City, State, Zip: ______________________________________________________________________________________________
Phone: _____________________________________________________________________________________________________
Personal Mailing Address: _____________________________________________________________________________________
City, State, Zip: ______________________________________________________________________________________________
Phone: _____________________________________________________________________________________________________
Preferred Mailing Address (check one):  ☐ Business  ☐ Home

2. Summary of Qualifications

2.1 Please provide a resume that includes: up to five of your most significant formal and/or informal leadership roles that have contributed to your leadership development (include name of organization, dates of service and your responsibilities); educational background; and other pertinent information.

2.2 Please provide a brief description of your experience in aging services and your current position.

2.3 In what ways would you describe your organization (urban/rural, number of persons served/employed, corporate structure)? What are some defining characteristics that make your organization unique (innovative programs for staff and residents/clients)?

2.4 What other organizations/activities are you involved in that would help describe you and/or your leadership potential?

2.5 Do you intend on remaining employed with an LeadingAge Minnesota member for the duration of the LeadingAge Minnesota Leadership Academy? (Affiliation with a non-LeadingAge Minnesota member could result in removal from the program.)
3. Statements of Commitment

All applications must include signed Statements of Commitment (below) from the applicant and their sponsoring organization*.

* Please Note: The Statement of Commitment must be signed by the President, CEO, Executive Director or Administrator (where appropriate) of the applicant’s organization. If the applicant is the highest ranking executive officer, the organization’s board chair should sign the letter.

**Applicant Statement of Commitment**

If selected, the applicant agrees to:

- Attend each of the four two-day sessions -- no exceptions unless a letter is written by the sponsoring organization to the LeadingAge Minnesota Leadership Academy.
- Complete assignments to enhance the understanding and application of the content areas.
- Connect monthly with the LeadingAge Minnesota Leadership Academy coaches to discuss assignments, on-going development of action learning projects, and further explore learning concepts.
- Meet with sponsor after each session to identify opportunities to bring learning back to their organization.
- Remain employed with a LeadingAge Minnesota member for the duration of the program.

Signed: ____________________________________________________________

Applicant

**Sponsoring Organization’s Statement of Commitment**

If selected, the sponsor agrees to:

- Provide tuition, travel and lodging costs associated with the program (unless paid by the participant).
- Allow adequate time for the completion of assignments that will enhance the understanding and application of the content areas of each session.
- Allow the participant sufficient time to connect with his or her coach and actively participate in distance learning activities.
- Support a structure to share information with the participant’s organization after each learning session.

Signed: ____________________________________________________________

Sponsor

4. Letters of Reference

Applicants are required to obtain two letters of reference and may include references from residents/tenants and/or their families. We suggest approaching selected references early in the process to ensure they are completed prior to the March 4, 2015 deadline.
5. Leadership Essay
Please complete your personal leadership essay on a separate sheet of paper using the following points as headers. Please make sure you provide enough information to give the selection committee insight into your history and desire to be part of this program. One or two sentence answers to the following questions are not recommended.

1. Describe the capacities that you possess that make you an effective leader and the specific ways in which you have utilized these attributes in your personal and professional life. In doing so, please refer to a significant professional achievement, your specific role in attaining that achievement and the impact it had on your organization.
2. Describe the perspective and knowledge you hope to acquire as a result of your participation in the LeadingAge Minnesota Leadership Academy and how these insights will enable you to become a transformational leader.
3. Describe your personal commitment to the aging services field and how you envision using your Leadership Academy experience to enhance aging services within your organization, your community and at the state level.

Submission Deadline
To ensure consideration, please complete the five elements of the application packet and send by 5 p.m. on March 4, 2015 to:

LeadingAge Minnesota
Attn: Leadership Academy Review Committee/Lori Meyer
2550 University Avenue West, Suite 350 South
St. Paul, MN 55114-1900
Fax: 651.645.0002
Email: lmeyer@leadingagemn.org

Applicants will receive confirmation that their application was received. Applications that fail to meet all guidelines or are incomplete cannot be considered for review.

Applicants will receive notification of their acceptance status by April 3, 2015.

Evaluation Criteria
All application submissions will be reviewed to ultimately assemble a diverse class of Fellows (in terms of life experience, leadership roles, geography, type of organization, as well as other unique characteristics). A committee of LeadingAge Minnesota member leaders and association staff will evaluate applications using the following criteria:

• How well defined, insightful and introspective is the leadership essay?
• To what extent does the applicant possess the leadership capacity needed to become a transformational leader?
• How well does the applicant demonstrate a personal commitment to the field of aging services?
• How well does the applicant demonstrate a dedication to life-long learning?

Questions?
Contact Lori Meyer, LeadingAge Minnesota
Phone: 651.603.3511 Email: lmeyer@leadingagemn.org
Leadership lessons from Twins President Dave St. Peter at Target Field - Feb. 2012

Leadership team at 3M share thoughts on creating a culture of innovation - Feb. 2013

Over 1,000 members proudly working together to create the future of older adult services through excellence and innovation.