

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 \(ELP\)](#).

The ELP encourages personal and professional growth among a cohort of 10 laboratory professionals. 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.

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. Through skill development workshops, networking opportunities, leadership exercises and project development, the ELP shapes laboratory scientists into future leaders within the 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 Domain: including competencies in leadership behavior and human resource management (examples include teamwork and collaboration, critical thinking, advocacy, coaching and mentoring, succession planning and change management)
- Communication Domain: including competencies in formal written and oral communication strategies and active listening (examples include oral presentations and dialogue exchange).

THE FOUNDATION

ELP curriculum is based on the “5 Key Practices of Leadership” outlined by Barry Kousner and Jim Kouzes 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 and
- **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 skill based workshops with pre and post assignments
- Participate in at least four webinars and follow up discussion briefs
- Experiment and lead change in the organization
- Share lessons learned from their laboratory with the broader public health laboratory community
- Participate in regular monthly teleconference meetings, in addition to approximately 8 hours per month of ELP related work
- Ensure senior team support for participation in the program
- Participate in coaching program
- Collaborate on a project that addresses a critical laboratory workforce challenge

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

Application Timeline:

Applications will be accepted from May 13 through June 21. **Applications will not be accepted after June 21.** Applicants will be notified of their status no later than July 19.

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.

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 next cohort class, starting Fall 2019.

TIMELINE

ON SITE WORKSHOP Sept 10-12, 2019

- Orientation to include Team Management Profile Questionnaire
- Five Practices of Leadership
- Coaching Fundamentals
- Initial Project Identification

ON SITE WORKSHOP Dec 10-12, 2019

- Effective Meetings Management
- Project Development
- Leadership Practices Inventory 360
- Project Presentation to APHL Senior Leadership

ON SITE WORKSHOP March 9-12, 2020

- Managing Change
- Strategic Communication
- Public Policy & Advocacy

Additional Training:

- The Art of Storytelling
- Coaching versus Mentoring
- Presentation Skills
- Resource Management

APHL 2020, Portland, OR, June 8-11***

APPLICATION Deadline: June 21, 2019

Notification to applicants: July 19, 2019

Program activities are subject to funding availability.

Travel (flight, per diem, hotel and ground transportation), workshop and webinar fees, and supporting materials provided with the exception of federal employees who participate in the program. Curriculum subject to change based on availability of funding.

Workshop agendas with objectives and desired outcomes 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.

***APHL cannot guarantee funding support to attend APHL 2020.