

# LeadingAge Oregon Leadership Academy

Class of 2021-2022  
Level I & Level II  
Program Information  
and Enrollment Form/Application



*LeadingAge*<sup>™</sup>  
Oregon

## **Are you or a member of your staff thinking about applying for the LeadingAge Oregon Leadership Academy class of 2021-2022?**

### **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! have gained so much from everyone!”



June 3, 2021

Dear LeadingAge Oregon Leader,

We are excited to tell you about this year's LeadingAge Oregon Leadership Academy! In 2021/2022 we are again offering two tracks for team members who are at different places along their leadership journey. Participants can be from any department or division, as diversity is a core value of the program.

- **Level I** one for mid-level managers with at least 1 year of supervisory experience or those who have been identified as strong emerging leaders and
- **Level II** for managers with more than 3 years of leadership experience for leaders who have been through Leadership Academy in the past, or who have been in a leadership role and are ready to further strengthen their skills.

Now, more than ever, we believe organizations and their teams desire opportunities to develop and strengthen their leadership skills. This year's 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 2021-2022.** 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 a simple enrollment or application form depending on the track. Each community may enroll as many staff members as they like in Level I. Level II is limited to one person per community. There will be a \$1,500 and \$2,500 tuition fee for Level I and Level II participants, respectively.

**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 those in your organization who may be interested in participating and forward them this packet. Interested applicants should complete and e-mail an electronic copy of the attached enrollment form or application **by July 16, 2021.**

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 and who is it for?

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 program is led by [Jordan River Group](#) who focuses on identifying opportunities for all program participants and helps them develop personalized playbooks that lead to repeatable and measurable outcomes.

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.

This year we are excited to offer two tracks for participants who are at different places along their leadership journey.

- **Level I** is one for mid-level managers with at least 1 year of supervisory experience or those who have been identified as strong emerging leaders and
- **Level II** is for managers with more than 3 years of leadership experience for leaders who have been through Leadership Academy in the past, or who have been in a leadership role and are ready to further strengthen their skills.

Participants can be from any department or division, as diversity is a core value of the program. To participate in the **Level I** track, a person completes a simple enrollment form. Multiple people from a community are welcome to participate. To participate in the **Level II** track, a person must apply and one person per community may participate.

Throughout the program, participants will attend forums, participant 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.

## What does the Leadership Academy consist of?

The **Level I** track provides in-depth content on the fundamental building blocks of leadership with an emphasis on leading yourself and others. The **Level II** track includes some of the advanced Level I content and significant instruction on leading business and change for experienced leaders. Additionally, the **Level II** track includes significant 1-to-1 executive level coaching whereas the **Level I** coaching occurs on a group basis.

The Academy begins with a compilation of assessments that will measure each participant's motivators, ideal work environment and ideal work outcomes. Both **Level I** and **Level II** tracks use the Humantelligence assessment that 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. **Level II** participants will also complete the EQometer assessment which measures 30 specific leadership dimensions on a 100-point scale. JRG will use assessment results to tailor coaching to each participant. Additionally, **Level II** participants will be guided through "4 Stages of Psychological

Safety”; a program covering leadership principles connected to inclusion, growth, contribution and innovation.

After the assessments, both **Level I** and **Level II** track participants will progress through a series of forums and fieldwork periods with weekly coaching and mentoring.

- **Forums** are 1-day events that are designed to help participants build their network and provide time for knowledge transfer. Each Forum will focus on a theme/behavior (e.g., leading others) determined by whether a **Level I** or **Level II** track. Forums will include short talks on each behavior, the skills associated with them as well as group activities to bring clarity and buy-in to each behavior. The Forums will be either virtual or in-person, as appropriate.

There will be 4 forums, each running from 4-8 hours, for each track. If there are less than 4 participants in each track, then the forums will be joined. Depending on the course of the COVID, one of the forums will be held in conjunction with LeadingAge Oregon’s Annual Conference in May 2022. The other two forums will consist of about 8 hours, 4 the afternoon of one day followed by 4 hours the following morning. If possible, one be held 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 fieldwork “sprints” will run the 90-day periods between forums. The “Sprints” will follow this sequence:

- **Level I**
  1. Leading Self (A & B)
  2. Leading Others (A & B)
- **Level II**
  1. Leading Self
  2. Leading Others
  3. Leading Business
  4. Leading Change

The field work takes place through a free, engaging app portal (Marco Polo Channels) and consists of monthly group calls of an hour and ½, journaling, video comments and text/email dialogue – all modes are used to keep the participant engaged and progressing. The app portal allows participants to access content, videos, audios, proactive prompts and chat dialogue on-demand from their smart phone. To foster community, Jordan River Group will create space at Forums for networking and relationship building between LeadingAge Oregon and participants.

- **Coaching & Mentoring.** Throughout the program, JRG’s coaches and mentors (graduates of the Academy) will regularly engage with participants in group video conference sessions and coaching sessions. Both **Level I** and **Level II** receive group video conferencing, coaching, mentoring and email support. **Level II** participants received 1-on-1 coaching, mentoring and email support. Mentors will be connected to participants to share “What worked” and “What didn’t work” stories from their Academy experiences.

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.

### Summary of Level I and Level II Tracks

	Level I	Level II
<b>Who Is It For?</b>	Mid-level managers with at least 1 year of supervisory experience <u>or</u> those who have been identified as strong emerging leaders.	Managers with more than 3 years of leadership experience. It is for leaders who have been through Leadership Academy in the past, or who have been in a leadership role and are ready to further strengthen their skills.
<b>Participation Requirements</b>	Participants simply enroll and multiple people from a community are welcome to participate.	Participants must apply and one person per community may participate.
<b>Assessment</b>	Humantelligence	Humantelligence <b>and EQometer</b>
<b>Content Focus</b>	Fundamental building blocks of leadership with an emphasis on leading yourself and others.	Leading yourself and others, <b>significant instruction on leading business and change for experienced leaders, and 4 Stages of Psychological Safety.</b>
<b>Coaching &amp; Mentoring</b>	Self-paced lessons in an online portal and monthly group coaching calls.	Self-paced portal access, <b>significant 1:1 executive level coaching</b> and group coaching calls.
<b>Price</b>	\$1,500	\$2,500

### READING LIST:

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

[Advice Trap](#) by Michael Bungay Stanier

[Indistractable](#) by Nir Eyal

[Trusted Leader](#) by David Horsager

[The 4 Stages of Psychological Safety](#) by Timothy R Clark (**Level II** only)

**EVENTS:**

	<b>Level I</b>	<b>Level II</b>
<b>September</b>	Assessments distributed; phone appointment with each participant to review assessments and frame academy process	Assessments distributed; phone appointment with each participant to review assessments and frame academy process. Do initial LPI 360.
<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>• Positive Recovery from Failure</li> <li>• Confident in Uncertainty</li> </ul>	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>• Positive Recovery from Failure</li> <li>• Confident in Uncertainty</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, virtual activity assignments through the online class portal and passive tools such as topic audios, videos and worksheets.	Sprint 1 Fieldwork will consist of coaching the development cycle of identity, practice, measure and repeat for each participant. This orchestration will be facilitated through <b>1:1 coaching calls</b> , group web meetings, virtual activity assignments through the online class portal and passive tools such as topic audios, videos and worksheets
<b>January</b>	Forum 2: Leading Yourself II; Intro the following Sprint content of focus leadership behaviors: <ul style="list-style-type: none"> <li>• Offer a Critical Perspective</li> <li>• Problem Solve Effectively</li> <li>• Fact Based Decision Making</li> </ul>	Forum 2: Leading Others; Intro the following sprint content of focus behaviors: <ul style="list-style-type: none"> <li>• Collaborate Productively</li> <li>• Seek Different Perspectives</li> <li>• Keep Group on Task</li> </ul> + Launch 4Stages program
<b>January – March</b>	Sprint 2 Fieldwork	Sprint 2 Fieldwork
<b>April</b>	Forum 3: Leading Others I; Intro the following sprint content of focus behaviors: <ul style="list-style-type: none"> <li>• Collaborate Productively</li> <li>• Seek Different Perspectives</li> <li>• Keep Group on Task</li> </ul>	Forum 3: Leading Your Business; Intro the following sprint content of focus behaviors: <ul style="list-style-type: none"> <li>• Problem Solving</li> <li>• Results Orientation</li> <li>• Fact Based Decisions</li> </ul>
<b>April</b>	The Importance of Advocacy, How it Works with LeadingAge Oregon	
<b>April – June</b>	Sprint 3 Fieldwork	Sprint 3 Fieldwork
<b>July</b>	Forum 4: Leading Others II; Intro the following sprint content of focus behaviors: <ul style="list-style-type: none"> <li>• Championing Desired Change</li> <li>• Accountability</li> <li>• Coaching Apprenticeship</li> </ul>	Forum 4: Leading Change; Intro the following sprint content of focus behaviors: <ul style="list-style-type: none"> <li>• Motivate the Best from Others</li> <li>• Fast &amp; Agile</li> <li>• Model Organization Change</li> </ul>
<b>July - September</b>	Sprint 4 Fieldwork	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 enrollment and application form is attached. Be sure to contact LeadingAge Oregon if you have any questions.



**2021-2022 LeadingAge Oregon Leadership Academy  
LEVEL I  
Enrollment Form**

**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.

Fellows will participate in learning experiences that include attending and participating in the LeadingAge Oregon Fall Leadership Conference October 6-8, 2021 and Annual Conference in May 2022, participation in a series of forums and fieldwork, coaching and mentoring. The selected sites and dates for the **2021-2022 Leadership Academy** class will be communicated to the group as soon as possible.

**Eligibility for Level I Track**

The Leadership Academy is available to anyone who works for a LeadingAge Oregon provider member or a Business Associate company. The **Level I** track is ideal for mid-level managers with at least 1 year of supervisory experience or those who have been identified as strong emerging leaders. 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. 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 \$1,500 tuition payment\* is required from each Leadership Fellow's provider organization. Tuition is \$2,000 for staff from business member companies. In addition, if applicable, 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). If applicable, meals at conferences are provided on-site at no additional cost.

LeadingAge Oregon provides complimentary registrations for each Leadership Fellow to the Leadership Conference to be held in the Fall of 2021 and the LeadingAge Oregon Annual Conference (a total value of over \$800). Leadership Fellows will be responsible for regular conference fees for the 2022 Fall Leadership Conference.

**Please note:** LeadingAge Oregon will offer up to one Leadership Academy scholarship for 2021-2022 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 enrollment form follows. *Multiple people from a community can enroll and participate in the Level I track.*

### **Submission Deadline**

Please type your responses directly into the application that follows, save the completed enrollment form 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 16, 2021**. Questions may also be directed to Merry, PH: 541-941-2046.



**LeadingAge Oregon Leadership Academy**

**LEVEL I**

**Participant Enrollment Form**

*Please complete this form electronically. We will not accept hand-written applications.*

Name of Participant:

Name of LeadingAge Oregon provider or Business Associate member:

Participant work phone:

Cell phone:

Email:

Position Title:

Years in Position:

Years with current employer:

Years in aging services field:

**For the supervisor of the participant:**

I agree that this employee is a good candidate for the **Leadership Academy** program. I will support my employee by:

- 1) Paying \$1,500 (provider members) and \$2,000 (business members) tuition and covering other costs of the program as outlined above. *(Please note that if a scholarship is awarded, the employing organization remains responsible for travel/lodging and occasional meal costs associated with conferences, site visits and other Leadership Academy meetings).*
- 2) Allowing time for him/her to attend the LeadingAge Conferences, Legislative Advocacy Day and additional meetings as outlined above;
- 3) Checking in with him/her about his/her experience to ensure it is meaningful; and
- 4) Allowing him/her opportunities to develop his/her skills in our organization.

Name of supervisor completing this form:

Date:

**Please save a copy of this and e-mail it (with the scholarship application, if applicable) to Merry Killam ([mkillam@leadingageoregon.org](mailto:mkillam@leadingageoregon.org)) no later than July 16, 2021.**



## **2021-2022 LeadingAge Oregon Leadership Academy**

### **LEVEL II**

### **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 in May 2022, participation in a series of forums and fieldwork, 1:1 coaching and mentoring. The selected sites and dates for the **2021-2022 Leadership Academy** class will be communicated to the group as soon as possible.

#### **Eligibility for LEVEL II Track**

The Leadership Academy is available to anyone who works for a LeadingAge Oregon provider member or a Business Associate company. The **Level II** track is geared to managers with more than 3 years of leadership experience for leaders who have been through Leadership Academy in the past, or who have been in a leadership role and are ready to further strengthen their skills. 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. 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, if applicable, 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). If applicable, meals at conferences are provided on-site at no additional cost.

LeadingAge Oregon provides complimentary registrations for each Leadership Fellow to the 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 2022 Fall Leadership Conference.

**Please note:** LeadingAge Oregon will offer up to one Leadership Academy scholarship for 2021-2022 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 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 16, 2021**. Applicants will receive notification of their acceptance status by August 14. Questions may also be directed to Merry, PH: 541-941-2046.



**2021-2022 LeadingAge Oregon Leadership Academy  
LEVEL II  
Participant Application**

*Please complete this form electronically. We will not accept hand-written applications.*

**For the Potential Participant:**

Name of Participant:

Name of LeadingAge Oregon provider or Business Associate member:

Participant work phone:

Cell phone:

Email:

Position Title:

Years in Position:

Years with current employer:

Years in aging services field:

Please **attach your resume** and answer the following questions:

1) Why are you interested in the program?

2) What do you hope to gain from your participation in this program?

By submitting this application, I agree to participate in the LeadingAge Oregon Leadership Academy through **active attendance and engaged participation.**

Participant name:

Date:

**For the supervisor of the participant:**

I agree that this employee is a good candidate for the **Leadership Academy** program. I will support my employee by:

- 5) Paying \$2,500 (provider members) and \$3000 (business members) tuition and covering other costs of the program as outlined above; **OR** assisting the employee to submit a scholarship application. *(Please note that if a scholarship is awarded, the employing organization remains responsible for travel/lodging and occasional meal costs associated with conferences, site visits and other Leadership Academy meetings).*
- 6) Allowing time for him/her to attend the LeadingAge Oregon Conferences, Legislative Advocacy Day and additional meetings as outlined above;
- 7) Checking in with him/her about his/her experience to ensure it is meaningful; and
- 8) Allowing him/her opportunities to develop his/her skills in our organization.

*(\*Note: Tuition and fees are non-refundable once the Leadership program begins).*

Please describe how this person has already demonstrated or shown the potential for leadership within your community or company, and within aging services?

In addition, I will participate in an evaluation to provide LeadingAge Oregon feedback about this program.

Name of supervisor completing this form:

Date:

**Please save an electronic copy of this completed application and e-mail it and your resume (with the scholarship application, if applicable) to Merry Killam at LeadingAge Oregon ([mkillam@leadingageoregon.org](mailto:mkillam@leadingageoregon.org)) no later than July 16, 2021**

**Please note: You will receive an e-mailed reply when your application is received. If you do not receive a reply, check in with Merry.**