

THE PROGRAM

Exemplary leaders in the field of laboratory science are needed now more than ever. The Association of Public Health Laboratories (APHL) provides public health, environmental and agricultural laboratory managers, supervisors and directors, with an opportunity to advance their leadership capabilities through the [Emerging Leader Program \(ELP\)](#).

Due to an ever changing and increasingly complex environment, public health laboratories need leaders who embrace change, manage people and processes efficiently and anticipate future needs. The 2020-2021 ELP class will primarily be delivered virtually through skill development training, networking opportunities, leadership exercises and project development. We anticipate at least one in person ELP meeting at the end of the cohort year, funding dependent and as COVID-19 directives evolve. In spite of the shift to virtual delivery APHL is committed to delivering an ELP that shapes laboratory scientists into future leaders within the greater laboratory system. Upon completion of the program, participants gain an invaluable network and a broader skill set that directly benefits the individual, the host laboratory, and ultimately, the greater public health laboratory system.

THE COMPETENCIES

The ELP experience provides high potential leaders the opportunity to achieve success in areas of self-awareness, learning agility, influence, and communication. The focus is on developing competency in management, leadership and communication skills of the APHL/CDC Public Health Laboratory Competency Guidelines.* Specifically the domains addressed are the:

- Management and Leadership: including competencies in leadership behavior and human resource management (examples include teamwork and collaboration, critical thinking, advocacy, coaching and mentoring, and change management)
- Communication: including competencies in formal written and oral communication strategies, active listening (examples include oral presentations and dialogue exchange).

THE FOUNDATION

ELP curriculum is based on the “5 Key Practices of Leadership” outlined by Jim Kouzes and Barry Posner in *The Leadership Challenge*.** These practices are:

- **Model the Way:** exemplary leaders set the example by aligning actions with shared values
- **Inspire a Shared Vision:** exemplary leaders enlist others in a common vision by appealing to shared aspirations
- **Challenge the Process:** exemplary leaders venture out and search for opportunities by seizing innovative ways to improve
- **Enable Others to Act:** exemplary leaders foster collaboration by building trust and facilitating relationships
- **Encourage the Heart:** exemplary leaders recognize contributions by showing appreciation to foster loyalty and great organizational commitment

These guiding principles ensure the development of a new generation of laboratory leaders using a shared framework to address workforce challenges.

OBJECTIVES

This foundation in alignment with the competencies, supports the following program objectives:

- Develop team building skills to apply to work settings
- Enhance communication skills to advocate for public health laboratory services
- Impact the development of the public health laboratory workforce through a group project
- Participate in the Emerging Leader Community of Practice
- Develop leadership skills that improve efficiency and managerial competence
- Participate in peer coaching

Who are these Leaders?

The ELP looks for high potential leaders with strong critical thinking and decision making capabilities; who are open-minded and interested in learning and sharing their knowledge; and seize opportunities for change. These individuals are interested in addressing challenges related to workforce development and strategic communications.

Participant Commitment:

The Emerging Leader Program represents a significant investment – by the participant, by the local or state department of health, by APHL, and by our sponsor, the Centers for Disease Control and Prevention. Program participants will be expected to:

- Attend up to four 2-hour virtual skills based training sessions per month with pre and post assignments
- Experiment and lead change in the organization
- Share lessons learned from their laboratory with the broader public health laboratory community
- Secure senior team support for participation in the program
- Participate in a virtual peer to peer coaching program
- Collaborate on a project that addresses a critical laboratory workforce challenge which may require additional teleconferences and offline work

Nominator Commitment:

- Complete and submit nominator application form
- Upon acceptance, complete a pre-assessment of the applicant's skill set
- Complete the Leadership Practices 360 Assessment for the applicant
- Provide feedback on the applicant's development as requested throughout the year
- Complete a post assessment upon completion of the program

Application Requirements:

1. Completed APPLICANT form. A letter of recommendation is optional.
2. Completed NOMINATOR form. (**Must be completed by laboratory director**).
3. A minimum qualification of a university degree in microbiology, biochemistry, virology, clinical laboratory science or comparable technical field plus 3-5 years laboratory experience.

Application Timeline:

Applications will be accepted from June 1 through July 3. **Applications will not be accepted after July 3.** Applicants will be notified of their status no later than August 7.

Selection Process:

Selection of cohort members is based on the strength of the completed application as determined by the committee peer-review process and is dependent on funding allocation through APHL's Cooperative Agreement. Up to 10 individuals will be selected to join the cohort class, starting Fall 2020.

TIMELINE

September 2020

- Orientation
- Five Practices of Leadership
- Coaching Fundamentals
- The Power of Teams
- Leadership through Crisis

October 2020

- Effective Meetings Management
- Strategic Communications
- Leadership Practices Inventory 360
- Laboratory Ethics

November-December 2020

- Public Policy & Advocacy
- LEAN Fundamentals
- Presentation Skills

Training for 2021

- The Art of Storytelling
- Managing Change
- Time Management
- Coaching vs Mentoring
- Resource Management

APHL Annual Conference
Cleveland, OH, May 17-20, 2021***

Application deadline: July 3, 2020

Notification to applicants: August 7, 2020

Program activities and curriculum are subject to funding availability.

It is expected that APHL will support attendance for all ELP Cohort 13 members to attend the APHL Annual Conference in Cleveland, OH. Travel (flight, per diem, hotel and ground transportation), conferences fees and supporting materials provided with the exception of federal employees and international participants.

Information on specific training activities including objectives and desired outcomes are available upon request

* Competency Guidelines for Public Health Laboratory Professionals: CDC and the Association of Public Health Laboratories. [Morbidity and Mortality Weekly, Supplements May 15, 2015 / 64\(01\);1-81](#)

**Kouzes, J. M., & Posner, B. Z. (2007). The Leadership Challenge (4th ed.). San Francisco, CA: Jossey-Bass.

***Attendance at APHL Annual Conference dependent on funding availability.