



## 2014-2015 LEADERSHIP ACADEMY ROAD MAP

---

The sketch that follows is intended to provide a sense of where we are heading in the months ahead, what you might anticipate in the mix of learning experiences and who will be part of the experience with you.

### Our Themes

The Leadership Academy is created around four core ideas:

- ***Discovering our Authentic Leadership*** – to journey inward and understand who we are as leaders; to journey outward and make a difference in our world of senior living;
- ***Collaborating and Partnership Building*** – to understand the power of collaboration; to learn the essential elements of building effective partnerships within and outside our organizations;
- ***Leading Change and Innovation*** – to explore our potential as change agents in senior living; to understand the benefits of innovation and how it works; and
- ***Harnessing the Power of Full Engagement*** – to manage our energy levels for high performance; to acknowledge the importance of rest and renewal.

Design team members determine the overall program curriculum and logistics. Facilitators lead most discussions and exercises. Coaches act as guides for teams, providing leadership in small group settings, leading monthly team conference calls, and contributing to full-group discussions and facilitation in support of the Leadership Academy program.

### The Learning Experience

The Leadership Academy program offers a rich mix of:

- High-engagement active learning and dialogue;
- Learning leadership theories and models that represent graduate level education on the science of leadership chosen to provide you with guidance and support over a lifetime of leadership;
- Community visits that allow seeing first hand and exploring through intimate conversation, ideas and innovations in the field of aging services;
- Experiences that give you opportunity to know some of the most extraordinary leaders in our field;
- Participation in the online community and monthly calls keep you connected and engaged throughout the year; and
- A chance to apply what you are learning by shaping and leading an innovation or initiative back home, your Action Learning Project.

In addition, there is something about the year that seems to encourage a deep bonding among the group—with your team (a smaller group) as well as with all of the Leadership Academy “fellows” in your class. In addition to dedicated team times, we will create other opportunities for you to get to know all the fellows and coaches, not just for this experience, but for what we hope will be your lifetime of leadership in the aging services field.

The Leadership Academy gives us all a chance to meet people, ask questions and explore innovations that hold great hope for the aging services field. The experience also gives us the opportunity, and indeed requires that we experiment with our own innovation in the field by focusing on an action learning project of your own choice. We'll provide more information on that later, but for now, realize that you will get a chance to run your own experiment in innovation.

### **Leadership Academy Faculty**

#### **Our Facilitators:**

The lead facilitator for the Leadership Academy is **RUTH TIETZ**, Director of Marketing and Public Relations, Baptist Health System, Glenville. She is joined by co-facilitator **LAURIE MANTE**, Executive Director/Vice President, The Community Hospice, Rensselaer.

#### **Our Coaches:**

**DIANE DARBYSHIRE**, Senior Policy Analyst, LeadingAge New York

**DAVID GENTNER**, President/CEO, Wartburg, Mount Vernon

**BOB MAYER**, Vice President/Finance, The Harry and Jeanette Weinberg Campus, Getzville

#### **Our Key Staff Contacts:**

**NANCY CABAN**, Executive Assistant, LeadingAge New York, Latham

**KRISTEN MYERS**, Vice President of Member Services and Marketing, LeadingAge New York, Latham

### **Our Meetings, Themes, Readings and Work:**

We will gather, in person, four times. In between those face-to-face meetings, you will have opportunities for conversations together and virtual learning via the Leadership Academy **online community**.

Included with this roadmap are: 1) a book entitled **Standout**; and 2) an article entitled **"Crucibles of Leadership"** (Harvard Business Review reprint). Please read both prior to coming to Session #1 and complete the **Standout assessment** (you will find the code and instructions within the book as well as below). You are asked to also complete a **Myers-Briggs Online Assessment** (you will find instructions below).

The remaining books and articles associated with Sessions #2, #3, and #4 will be given to you during Session #1. There is no need for you to purchase any books or assessments for the Academy – they are included in your tuition. All readings are described below in the context of the four sessions.

***An Important Note about Travel:*** Anticipate being ready to immediately step into our work together each time we meet. For most of us, that will mean arriving the day before each experience. When planning your schedule, please allow ample time to arrive at our designated meeting site. No one should arrive late or depart early from our meetings as that can be disruptive and frustrating to your colleagues.

## **Session #1: Discovering our Authentic Leadership**

### **Monday, Sept. 22 – Tuesday, Sept. 23, 2014**

**Location:** *The Harry and Jeanette Weinberg Campus*  
2700 North Forest Road, Getzville, NY 14068-1527  
Phone: 716-639-3330  
<http://www.weinbergcampus.org>

**For each session: The first day will begin with a 7:30 a.m. continental breakfast; we will begin work at 8:00 a.m. and continue through to 5:30 p.m. Day two of each session will begin with an 8:00 a.m. continental breakfast; we will work from 8:30 a.m. through to 4:45 p.m. Please make travel arrangements to allow attendance during these time periods.**

**Accommodations:** *Marriott Buffalo/Marriott Niagara*  
1340 Millersport Highway  
Amherst, NY 14221  
Toll free: 1-800-228-9290  
Phone: 716-689-6900

A block of rooms have been reserved at a special daily rate of \$139 for a single, standard room. Hotel's room rates are subject to applicable state and local taxes currently at 8.75% NYS Sales Tax and 5% Erie County Hotel Tax in effect at time of check-in. If your organization is tax exempt, be sure to bring the appropriate tax exempt certificate to provide to the hotel. The **cut-off date for the special rate is August 29, 2014**. Parking is available at no charge, on premises. To make reservations contact Marriott reservations directly at 1-800-228-9290 or 1-716-689-6900. All reservations must be accompanied by a first night room deposit or guaranteed with a major credit card.

**Preparation:** You will read Bennis and Thomas' *Crucibles of Leadership* and *Standout* by Marcus Buckingham in advance of our first experience. This reading will provide important focus to our work throughout the academy experience. We will explore the central ideas of readings and ask you to think about how they relate to your life experiences and the year ahead.

For the **Standout assessment:**

*Step 1:* Go to [standout.tmbc.com](http://standout.tmbc.com)

*Step 2:* Input your key, found in a red insert within the book (near the back).

*Step 3:* Take the Standout Assessment, print out your results, and bring with you to Session #1.

In addition, you will complete a **Myers-Briggs Online Assessment** prior to Session #1. Here are the related instructions:

*Step 1:* Go to [www.humanmetrics.com](http://www.humanmetrics.com). Select Jung typology test. Answer the 72 questions and hit "score it." Your type will appear on the screen, consisting of four letters.

*Step 2:* Go back to your browser and type: [www.personalitypage.com](http://www.personalitypage.com) to find a profile of your four letters; or simply type into the browser "portrait of a (four letters)." You will see a description of your type.

*Step 3:* Bring a print out of your portrait to Session #1. You will need this so we can use it in an exercise with other fellows.

## **Session #2: Collaborating and Partnership Building**

### **Tuesday, Dec. 2- Wednesday, Dec. 3, 2014,**

**Location:** *The Summit at Brighton*  
2000 Summit Circle Drive  
Rochester, NY 14618-3957  
Phone: 585-341-2300  
[www.summitbrighton.org](http://www.summitbrighton.org)

**Accommodations:** *DoubleTree by Hilton Rochester*  
1111 Jefferson Road  
Rochester, NY 14623  
Toll Free: 800-222-TREE  
Phone: 585-475-1510  
[www.rochester.doubletree.com](http://www.rochester.doubletree.com)

A block of rooms have been reserved at a special daily rate of \$109 for a single, standard room. Hotel's room rates are subject to applicable state and local taxes. If your organization is tax exempt, be sure to bring the appropriate tax exempt certificate to provide to the hotel. The **cut-off date for the special rate is November 1, 2014.** Parking is available at no charge, on premises. Contact the hotel at 585-475-1510 or 800-222-TREE to make reservations using the group code LAG. All reservations must be accompanied by a first night room deposit or guaranteed with a major credit card.

**Preparation:** In preparation for this experience, we will read Emotional Intelligence 2.0 by Bradberry and Greaves and complete the assessment. All materials will be provided to you at the first session in September.

## **Session #3: Leading Change and Innovation**

### **Tuesday, Feb. 24 - Wednesday, Feb. 25, 2015**

**Location:** *The Community Center at the Eddy Village Green at Cohoes*  
421 West Columbia Street  
Cohoes, NY 12047-2222  
Phone: 518-271-5072  
[www.nehealth.com](http://www.nehealth.com)

**Accommodations:** *Holiday Inn Express Suites Latham*  
400 Old Loudon Road  
Latham, NY 12110  
Phone: 518-783-6161  
Fax: 518-785-0231

A block of rooms has been reserved at the rate of \$119.00 plus tax. If your organization is tax exempt, be sure to bring the appropriate tax exempt certificate to provide to the hotel. The **cut-off date for the special rate is January 24, 2015.** Parking is available at no charge, on premises. Reservations may be made by contacting the hotel directly and using the group code: LeadingAge New York/FLTC. Please note there is a shuttle service available from the Albany International Airport.

**Preparation:** In preparation for our work together, and as a resource throughout our year, we will read *Our Iceberg is Melting: Changing and Succeeding Under Any Conditions*, by John Kotter. You will also read the article, “The Innovator’s DNA” (HBR reprint).

## **Session #4: Harnessing the Power of Full Engagement** **Wednesday, April 15 – Thursday, April 16, 2015,**

**Location:** *The Wartburg*  
*Wartburg Place*  
*Mount Vernon, NY 10552*  
*Phone: 914-513-5311*  
[www.thewartburg.org](http://www.thewartburg.org)

**Accommodations:** A room block is being negotiated in New Rochelle. You will be notified via the IGNITE Leadership Academy listserv when the contract is finalized with relevant registration information.

**Preparation:** For our final experience, we will read *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal*, by Jim Loehr and Tony Schwartz.

### **Few Final Reminders:**

#### **Before coming to the program:**

- Develop a quick plan to optimize your learning by owning your time during the program day. **Notify your colleagues you will be available to return calls, emails and pages during breaks and down times only.**
- Complete your assignments and required reading so you can stay on pace and get the most out of your learning experience.

#### **During the program:**

- **Turn off your cell phone, laptop, smart phones and other devices.** Distracted learning is poor learning - for you and those around you.
- Network with your peers, your coaches, the faculty and the Leaders-in-Residence. There is a wealth of information and knowledge represented in these individuals and you.
- Take notes, ask questions, engage in discussions, volunteer for something in class, reflect and renew. Synthesizing your knowledge makes it last longer.

### **Moving Forward**

Throughout the year, and particularly as our nine-month experience comes to a close, we’ll be thinking about how each of us can pass on what we are learning, and how we can increase our service to the aging services field.

So that’s our road map. We will discover much along the way that wasn’t on the map—that’s part of the excitement in store for all of us. Here’s to a rewarding experience!

## **Welcome!**