

AGLP Leadership Development Curriculum

Program Overview & Accountability and Responsibility

7/7/ 2025

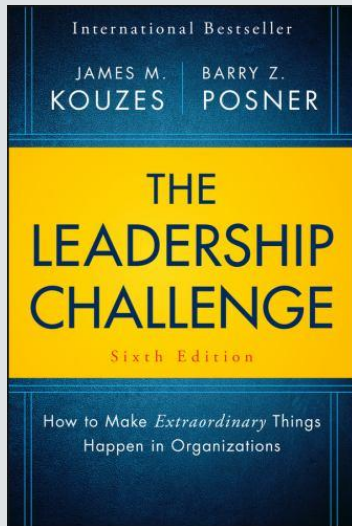
2021 & Beyond AGLP Components

Leadership Development	Professional Development	Internal Internships
guided curriculum along two threads: Leadership Competencies and Emotional Intelligence	individual training and guidance developed in partnership with each Fellow (including Professional Coaching) & additional Leadership/EI training	embedded for 10 hrs/week for a semester in the office of a senior leader at Yale

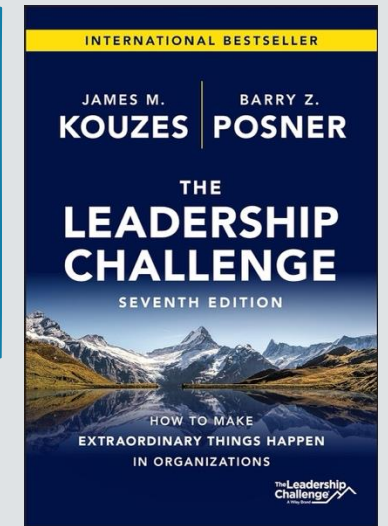
Overview: AGLP Leadership Development Framework



Overview: AGLP Leadership Development Framework



The Five Practices of Exemplary Leadership® Model* (Kouzes & Posner)



*www.leadershipchallenge.com

Leadership Framework: Kouzes & Posner Model



www.leadershipchallenge.com

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**This Is What It Means
to Lead**



Leadership Framework: Kouzes & Posner Model



www.leadershipchallenge.com

The Five Practices of Exemplary Leadership® Model

Leadership is not about personality; it's about behavior—an observable set of skills and abilities. When the co-authors of *The Leadership Challenge*, Jim Kouzes and Barry Posner, first set out to discover what effective leaders do when they're at their personal best, they collected thousands of stories from ordinary people—the moments they recalled when asked to think of a peak leadership experience. Despite differences in culture, gender, age, and other variables, these "personal best" stories revealed similar patterns of behavior. The authors discovered that when leaders experience their personal best, they display five core practices: they Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. Jim and Barry called these behaviors The Five Practices of Exemplary Leadership®. Together, these practices provide the basis for The Leadership Challenge®.

Model the Way

Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way they should pursue goals. Leaders create standards of excellence and set an example for others to follow. They put up signposts when people feel unsure of where to go or how to get there. Leaders create opportunities for victory.



Leadership Practices will be addressed over the course of the AGLP curriculum within specific seminars that cover each Leading-Self/Leading-Others Competency

Overview: AGLP Leadership Development Curriculum

Leadership Competencies

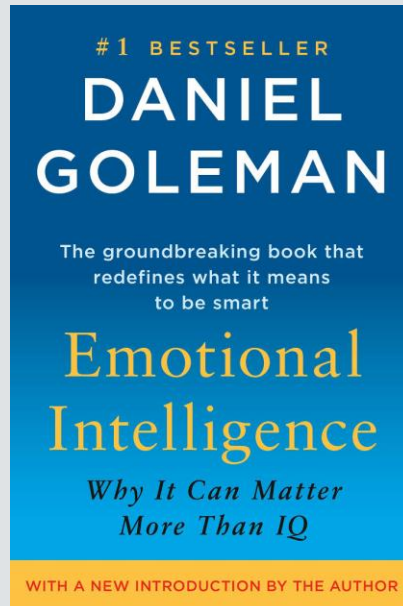
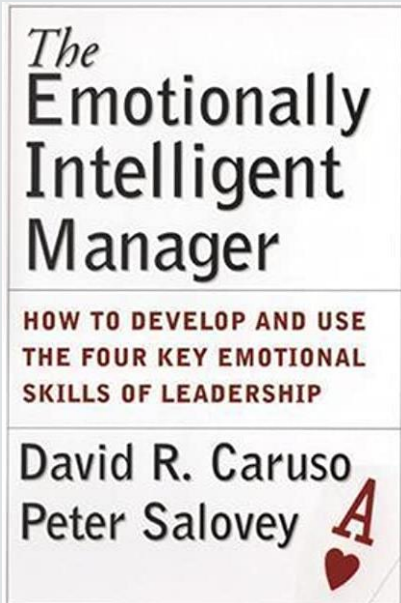
(USCGA Leadership Development Model)

Leading-Self Competencies	Leading-Others Competencies
Accountability & Responsibility	Effective Communications
Aligning Values	Team Building
Followership	Influencing Others
Health & Well Being	Mentoring
Self-Awareness & Learning	Respect for Others & Diversity Management
Personal Learning	Taking Care of People
Technical Proficiency	

Overview: AGLP Leadership Development Curriculum

Emotional Intelligence

(Mayer-Salovey- Caruso &
Dan Goleman Models)



Emotional Intelligence Skills

Perceiving Emotions

Using Emotions to
Facilitate Thought

Understanding Emotions

Managing Emotions

**The Emotional Intelligence
Blueprint**

Emotional Intelligence Competencies

Self Awareness

Self Management

Social Awareness

Relationship
Management

AGLP Leadership Development Curriculum – Sequence* , **

Learn	Experience	Reflections	Mentorship
leadership and emotional intelligence theory will be presented in bi-monthly seminars, augmented with external reference material	scenarios within the context of SEAS graduate student life (in academic, research & social settings) to focus on the learning theory presented the prior month	personal & group reflections on the experiential learning scenarios will reinforce the presented leadership & emotional intelligence theory	guidance provided by external professional coaches (note: Mentorship is continual and not a subject of the monthly AGLP interactions)

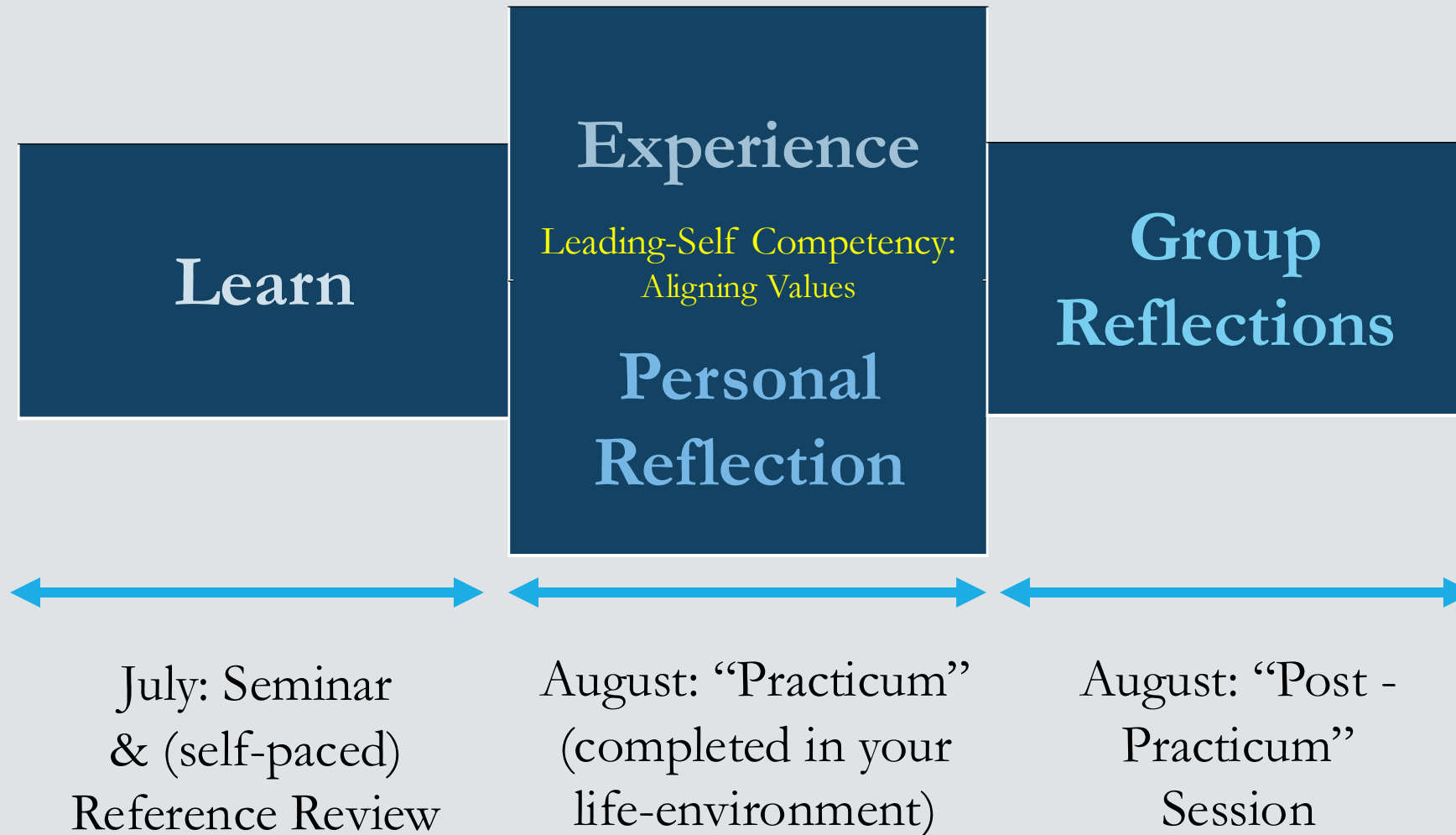
* Based on the U.S. Coast Guard Academy's Leadership Development Program

** Additional L.E.A.D. Methods detailed in [Leadership is Everybody's Business](#)

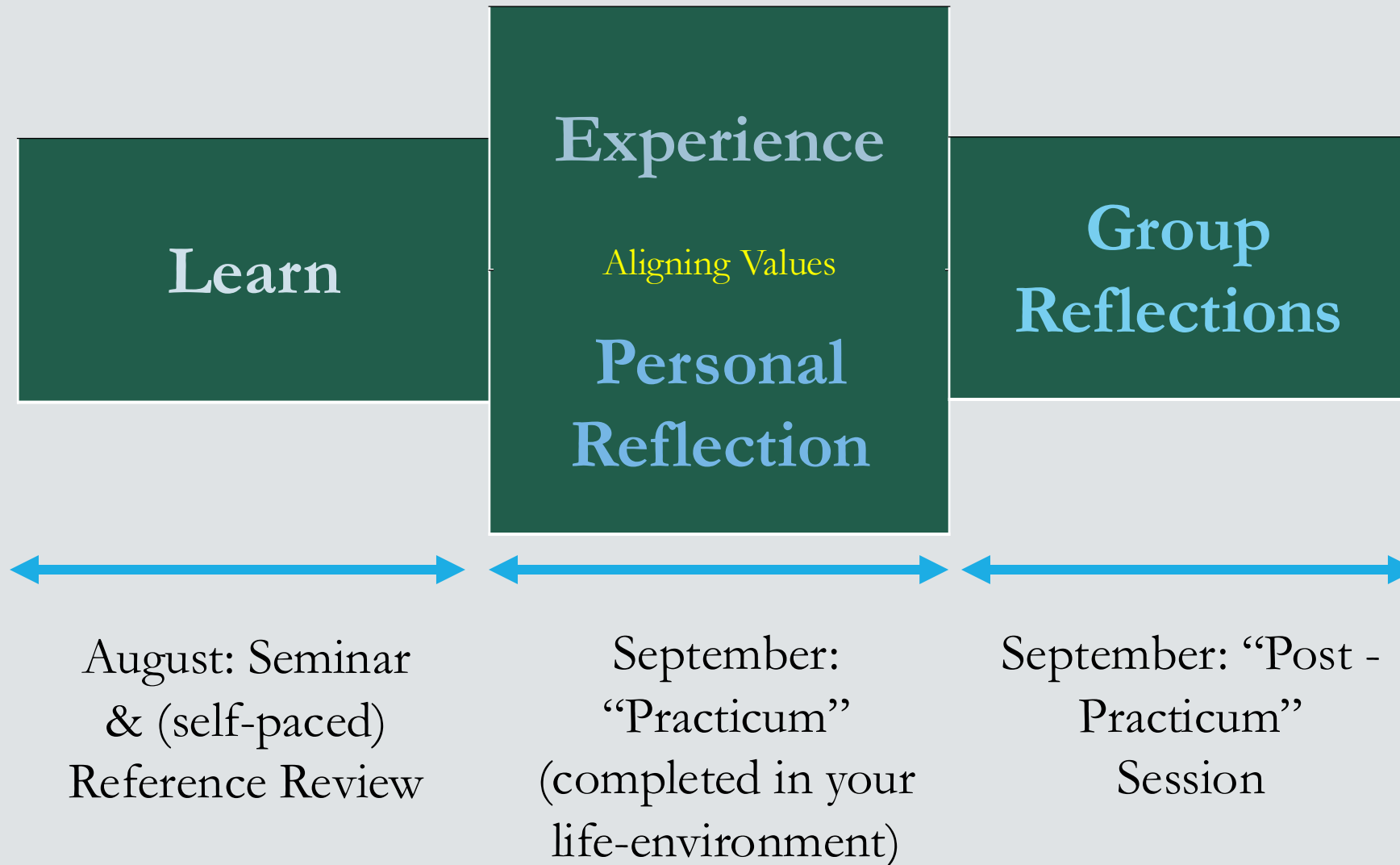
AGLP Leadership Development Curriculum – Schedule of August 2024 and August 2025 Cohorts

Date	Leadership Competency Seminars	Practicum (experiences, personal & group reflections)
July 2025	Leading-Self: Accountability & Responsibility	
August	Aligning Values	Accountability & Responsibility
September	Followership	Aligning Values
October	Health & Well Being	Followership
November	Personal Learning	Health & Well Being
December	Technical Proficiency	Personal Learning
January	Leading Others: Communications	Technical Proficiency
February	Team Building	Leading Others: Communications
March	Influencing Others	Team Building

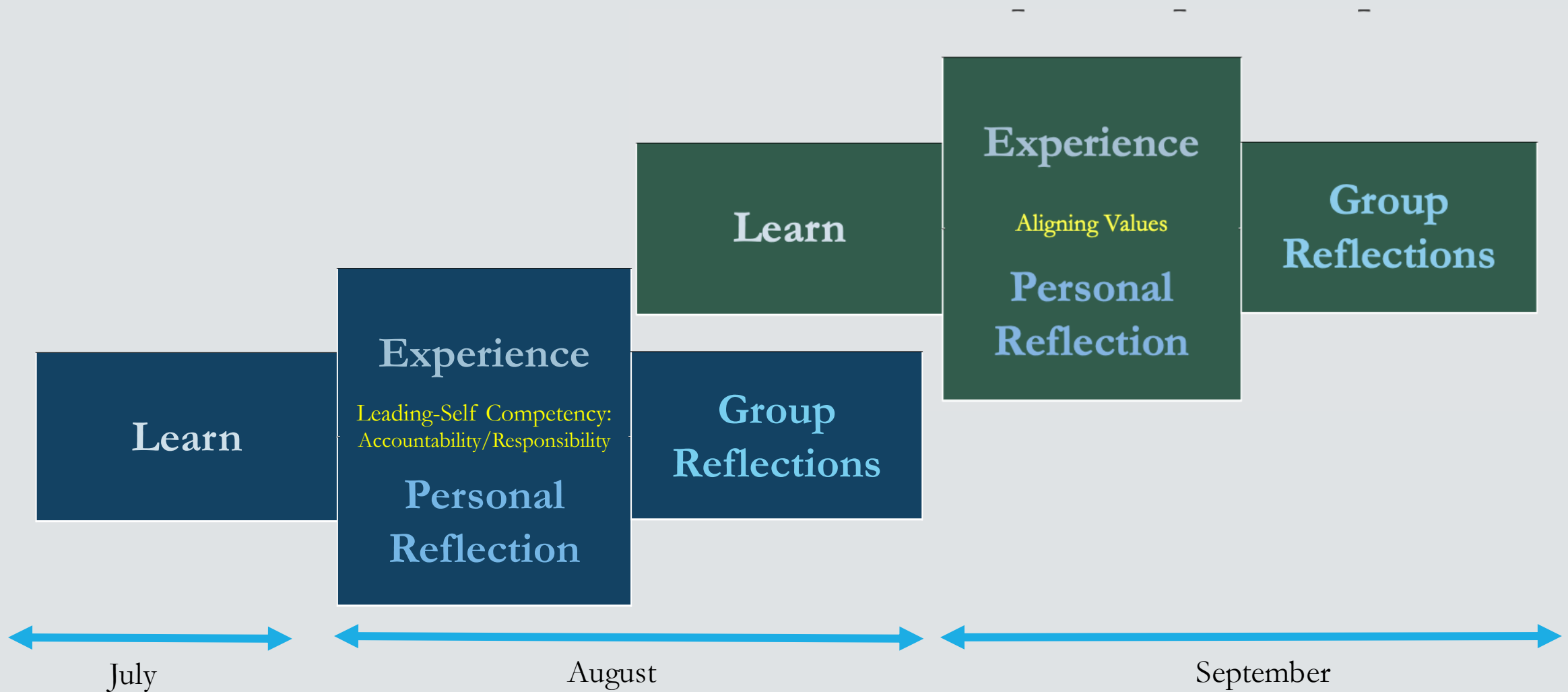
AGLP Leadership Development Sequence



AGLP Leadership Development Sequence



AGLP Leadership Development Sequence



AGLP Leadership Development Curriculum

Overview
&

Accountability and Responsibility

7/7/2025

Leadership, Leadership Competencies & Emotional Intelligence



Leading-Self Competency: Accountability & Responsibility

Leading-Self Competencies

Accountability & Responsibility

Aligning Values

Followership

Health & Well Being

Self-Awareness & Learning

Personal Learning

Technical Proficiency

Responsibility - the need to deliver on a specific task

Accountability – the aggregate of multiple(all) responsibilities associated with a directed activity

- Individuals are responsible for specific tasks in a project
- The leader is accountable for all tasks in a project
- Leaders can delegate responsibility
- Leaders cannot delegate accountability

Accountability vs Responsibility

Accountability	Responsibility
What happens after a situation has occurred	Is typically ongoing
Assigned to one individual (only)	Can be shared
Responding and taking ownership of results	Focused on the defined roles of each team member
Results-focused or Organization-focused	Task or project-focused
Explanation is owed	Explanation is not owed

What is the Difference Between Accountability and Responsibility

Accountability & Responsibility – Reflections in One Profession



[Accountability vs Responsibility in Nursing Video Link](#)

Leading-Self Competency: Accountability & Responsibility

Example: Coordinating a celebration for a member departing a lab group & moving to another position

- Student A is responsible for invites, Student B for a gift, Student C for room reservation, Student D for food,
- As a leader who is coordinating the overall event, you are accountable for all individual tasks.



Leading-Self Competency: Accountability & Responsibility

Example: Corporate Leadership

- CEOs are accountable to a Board of Directors for the sum of all tasks in their organization, whether these tasks are completed or not completed
- Staff members, under the CEO are responsible for specific tasks
- Generally, CEOs have few direct responsibilities while being accountable for a great number of details/issues
- Accountability is established in advance
- Blame is established after an event occurs



Accountability vs Responsibility



[What is Accountability Video Link](#)

Leadership Accountability – Center for Creative Leadership*



* www.ccl.org

Leadership Accountability – Office of Personnel Management*

Implementing Accountability as a Leader

- involve employees in setting **clear**, challenging yet attainable goals and objectives, and give them the authority to accomplish those goals
- coach employees when they request help, and **support** employees in all aspects of the job
- monitor progress towards goals, and provide feed-back that includes credible, useful performance measures
- **provide** the training and **resources** employees need to do the work
- recognize employees for good performance, both formally and informally

* www.opm.gov

Accountability & Responsibility: Case Study

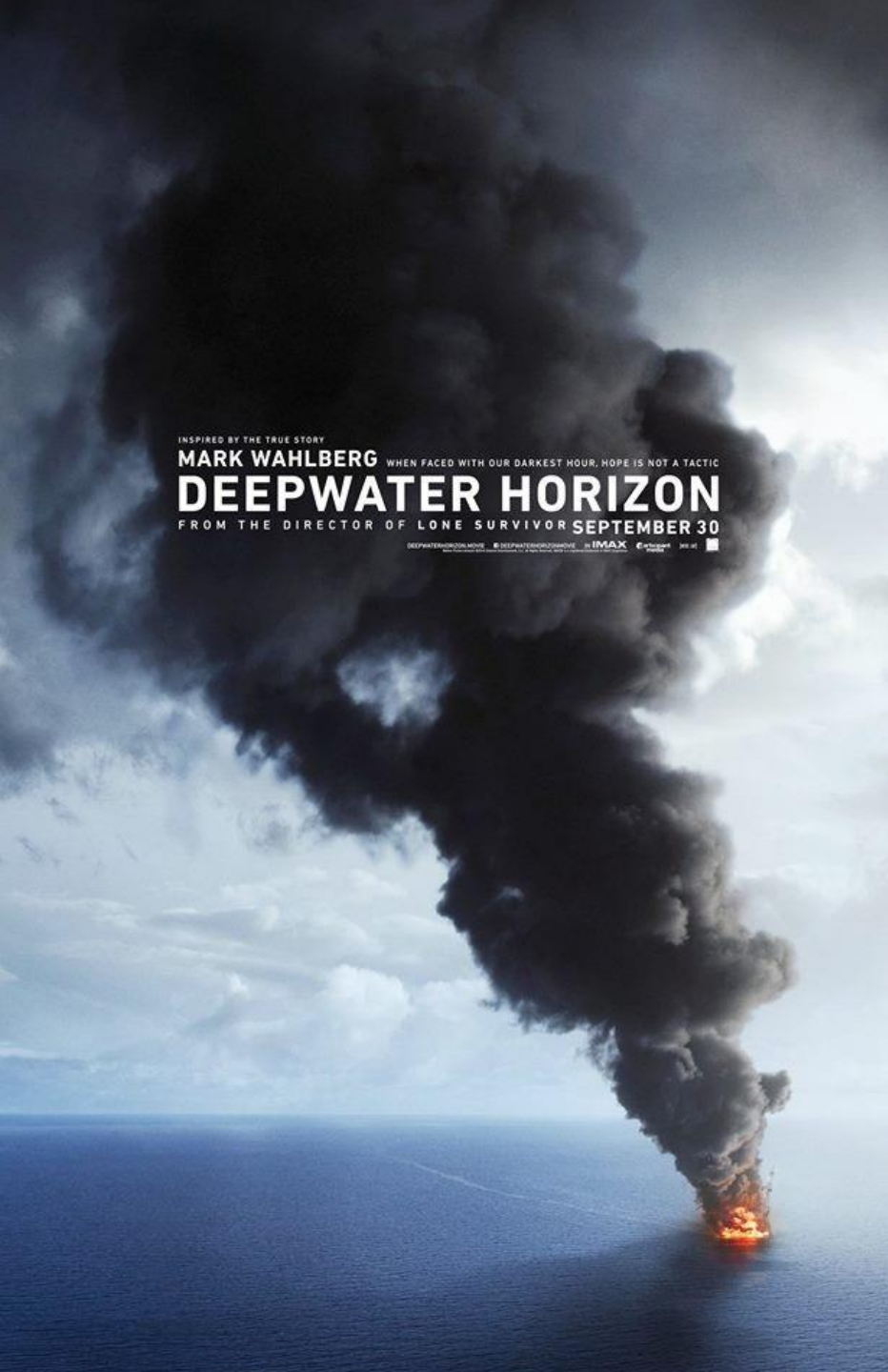


U.S. Navy Secretary Donald Winter – Deepwater Horizon Industrial Disaster

Case Study 1: Deepwater Horizon

Who is responsible?





Case Study 1: Deepwater Horizon

Who is accountable?



Accountability & Responsibility References

[Toward a New Understanding of Leadership Accountability: Defining a Critical Construct](#) – Paper by J.A. Wood & B.E. Winston

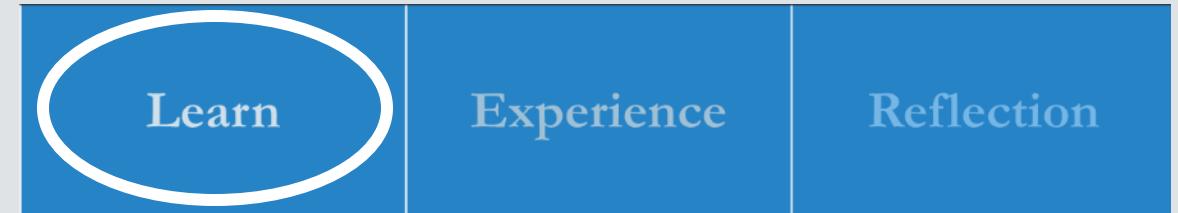
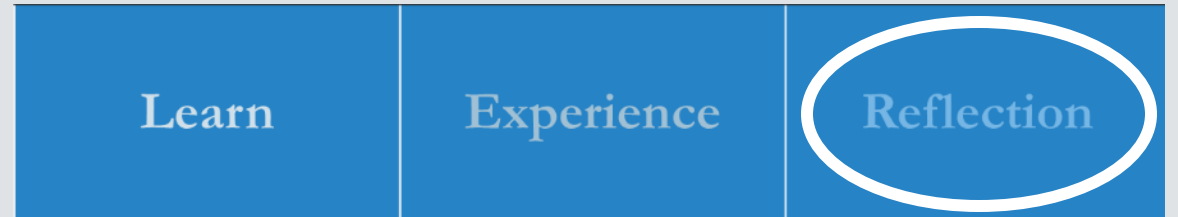
[Responsibility and Accountability](#) – Book chapter by T. Bivins (skip pages 24-31)

[Accountability vs Responsibility: Top 20 Differences in 2025](#) – Blog post by Dishra Nirav

[Leadership is Everybody's Business](#) - Paper by L. Goulet (et al) on the Learn, Experience, Reflect & Mentorship developmental model

Next Steps

- EL & R – EI Competencies: *Social Awareness & Relationship Management* – all July
- ZOOM Seminar Review & EL Preview – *Accountability & Responsibility* – July 14
- Group & Personal Reflections & AGLP General Discussion – *Social Awareness & Relationship Management* – July 28
- Seminar – *Aligning Values* – August 4



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