

# LeadingAge Oregon Leadership Academy

Class of 2019-2020  
Information and Application



*LeadingAge*<sup>™</sup>  
Oregon

## **Are you or a member of your staff thinking about applying for the LeadingAge Oregon Leadership Academy class of 2019-2020?**

### **What people have to say about our new facilitator:**

“If you want to grow fast, JRG programming is right for you. Every call contained an “ah-ha” moment to move me forward.”

“I loved the academy format. I always know what I was working on and progress happened so fast. I now know principles I have continued to apply in my continued development.”

“Steve is great at picking activities that are happening right in my daily work. I felt like I was going to the gym for a workout; every day I was getting better and the things I was focused on.”

### **You might be interested in hearing what some members of previous classes have to say about the program:**

“Meeting and spending time with my peers in the industry has been a welcome and refreshing change to my daily routines. I have learned a lot from the team and really appreciate their friendship.”

“I have a very strong belief that all elderly people deserve to be treated with kindness, dignity, and respect. I am a very reserved and quiet person and don’t always communicate my beliefs and/or thoughts well. Taking the leadership program has really opened my eyes to comfortable ways to communicate and challenged me to step out of my comfort zone!”

“The leadership materials and tools we have been given are invaluable and really helpful for self-reflection and personal growth. I have applied what I have learned at work and it has led to some great outcomes.”

“I have taken so much from the class on how to lead and how to value each and every person I work with.”

“The networking has been fabulous. I used to feel like I was on my own island and found that there is a whole world of us out there!”

“I am so grateful for the opportunity to network with this wonderful group of people! I have gained so much from everyone!”



June 11, 2019

Dear LeadingAge Oregon Leader,

We are excited to introduce you to our “refreshed” leadership program – known as the LeadingAge Oregon Leadership Academy. We’re in the middle of our 10<sup>th</sup> year and are offering a newly updated program that we’re confident will be more exciting and enriching than we ever anticipated!

This year’s Leadership Fellows, teamed with three Leadership mentors, have spent the last several months learning together, examining the qualities of exceptional leaders, and developing bonds with each other that will only strengthen throughout the years. Our newly updated program will bring added value and benefit to participants and their organizations, LeadingAge Oregon and aging services in Oregon for years to come!

**Now it’s time to begin our search for the LeadingAge Leadership Academy class of 2019-2020.**

Please look around your organization and consider who would benefit from this special program, which was designed to identify and develop leaders for LeadingAge Oregon member organizations, the aging services field and the LeadingAge Oregon board.

Enclosed is a description of the program and an application form. The kick-off event will be October 9, 2019 at the LeadingAge Oregon Fall Leadership Conference at Agate Beach Inn in Newport.

Participants in this program can be staff working in your organization who are in the early and middle stages of their career. The program is ideal for mid-level managers with at least 1 year of supervisory experience. Participants can be from any department or division, as diversity is a core value of the program. We have developed a simple application for the participant to complete. In addition, there is a place for you to provide your support of this individual. There will be a \$2,500 tuition fee for the program for provider members, \$3,000 for business members (in addition to some other costs, see more detail in application).

**Please note:** We will offer up to one Leadership Academy scholarship that will cover tuition and fees. If your organization has never sponsored a Leadership Academy participant, or is unable to do so this year, and you have a staff member who would be ideal for the Academy experience, please consider having them apply!

Please take this opportunity to identify someone in your organization who may be interested in participating and forward them the application form. Interested applicants should complete and e-mail an electronic copy of the attached application and their resume **by July 31.**

Please be sure to contact me personally if you need more information.

Thank you.

A handwritten signature in black ink that reads "Ruth Gulyas".

Ruth Gulyas, CEO

## **What is the LeadingAge Oregon Leadership Academy?**

**The LeadingAge Oregon Leadership Academy** offers a challenging and engaging year-long learning experience, designed to help aging services professionals accelerate their leadership development so they are better equipped to serve our field. **The Leadership Academy** is for individuals in the aging services field who are in the early and middle stages of their careers. It is for people who want to know more about LeadingAge Oregon and the field of aging services while also looking to enhance their leadership skills and participate, network and develop their career. The leadership academy program is ideal for mid-level managers with at least 1 year of supervisory experience. Participants can be from any department or division, as diversity is a core value of the program.

Throughout the program, participants will attend forums, participate in fieldwork, and receive coaching and mentorship. At the conclusion of the program, participants will demonstrate readiness for higher-level roles within their respective organizations. Jordan River Group ("JRG") is leading the program.

## **What does the Leadership Academy consist of?**

The Academy begins with a compilation of assessments including LPI 360 and Humantelligence. The assessments will measure each participant's motivators, ideal work environment and ideal work outcomes. For example, LPI 360 measures 30 specific leadership behaviors on a 10-point scale. Similarly, a Humantelligence assessment could show a participant that they're motivated by freedom and uniqueness, excel in a reflective and cautious work environment, and value working with facts. JRG will use assessment results to tailor coaching to each participant in addition to using Humantelligence's online platform to assign fieldwork.

After the assessments, the program will progress through a series of forums and fieldwork periods with weekly coaching and mentoring.

- **Forums** (4 in-person meetings in Oregon) provide an opportunity for in-person coaching and networking amongst participant and LeadingAge members. Each Forum will focus on a theme: leading self, leading others, leading business and leading change. Forums will include a short talk on each behavior, the skills associated with them as well as a group activity to bring clarity and buy-in to each behavior.

Two of the forums will be held in conjunction with LeadingAge Oregon's Fall and Annual Conference. The other two forums will consist of about 8 hours, 4 the afternoon of one day followed by 4 hours the following morning. We will attempt to hold these at a member community.

- **Fieldwork** (remote) periods supplement each forum by providing participants with opportunities to practice the program's curriculum in on-the-job activities assigned by Jordan River Group. The field work takes place through a web portal or virtual classroom and consists of monthly group calls of an hour and ½, 1 to 1 calls, journaling

and text/email dialogue – all modes are used to keep the participant engaged and progressing. The proprietary web portal allows participants to access content, audios, proactive prompts and chat dialogue.

Throughout the program, JRG’s coaches and mentors (graduates of the Academy) will regularly engage with participants in group video conference sessions and individual coaching sessions.

The Academy is targeting four outcomes for participants: increase in leadership capabilities, increased ability to deliver business results, readiness for higher-level roles and increased engagement in their respective companies. Successful participants will currently be demonstrating leadership potential within their organization. The Academy will identify opportunities to strengthen their leadership skills in ways that directly apply to their role. At the conclusion of the Academy, candidates will be positioned for immediate advancement within their organizations.

**READING LIST:**

Participants will be asked to select and read one of these prior to the first forum held at Fall Conference.

[Essentialism: The disciplined Pursuit of Less](#) by Greg Mckeown. A great book about not leading frantically. \$13

[The Speed of Trust](#) by Stephen Covey. This guides a leader through developing one of the most important qualities needed. \$23

[The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever](#) by Michael Bungay Stanier. Very practical book on improving interactions with staff. \$11

**EVENTS:**

<b>August</b>	Assessments distributed with a return request date of Sept 1st
<b>September</b>	Phone appointment with each participant to review assessments and frame Academy process
<b>October</b>	Forum 1: Leading Yourself Intro the following Sprint content of focus leadership behaviors: <ul style="list-style-type: none"> <li>● Concern for Others</li> <li>● Effective Collaboration</li> <li>● Communicate Critical Perspective</li> <li>● Advocate Desired Direction</li> </ul>
<b>October - December</b>	Sprint 1 Fieldwork will consist of coaching the development cycle of identify, practice, measure and repeat for each participant. This orchestration will be facilitated through group web meetings, 1:1 calls, virtual activity assignments through the Humantelligence portal and passive tools such as topic audios and videos.

<b>January</b>	Forum 2: Leading Others Intro the following Sprint content of focus leadership behaviors: <ul style="list-style-type: none"> <li>• Solve Problems</li> <li>• Fact-Based Decisions</li> <li>• Positive Recovery from Failure</li> <li>• Uncertainty State</li> </ul>
<b>January – March</b>	Sprint 2 Fieldwork
<b>May</b>	Forum 3: Leading Business Intro the following Sprint content of focus leadership behaviors: <ul style="list-style-type: none"> <li>• Results Orientation</li> <li>• Clarify Objectives/Consequences</li> <li>• Fast and Agile</li> <li>• Seek Different Perspectives</li> </ul>
<b>April</b>	Legislative Advocacy day
<b>April – June</b>	Sprint 3 Fieldwork
<b>July</b>	Forum 4: Leading Change Intro the following Sprint content of focus leadership behaviors: <ul style="list-style-type: none"> <li>• Model Organizational Values</li> <li>• Bring Out the Best in Others</li> </ul>
<b>July - September</b>	Sprint 4 Fieldwork
<b>October – November</b>	Repeat LPI 360 and complete and report on all program outcomes for class

**Leadership Academy goals:**

- Develop enriching events for the group to attend throughout the year;
- Give participants the opportunity to further develop targeted leadership skills and practices through sprints;
- Help LeadingAge Oregon members build stronger organizations;
- Develop programming to educate and promote personal leadership growth of participants;
- Give emerging leaders the opportunity to learn from the rich experience of long-time leaders in aging services
- Have the group self-sustain through building social capital in the field as well as succession planning for LeadingAge Oregon organizations;
- Expand our range of activities to meet the ongoing needs of the participants.

**If I become a Leadership Academy Fellow:**

**The Leadership Academy will be what you make of it.** If you make the most of the events and opportunities offered, you and your organization will be enriched. **Leadership Academy** membership is open to employees in current LeadingAge Oregon provider member organizations and Business Associate companies. If you are interested, an application form is attached. Be sure to contact LeadingAge Oregon if you have any questions.



## **2019-2020 LeadingAge Oregon Leadership Academy Application**

**The LeadingAge Oregon Leadership Academy** offers a challenging and engaging year-long learning experience, designed to help aging services professionals accelerate their leadership development so they are better equipped to serve our field.

Chosen Leadership Fellows will participate in learning experiences that include attending and participating in the LeadingAge Oregon Fall Leadership Conference and Annual Conference, participation in a series of forums and fieldwork, 1:1 coaching and mentoring. The selected sites and dates for the **2019-2020 Leadership Academy** class will be communicated to the group as soon as possible.

### **Eligibility**

The Leadership Academy is available to anyone who works for a LeadingAge Oregon provider member or a Business Associate company. The Leadership Academy is for individuals in the aging services field who are in the early and middle stages of their careers. It is for people who want to know more about LeadingAge Oregon and the field of aging services while also looking to enhance their leadership skills and participate, network and develop their career. The leadership academy program is ideal for mid-level managers with at least 1 year of supervisory experience. Participants can be from any department or division, as diversity is a core value of the program. It is far more important for potential Leadership Fellows to demonstrate deep leadership potential within their organizations than it is for them to carry specific job titles.

A \$2,500 tuition payment\* is required from each Leadership Fellow's provider organization. Tuition is \$3,000 for staff from business member companies. In addition, lodging, travel expenses, and some meals are also paid by each Leadership Fellow's organization or company (the costs incurred vary depending on the locations of the site visits which may be in Eastern/Southern Oregon or Washington State). Meals at conferences are provided on-site at no additional cost.

LeadingAge Oregon provides complimentary registrations for each Leadership Fellow to the first Fall Leadership Conference and the LeadingAge Oregon Annual Conference (a total value of over \$800). Leadership Fellows will be responsible for regular conference fees for the 2020 Fall Leadership Conference.

**Please note:** LeadingAge Oregon will offer up to one Leadership Academy scholarship for 2019-2020 that will cover tuition and fees. Please see Scholarship Application addendum for additional information. If requesting a scholarship, the Leadership Application and Scholarship Application must be submitted at the same time.

Leadership Fellows will need access to a personal computer for regular e-mail contacts.

An application form follows. All application submissions will be reviewed to ultimately assemble a diverse class of Leadership Fellows (in terms of life experience, leadership roles, geography, type of organization as well as other unique characteristics). A committee of LeadingAge Oregon members and association staff will evaluate the applications to assure such diversity.

### **Submission Deadline**

To ensure consideration, please type your responses directly into the Word-based application that follows, save the completed application and e-mail it (and Scholarship Application, if applicable) to **Merry Killam at LeadingAge Oregon ([mkillam@leadingageoregon.org](mailto:mkillam@leadingageoregon.org)) no later than July 31, 2019**. Applicants will receive notification of their acceptance status by August 15, 2019. Questions may also be directed to Merry, PH: 503-684-3788, extension 303.