AGLP Leadership Development Curriculum

Accountability and Responsibility: Experiential Learning, Reflections & Mentoring Preview

2/20/2023

Overview: AGLP Leadership Development Framework

Leadership
(Kouzes & Posner Model)

Leadership Competencies

(USCGA Leadership Development Model)

Emotional Intelligence

(Mayer-Salovey-Caruso Model)

AGLP Leadership Development Curriculum – Sequence* , **

Learn	Experience	Reflection	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 reflections on the experiential learning scenarios will reinforce the presented leadership & emotional intelligence theory	guidance provided by SEAS mentors & coaches related to the prescribed experiences for each leadership competency & each EI concentration

* 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

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AGLP Leadership Development Curriculum – Resource

Grace Calpus BSN, RN, MPA, PCC

My own personal journey has been over 40 years so far and has taken me from nursing school to the Peace Corps to lobbying to skydiving. But don't let that fool you, I'm always a "work in progress" - so much to learn and do and so little time. My biggest personal value is spirituality and connection with the greater "Universe". I coach because it reminds me to listen deeply and hear what hasn't been heard before. It brings me joy to see others succeed and awakens me to new aspects of myself through others.

I am always on the edge of what I want to create. My biggest obstacle is always myself. I understand what it's like to be stuck. I understand what it's like to be disempowered and feel small or unworthy. But I also understand that motivation and empowerment don't always come before action. Often, action precedes empowerment and can snowball into motivation. So everyday I push away my fear and begin again.
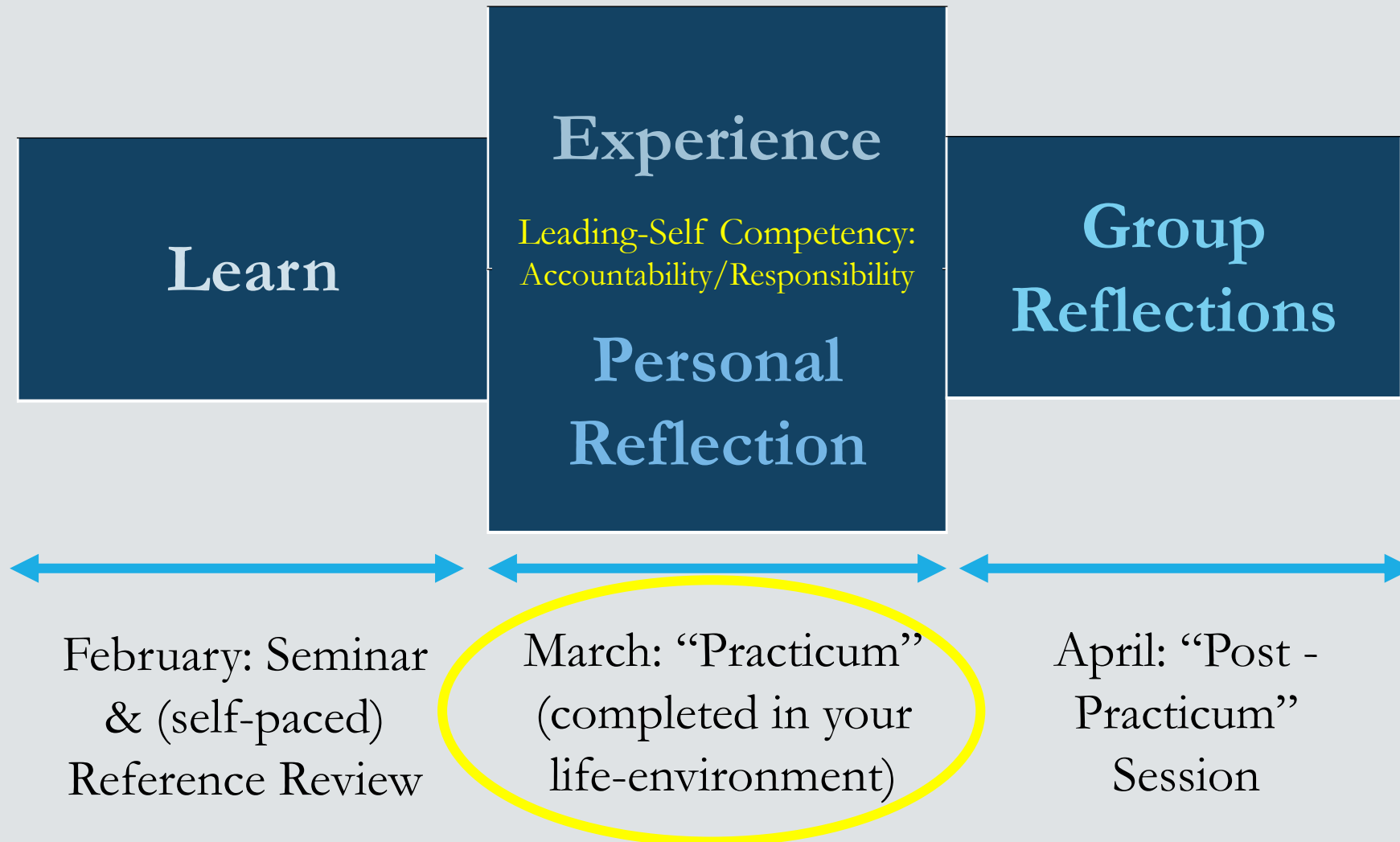
I named my company "Between the Words" because so much of coaching is about listening to the space between the words - emotion, body language and energy. It's in this space where transformation begins as we tap into who we really are and what we care about.

Life begins at the edge of your comfort zone.
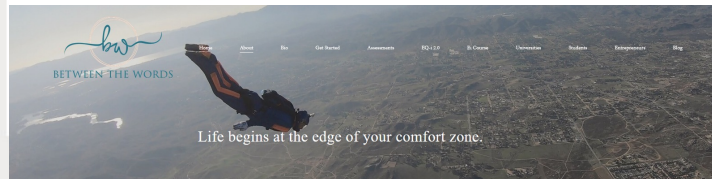
website: Between the Words

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AGLP Leadership Development Sequence

Learn

Experience

Leading-Self Competency: Accountability/Responsibility

Personal Reflection

Group Reflections

February: Seminar & (self-paced) Reference Review

March: "Practicum" (completed in your life-environment)

April: "Post - Practicum" Session

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Accountability and Responsibility: Review

Leading-Self Competency: Accountability & Responsibility

- **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

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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

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Accountability & Responsibility References

Toward a New Understanding of Leadership Accountability: Defining a Critical Construct – J.A. Wood & B.E. Winston

- accountability & responsibility are often conflated; responsible being makes decisions not under the control of others; accountable actors are held to external oversight, regulation & mechanisms (p. 23)

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

- accountability & responsibility are used interchangeably (Kouzes & Posner); responsibility may be assigned; accountability is an individually held sense of duty; leader's acceptance of the responsibilities of leadership (p. 86)
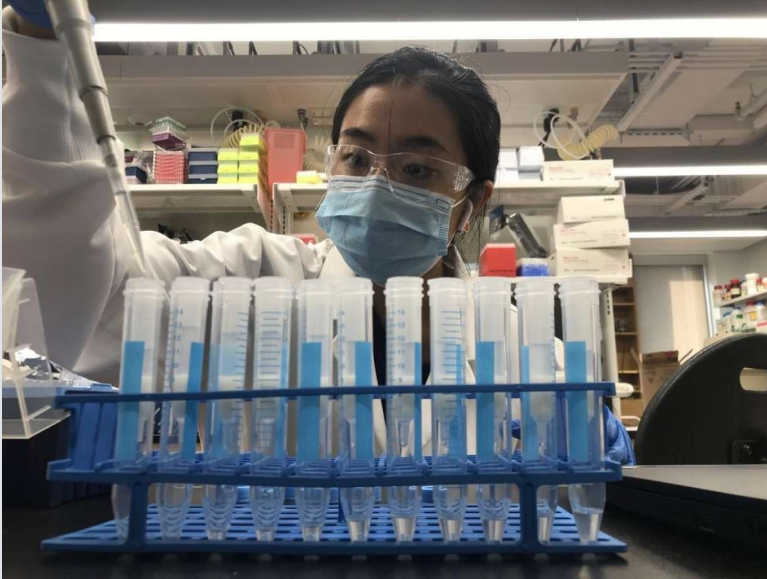
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We Go as the Artemis Generation

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Accountability and Responsibility

Practicum:
Experiential Learning & Reflection

# Accountability & Responsibility: Experiential Learning Scenarios

- **Lab work environment** - Labs are complex operations. Engage in a situation where responsibility and accountability are underway.

YaleNews EXPLORE TOPICS ▾

The future of electronics is stretchy

By William Weir | FEBRUARY 18, 2021

This opens up possibilities for products like flexible displays and smart garments.

- **Research publication process** - Apply A&R principles in a current paper, detailing "ownership" of parts

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Accountability & Responsibility: Experiential Learning Scenarios
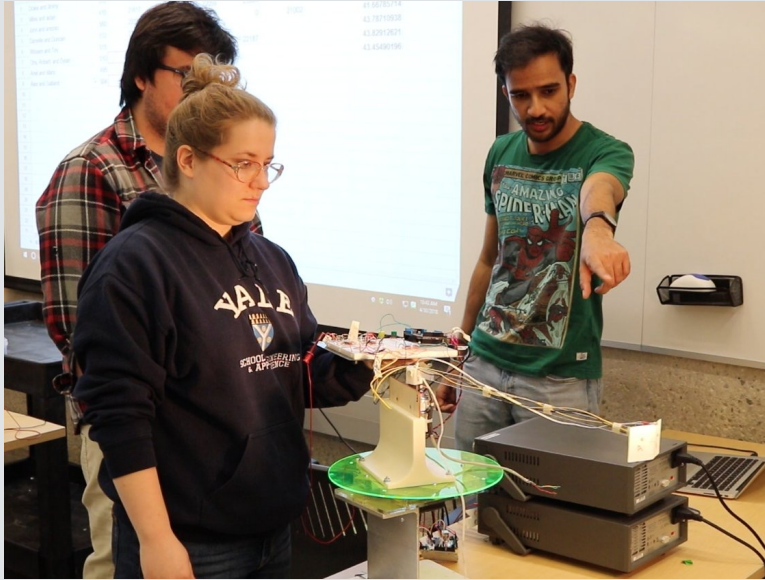
- **Teaching fellows environment** – From an A&R view, how does the course structure ensure that students are served and instruction is completed?

- **Home environment** - What is needed to "run" your non-academic life (bills, plans, groceries, social events, …)?

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Accountability & Responsibility: VW Experiential Learning

- **ABET Report Process** – DUS responsible / Dean's Office accountable (content, format, deadline, & CULTURE)

- **Table 5.1 Curriculum** – 30 credits engineering and design / 30 credits math & basic sciences – programs responsible, Dean's Office accountable

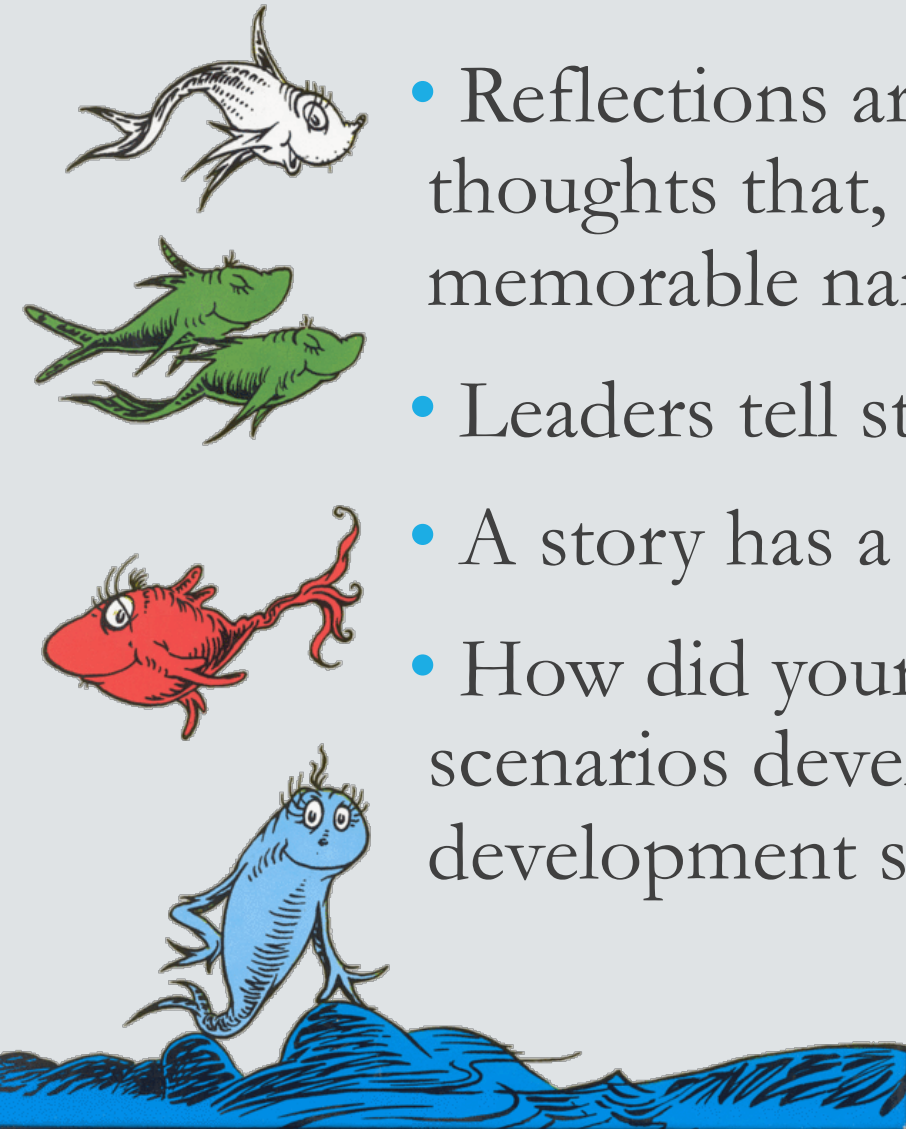Yale SCHOOL OF ENGINEERING & APPLIED SCIENCE

Accountability & Responsibility: Reflection Methodologies

- **Journal writing** – a notebook of your observations

- **Word doc / Google doc** – digital record of lessons learned

- **Discussions with friends & family** – casual conversation during idle time, mealtime, & "team time"

- **Cell phone entries** – condensed snapshots of observations

- **Voice recordings** – a conversation with yourself

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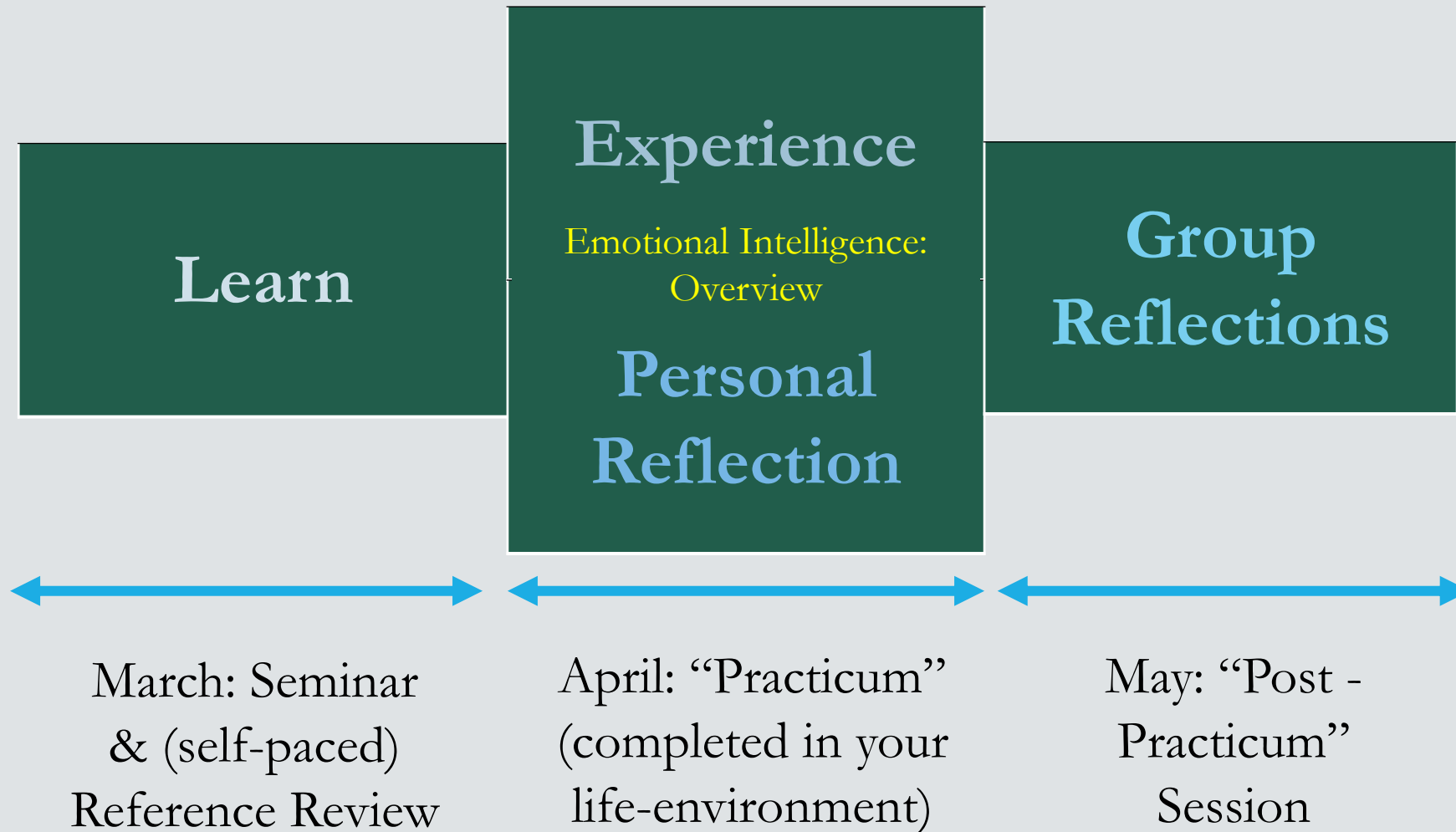
Accountability & Responsibility: Reflections

- Reflections are random as well as coherent thoughts that, over time, you mold into a memorable narrative

- Leaders tell stories

- A story has a begin, middle and end

- How did your accountability & responsibility scenarios develop and what accountability development skills were applied?

www.seussville.com
www.hamiltonmusical.com

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AGLP Leadership Development Sequence

Learn

Experience

Emotional Intelligence: Overview

Personal Reflection

Group Reflections

March: Seminar & (self-paced) Reference Review

April: "Practicum" (completed in your life-environment)

May: "Post - Practicum" Session

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AGLP Leadership Development Sequence

Learn

Learn

Experience

Emotional Intelligence: Overview

Personal Reflection

Experience

Leading-Self Competency: Accountability/Responsibility

Personal Reflection

Group Reflections

Group Reflections

February   March   April   May

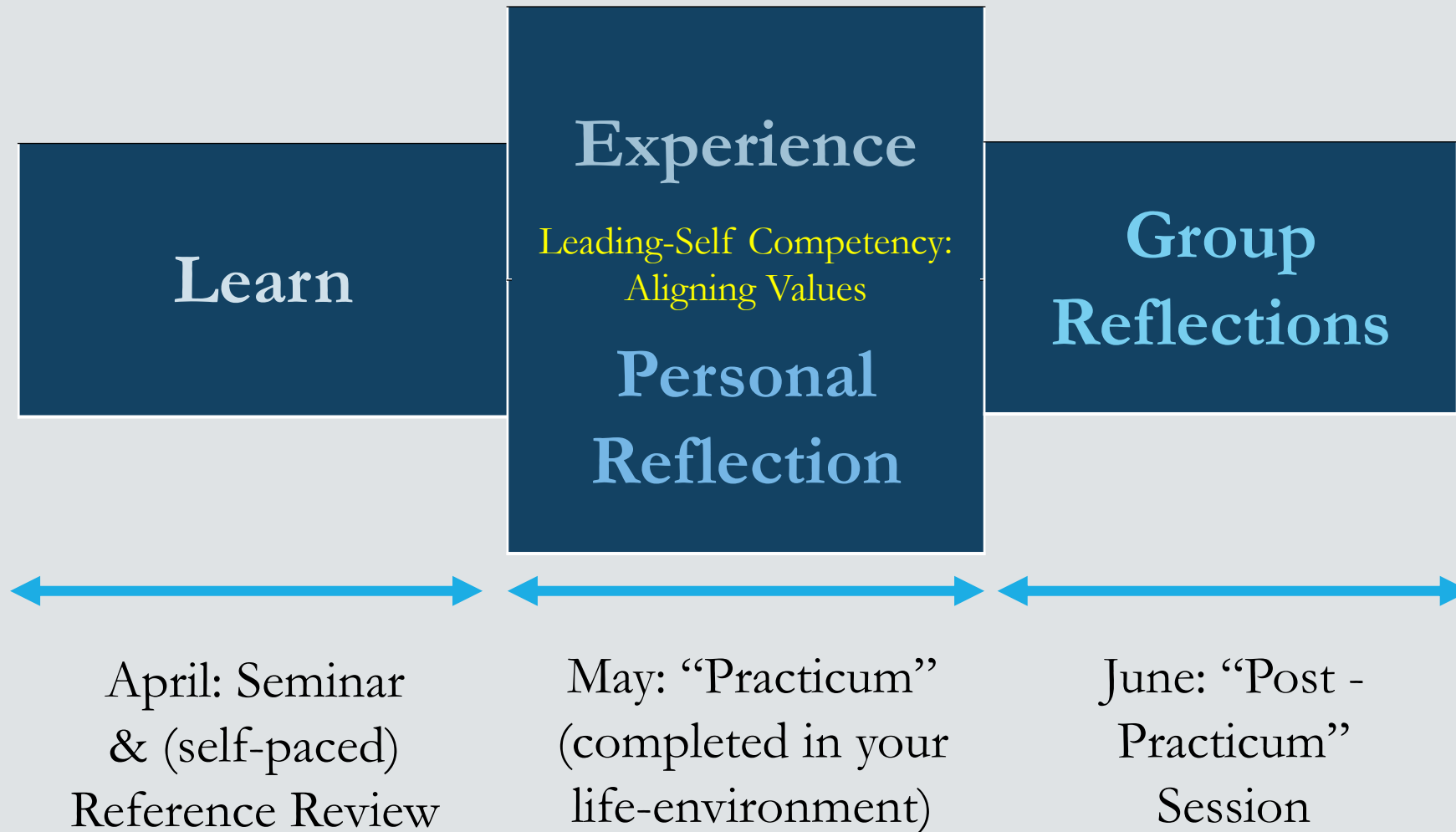Yale SCHOOL OF ENGINEERING & APPLIED SCIENCE

Looking Ahead

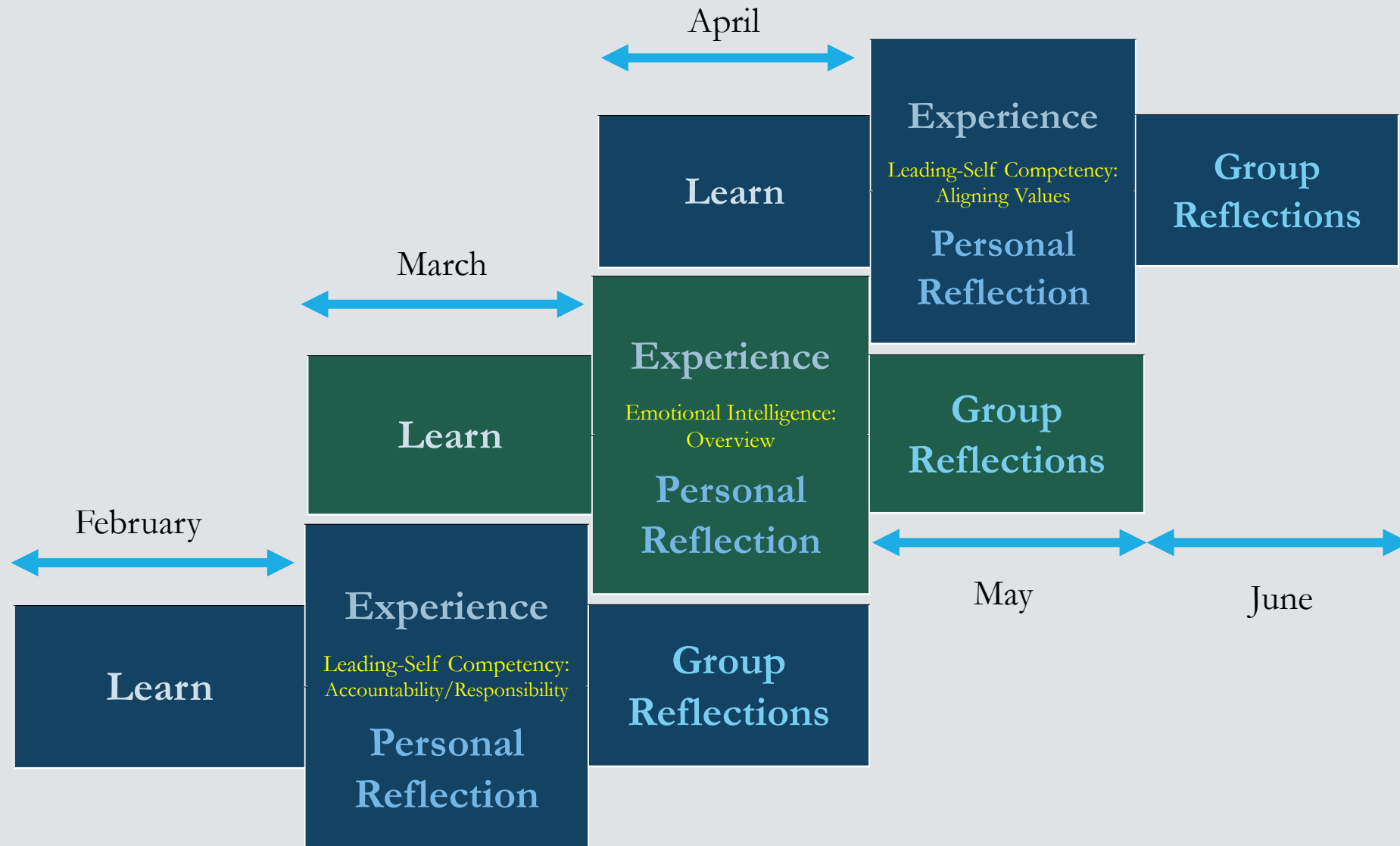**March 6** - EI Overview Seminar

March 20 - EI Experiential Learning & Reflection Preview

March 1 - 31 - Accountability & Responsibility Experiential Learning & Personal Refection

AGLP Leadership Development Sequence

Learn

Experience

Leading-Self Competency: Aligning Values

Personal Reflection

Group Reflections

April: Seminar & (self-paced) Reference Review

May: "Practicum" (completed in your life-environment)

June: "Post - Practicum" Session

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AGLP Leadership Development Sequence

Looking Further Ahead

April 3 - Aligning Values Seminar

April 17 - Aligning Values Experiential Learning & Reflection Preview

April 1 - 30 - EI Experiential Learning & Personal Reflection

April 10 - Accountability & Responsibility Personal & Group Reflections

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Accountability and Responsibility: Experiential Learning, Reflections & Mentoring Preview

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