

Northwestern

HUMAN RESOURCES

WELL (Well-being, Engagement, Learning & Leadership)

Leadership Development 2021-2022

An overview

Northwestern has established and emerging leadership development opportunities available for staff and faculty at all levels. The purpose, eligibility, selection, process and format vary across programs. This document summarizes offerings for 2021-2022, to assist with development planning.

Key to Programs

Lead self	Lead Others	Lead Organizations	Lead University
Programs for individual contributors, with no management responsibility	Programs for those who manage people or teams	Programs for those who lead areas, or whose positions have significant influence	<i>New area</i> Programs for those in most senior administrative roles across the University

Lead Self

Lead 4 Success™

Intended audience and eligibility

The Lead 4 Success™ program is intended primarily for staff members with no direct reports – whether seasoned staff or just growing into their role – who are in influential roles or lead key projects and are ready to step up their leadership.

Candidates must:

- Be a regular staff employee (non-exempt, exempt) at any of Northwestern's six campuses: Chicago, Evanston, Qatar, Miami, New York, and Washington, D.C, with a minimum of 1 year of service at Northwestern
- Be an Individual Contributor with no direct reports.
- Be in good standing.
- Commit to actively mentoring other employees in future employee development programs.

- Complete a short application.
- Be sponsored by their supervisor.

Program dates

TBD: July, 2021

Application

Applications will be open in June [and are received via the Northwestern website.](#)

Coming Soon: Northwestern Emerging Leaders Program

Intended audience and eligibility

The Emerging Leaders Program (ELP) was specially designed in partnership with Northwestern's Office of Human Resources to offer ANUW's early career members a strong platform on which to develop their talents and boost the trajectory of their careers. The ELP program is currently undergoing a re-design and will retain being a highly experiential program that will provide participants the knowledge, skills, and supportive framework to take bold, decisive and courageous risks now and in the future.

In its past iterations the program was open only to early career women who wanted to elevate themselves and others to ensure the fullest expression of their talents, paving the way for all women to flourish and thrive as leaders. Through the re-design, we are currently exploring opportunities for opening this program to other Staff Affinity Groups across the University, who are not only inspired but also deeply committed, to grow their own and others' leadership skills in their current roles as individual contributors, and to position themselves for future leadership roles.

Program dates

TBD:FY22

Lead Others

Manager Foundations

Manager Foundations is for all managers new to a management role at Northwestern in the past two years, with preference given to those with at least two direct reports.

This is an interactive, and experiential program, created in partnership with schools and units across campus, Manager Foundations is designed to develop skilled, confident and connected leaders to support Northwestern's mission and culture. This program has been running in a virtual format for the 2020-2021 academic year. It includes eight real-time sessions, on-demand content, and small project work. Future delivery formats are tbd. We are committed to supporting participants to learn about:

- Expectations of managers and leaders at Northwestern
- Philosophies, resources and policies that apply to the employee lifecycle at Northwestern (e.g., hiring, performance management, development, well-being)
- Connecting the team's mission to the mission of the University
- Tools for effective team management and coaching
- Creating a just and equitable environment, including unconscious bias, active inclusion, micro-aggressions, discrimination, harassment and accommodations.

Program dates

- Upcoming cohorts will run September - December 2021, and February - June 2022.

Application

- Registration will be available directly in [myHR Learn](#) in the summer of 2021. Departmental approval required.

Lead Organizations

Leading Change

Intended audience and eligibility

Leading Change is a highly-rated professional development program for staff leaders who are managers of managers or a manager who has a broad range of responsibilities involving teamwork and influence across units and functions at Northwestern. Since 2006, more than 350 members of the community have participated in the program. The program is offered by Kellogg School of Management Executive Education in partnership with the Office of Human Resources. This program runs annually. In Spring of 2021, it is running in a virtual format.



The logo consists of two overlapping triangles forming a trapezoid. The top triangle is light blue and contains the word "Manager". The bottom triangle is dark blue and contains the word "Foundations".

The focus of the program is on leading change – how University Leaders can continue to drive and sustain change at the University while maximizing engagement and productivity.

The criteria include:

- A manager of managers or a manager who has a broad range of responsibilities involving teamwork and influence
- PEX of achieving or higher
- Salary grade of 10 or higher, ITS 79 or Lib 2

Program dates

- Running virtually May 2021
- Planned for February-March 2022

Application

Leading Change enrollment consists of a nomination process. Lead Administrators nominate a number of people in their school or unit who meet the criteria and are strong candidates for the workshop. Information is kept up to date [on this program here.](#)

Lead University

Coming Soon – Capstone Program

New in 2021-2022 is a program for Northwestern most senior administrative leaders. The audience is being defined for this immersive, 5-day program, which will be a customized version of Kellogg's Executive Education curriculum. Participants will be identified at the organizational level for this opportunity. The first cohort is expected to run in February 2022.