**UMBC Personal Leadership and Project Management Program**

Leading in rapidly changing times brings both challenges and opportunities for all of us to make contributions to our work at UMBC.

The leadership development program builds on recent work in organizational development, emotional intelligence, and that of the Neuroleadership Institute. It is designed as a full year experiential program for high potential leaders and is designed to:

* improve personal leadership effectiveness and
* introduce strategies to successfully lead people, projects and programs at UMBC.

As we embark on a new strategic plan and consider ways to invest in our people, we reevaluated the Project Leadership Program, and the feedback received from the Project Leadership Cohort (PI), and expanded the experience to include a broader and deeper focus on leadership and the ways that leaders impact project/program change efforts on campus.

The second offering of the Personal Leadership and Project Management (PLPM II) Program will focus on the inner and outer development of the leader. This experiential program will immerse Cohort II participants in an evidenced-based systems view of leadership and apply concepts and practices from neuroscience and organizational and behavioral science to the participant’s individual, group, and project work.

**Our intention is to:**

* Create a cadre of leaders capable of leading successful change efforts across organizational lines,
* Create mutually supportive leadership networks committed to collaboration, innovation, and inclusion, and
* Stimulate an interest and mindset for continued personal and professional growth and development.

We believe this program will save the University time, money, and resources and enhance our competitive advantage. We also believe that this program will benefit participants by expanding leadership influence, enhancing their leadership effectiveness in their current role and position them for future growth opportunities.

The Human Resources Department and Division of Information Technology encourage you to nominate high potential leaders for this full year, 20-person cohort leadership development opportunity.

**Program Components:**

* Five in-person instructional workshops on the following topics: Foundations of Leadership, Leadership as Influence, Leaders as Facilitators, Leading Teams and Projects, and Leaders as Innovators. See the schedule that follows for details on dates, times, and program descriptions.
* Four half-day Discussion Sessions shortly after each instructional workshop that include: team meetings, workshop debriefs and Q&A, UMBC leadership panel discussions, and instructor-led seminars on new breakthroughs in their particular field.
* Pre-program individual meeting with DoIT on project/program management software and tools.
* Accountability Partners
* Core Learning Team Support
* Three virtual group coaching sessions
* Readings and Assignments (1 leadership book, TED Talks, articles, etc.)
* SkillSoft Module Reporting (1 required module)
* Personal leadership practices
* Participant Learning Plan and supervisor mid-point meeting to discuss progress and ways to support their participants.
* Program also includes an Opening Kick-Off and Graduation Ceremony.

Outside of participation in the required instructional and discussion sessions, we estimate that this program will take an additional 1-2 hours per week.

**Participant Benefits:**

* Deepened insight and new opportunities for action in the following areas of leadership focus:
  + Self – develop greater self-awareness, leadership presence, and self-mastery;
  + Interpersonal – understand your behavioral preferences and those of others in service of furthering collaboration, inclusion, and effective action;
  + Group/Team – discover ways to enhance your role in creating high performance teams;
  + Organization – understand organizational dynamics, trends, and patterns and how to influence in the larger organizational system; and
  + Larger Environment – develop awareness of larger environmental trends to be able to:
    - respond effectively with innovative solutions; and
    - enhance UMBC’s vision of excellence in public higher education.
* Learn collaborative strategies and tools for managing and leading organizational change initiatives, projects, and programs.
* Sharpen your ability and deepen your skills at facilitating groups and teams toward successful goal accomplishment.
* Discover new ways to harness, promote, and disseminate innovation throughout the organization.

**Alumni Engagement Opportunities:**

Participants will be encouraged to continue their engagement and involvement after graduation. There are several opportunities to serve as:

* Panelists for future Cohort workshops
* Core Learning Team Mentors
* Bi-annual Colloquium Participants and/or Presenters

**Nomination Process:**

* Participants will be nominated by the Deans, Vice Presidents and Vice Provosts (Deans, Vice Presidents, and Vice Provosts may nominate more than one candidate).
* Please send your nominations (names and emails) to Jill Wardell via email [jwardell@umbc.edu](mailto:jwardell@umbc.edu) by mid-September.
* Nominees will receive an email by mid-September directing them to a link to complete the nomination form.
* For your information, the nomination form will request the following information from each nominee:
  + Name, title, department, division (A&F, Student Affairs, etc.)
  + Supervisor/chair name
  + Name of nominating Dean/VP
  + Answer the following questions:
    - What is your proudest moment as a UMBC leader to date and what did you learn?
    - Share a recent leadership challenge that you overcame and what you learned in the process.
    - Visualize the best version of yourself as a leader…what do you see?
    - From where you sit, what opportunities do you see for expanding your leadership influence?
    - How do you envision this program contributing to your organizational effectiveness and ability to manage change initiatives, projects, and programs on campus?
* Nomination forms are due by email to Jill Wardell, Manager of Workplace Learning & Wellness [jwardell@umbc.edu](mailto:jwardell@umbc.edu) by the end of September.
* A nomination committee will review applications and will communicate final decisions by the end of September.

**UMBC Personal Leadership and Project Management**

**Program Schedule**

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| **Event Title**  **Date/Time/Location** | **Attendees** | **Description** |
| PLPM Cohort II Opening Ceremony  Mid-October, 1:00-5:00 p.m.  7th Floor Library | Deans/VPs/Supervisors (1:00-1:30)  PLPM alumni and participants remainder | The Opening Ceremony will provide a welcome and kick-off for Cohort II, program overview and highlights, and participant introductions. Included later in the day is an alumni panel and cohort team formation session. |
| Leadership Foundation Workshop  Mid-October, 8:00 am – 4:30 p.m.  UMBC Training Centers  Classroom 2 | Cohort II Participants  Instructors: Jim White and Jill W. Wardell | Leaders have many challenges: to manage themselves in a rapidly changing environment, to be able to motivate and influence individuals and teams and to understand the complex organizations in which they work.  Central to a leader’s success is self-mastery, the ability to see the larger systems at play within their organizations and the capacity to take effective action in five domains:   * Self, * interpersonal relationships, * group and team dynamics, * organizational culture and * the larger environment.   The Leadership Foundation workshop will focus on establishing a baseline understanding of leadership and the leader’s role as it relates to managing and leading people and projects. The workshop will address the importance of mindful leadership practices, the power of personal presence, and a systems view of leadership in complex organizations. In addition, the program will include the neuro-biological underpinnings of leadership behavior and the tools and skills required to facilitate inclusive engagement. |
| Leadership as Influence Workshop  Mid-October, 8:00 am – 4:30 pm  UMBC Training Centers  Classroom 2 | Cohort II Participants  Instructors: Jim White and Jill W. Wardell | Whether you are dealing with colleagues, project teams or senior management, extending your influence and building cooperation is essential to your success as a leader.  In this interactive program you will use the Basic Elements© Temperament model as a framework to identify your personal influence style and behavioral preferences and those of others. You’ll also learn how to extend your sphere of influence and personal power, discern when to use different influencing styles, and develop effective influence strategies for those with different preferences. |
| Discussion Session: Leadership Foundation and Leadership Influence  Mid-November, 1:00 – 5:00 pm  UMBC Community Center  Multi-Purpose Room | Cohort II Participants  Alumni Core Learning Team Mentors  Instructors: Jim White and Jill W. Wardell | Discussion sessions debrief the previous instructional workshops and include:   * Core Learning Team debrief and SkillSoft teach-back with Core Learning Team Mentors (previous Cohort I grads) * Large Group Discussion – Personal/Professional Impacts and Progress with Leadership Practices (LP’s) * Instructor lecturette on new insights in their field |
| Leading Teams and Projects Workshop  Mid-January 8:00 am – 4:30 pm &  Mid-January 8:00 am – 12:00 pm  UMBC Training Centers  Classroom 2 | Cohort II Participants  Instructors: Rick Hammond | Leaders can design a vision and create a strategy for an organization.  And they can communicate that vision in a way that excites and inspires.  What remains to be done, however, is the work of making that strategy a reality.    In this session, participants will learn a framework for their planning efforts, the essential elements of a project planning methods and techniques that can be applied to any situation, large or small, where problems need to be solved and goals achieved, and to do so on time and within budget.  Participants will learn how to:   * Translate strategy into actionable goals; * Create plans to implement those goals; * Form a team where members will work together to achieve the goals and hold each other accountable for making progress; * Identify obstacles, assess risks and plan appropriate counter measures; and * Manage the plan to achieve the intended results. |
| Leaders as Facilitators Workshop  Mid-January 12:30 – 4:30 pm &  Mid-January 8:00 am – 4:30 pm  UMBC Training Centers  Classroom 2 | Cohort II Participants  Instructors: Jim White and Jill W. Wardell | The word facilitation comes from the French word *facile*, which means to make easy. The facilitative leader’s role is to neutrally hold a process and “make easy” the movement of group and team tasks toward their desired results. It requires the use of a multi-prong approach tending simultaneously to the Art, Craft and Science of moving groups and teams towards excellence. Participants will learn how to:   * Skillfully lead group discussions and manage meetings through inspired collaboration and decision making (The Art), * Apply relevant facilitation tools and techniques to the needs of a group (The Craft), and * Respond effectively to the group mood, energy and desires (The Science).     Additionally the workshop will focus on applying these facilitation methods and perspectives to their respective projects. |
| Discussion Session: Leading Teams and Projects and Leaders as Facilitators  Mid-February 1:00 – 5:00 pm  UMBC Community Center  Multi-Purpose Room | Cohort II Participants  Alumni Core Learning Team Mentors  Instructors: Rick Hammond, Jim White, Jill W. Wardell | Discussion sessions debrief the previous instructional workshops and include:   * Core Learning Team debrief and SkillSoft teach-back with Core Learning Team Mentors (previous Cohort I grads) * Large Group Discussion – Personal/Professional Impacts and Progress with Leadership Practices (LP’s) * Instructor lecturette on new insights in their fields |
| Leaders as Innovators Workshop  Mid-March 8:00 am – 4:30 pm  UMBC Training Centers  Classroom 2 | Cohort II Participants  Instructor: Gib Mason | For an organization to maximize its potential, innovation is critical. Leaders must learn to adopt an innovative mindset, be open to emergent opportunities, and to champion and encourage an environment of innovation.  The innovation training will provide the leader with various tools and resources for adopting and then building an innovative framework in their work. They will focus on the concepts of harnessing, promoting, and diffusing innovation within their organization and UMBC. In addition, the training will integrate more progressive leadership concepts encouraging their further advancement as leaders. Finally, this program will provide leaders with formal opportunities for extending their interpersonal relationships. |
| Discussion Session: Leaders as Innovators  Mid-April 1:00 – 5:00 pm  UMBC Community Center  Multi-Purpose Room | Cohort II Participants  Alumni Core Learning Team Mentors  Instructor: Gib Mason | Discussion sessions debrief the previous instructional workshops and include:   * Core Learning Team debrief and SkillSoft teach-back with Core Learning Team Mentors (previous Cohort I grads) * Large Group Discussion – Personal/Professional Impacts and Progress with Leadership Practices (LP’s) * Instructor lecturette on new insights in their fields |
| Discussion Session: Graduation Prep and UMBC Wisdom Panel Part II  Mid-June 1:00 – 5:00 pm  UMBC Community Center  Multi-Purpose Room | Cohort II Participants  Alumni Core Learning Team Mentors  Facilitators: Jim White and Jill W. Wardell with  UMBC Leaders: TBD | This final discussion session will focus on the Core Learning Group presentations and preparations for Graduation.  This session will include a continued conversation with the senior leadership ‘Wisdom Panel.’ Topic: Personal Leadership Lessons Learned, Best Practices and Lessons Learned from Implementing Project Change Initiatives at UMBC. Leaders will also share any advice for leading people, projects, and programs at UMBC. |
| Cohort II Graduation  Late September 2:00 – 4:00 pm  7th Floor Library | Cohort II Participants & guests  Deans/VPs and supervisors    PLPM alumni | The graduation event will include presentations from each of the Core Learning Teams and an opportunity to celebrate participant accomplishments. Deans, Vice Presidents, Supervisors, and program alumni are encouraged to attend. |

**Instructor Bios:**

**Rick Hammond**

Rick Hammond is the Practice Manager, Project Management and Business Analysis, for UMBC Training Centers. He is the developer of the Project Management, Certified Associate in Project Management (CAPM), and Project Management Professional (PMP) Programs. Rick has delivered highly interactive leadership, professional skills and project management courses for our Department of Defense, civilian agency and commercial industry clients. Rick holds a B.S. degree in Information Systems Management from the University of Maryland, College Park.

Gib Mason

Gib Mason currently serves as the COO, VP of Finance & Administration, and Director of the Center for Leadership and Innovation at UMBC Training Centers. Gib has three decades of experience in organizational stewardship and cultural development. He has an extensive history of helping various companies drive rapid growth and instill winning cultures. A growth-oriented leader focused on cultural transformation in organizations, Gib has started and sold three successful companies and has held senior positions at EMG Corporation, 180s, Inc., and currently develops and instructs in UMBC’s Entrepreneurship & Innovation Minor Program.

Gib graduated cumb laude from UMBC with a Bachelor’s Degree in Economics and has earned a Master’s Degree in Organizational Development from Johns Hopkins University’s Carey Scholl of Business.

**Jill Weinknecht Wardell**

Jill Weinknecht Wardell serves as UMBC’s Manager of Workplace Learning & Wellness and has 10+ years of training and organizational development experience. She has designed and facilitated numerous workshops for UMBC and Maryland University of Integrative Health, where she received her M.A. in Transformative Leadership and Social Change and also served as a faculty member from 2009-2012. A seasoned ontological coach and mindfulness teacher and practitioner, she also currently leads UMBC’s 8-week mindfulness program: Meditation Boot Camp. Jill graduated cumb laude from UMBC with a B.A. in Interdisciplinary Studies with a concentration in Music Performance and Anthropology.

**Jim White**

Jim White is an Organizational Development Consultant, Workshop Facilitator, and International Project manager with 35 plus years of domestic and international experience. Jim has served as Director of Training for the Peace Corps’ North Africa, Near East Asia and Pacific Region and as Training Officer for the Department of the Interior and has consulted to The Global Fund in Geneva, the World Bank in Indonesia, Shell Oil in Haiti, and the Department of State in Ghana. Jim has consulted in 17 countries and trained more than 10,000 clients.

Jim has also been instrumental in establishing enterprise wide, long-term leadership development initiatives for the Department of Defense, Department of Homeland Security, and NASA/Goddard Space Flight Center. Jim also provides technical assistance and training for the Johns Hopkins University, Maryland University for Integrative Health, and the Kripalu Center for Yoga and Health. Jim has an M.A. in Transformational Leadership and Social Change from Maryland University of Integrative Health and has studied Process Consulting at Gestalt Institute of Cleveland.