

# AGLP Leadership Development Curriculum

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## Overview & Accountability and Responsibility

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2/6/ 2023

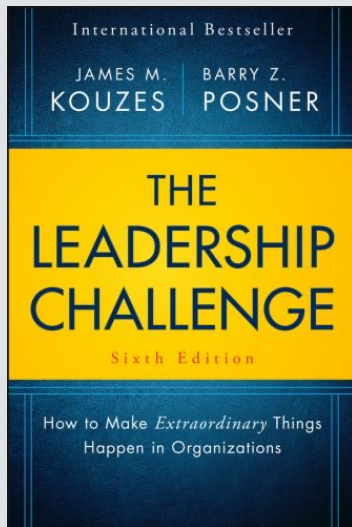
# 2021 & Beyond AGLP Components

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

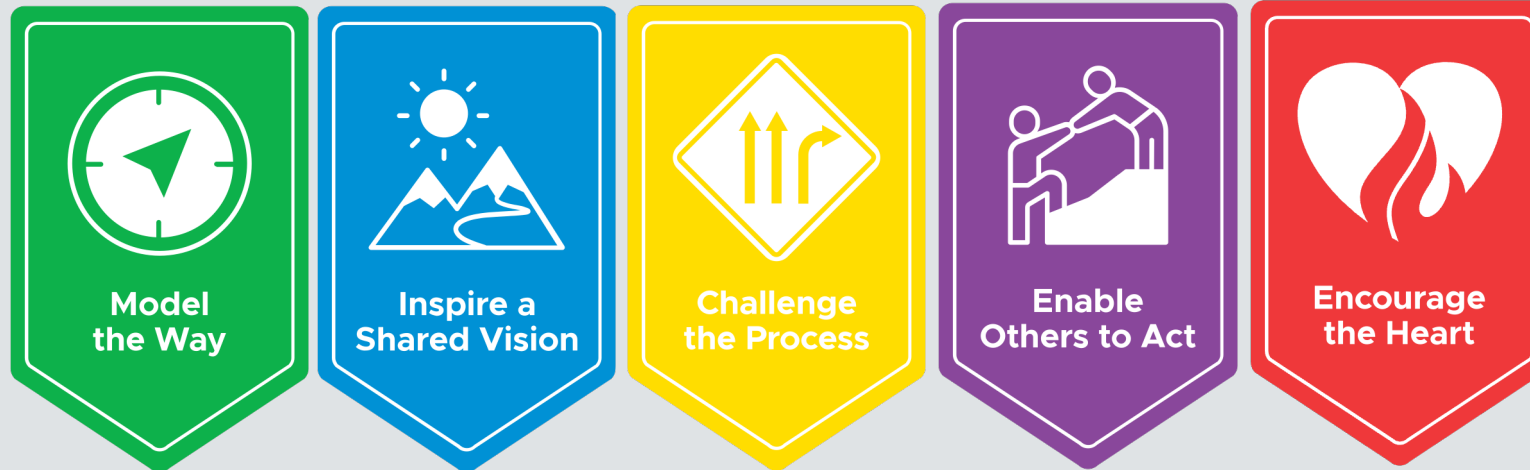
# Overview: AGLP Leadership Development Framework



# Overview: AGLP Leadership Development Framework



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



\*[www.leadershipchallenge.com](http://www.leadershipchallenge.com)

# 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 Model)

### Emotional Intelligence Skills

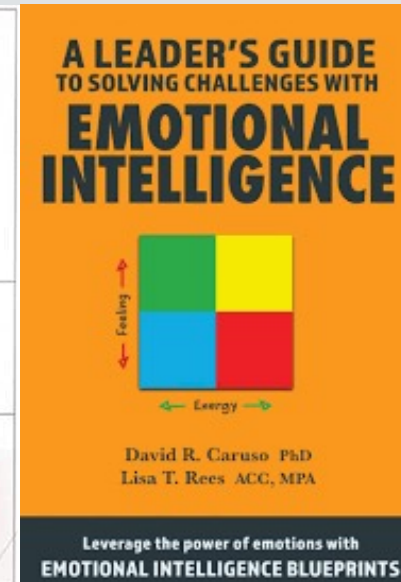
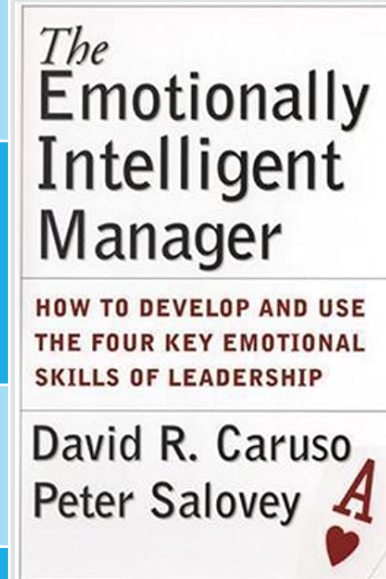
Perceiving Emotions

Using Emotions to Facilitate Thought

Understanding Emotions

Managing Emotions

### The Emotional Intelligence Blueprint



# 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

Date (Cohort 3)	Leadership Competency Theory  Vince Wilczynski	Practicum  (experiences, personal & group reflections)	Emotional Intelligence Theory  David Caruso
February 2023	Leading-Self: Accountability & Responsibility		
March		Accountability & Responsibility	EI Overview
April	Aligning Values	EI Overview	
May		Aligning Values	Perceiving Emotions
June	Followership	Perceiving Emotions	
July		Followership	Using Emotions
August	Health & Well Being	Using Emotions	
September		Health & Well Being	Understanding Emotions

# AGLP Leadership Development Curriculum

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## Overview Questions

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# AGLP Leadership Development Curriculum

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## Overview &

## Accountability and Responsibility

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2/10/ 2021

# Leadership, Leadership Competencies & Emotional Intelligence



# Leadership Framework: Kouzes & Posner Model



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**This Is What It Means  
to Lead**



# Leadership Framework: Kouzes & Posner Model



[www.leadershipchallenge.com](http://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

# 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

# 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



# Leadership Accountability – Center for Creative Leadership\*

## 5 WAYS TO FOSTER A CULTURE OF

# ACCOUNTABILITY



1. **GIVE** support.



2. **PROVIDE** freedom.



3. **SHARE** information.



4. **PROVIDE** resources.



5. **BE** clear.



Center for Creative Leadership®

\* [www.ccl.org](http://www.ccl.org)

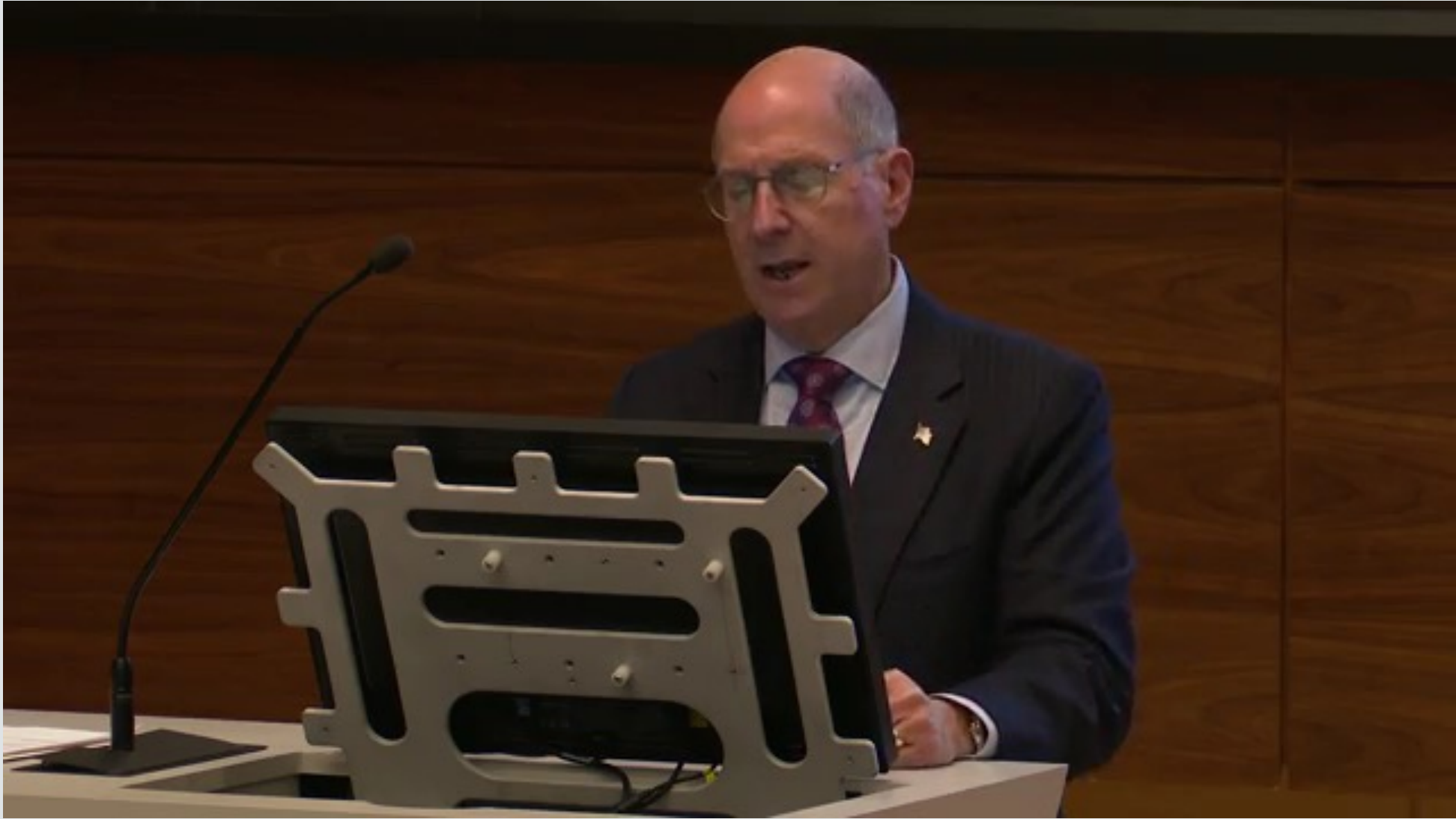
# Leadership Accountability – Office of Personnel Management\*

## 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](http://www.opm.gov)

## Accountability & Responsibility: Case Study 1



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



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

# Case Study 1: Deepwater Horizon

Who is responsible?





INSPIRED BY THE TRUE STORY  
**MARK WAHLBERG** WHEN FACED WITH OUR DARKEST HOUR, HOPE IS NOT A TACTIC  
**DEEPWATER HORIZON**  
FROM THE DIRECTOR OF LONE SURVIVOR **SEPTEMBER 30**

# Case Study 1: Deepwater Horizon

Who is  
accountable?



MARK WAHLBERG KURT RUSSELL JOHN MALKOVICH GINA RODRIGUEZ DYLAN O'BRIEN AND KATE HUDSON



FROM THE DIRECTOR OF LONE SURVIVOR

## DEEPWATER HORIZON

INSPIRED BY A TRUE STORY OF REAL LIFE HEROES

SHAWNT ENTERTAINMENT AND PARTICIPANT MEDIA PRESENT A DI BONAVENTURA PICTURES PRODUCTION A CLOSEST TO THE HOLE / LEVERAGE ENTERTAINMENT PRODUCTION A PETER BERG FILM  
MARK WAHLBERG "DEEPWATER HORIZON" KURT RUSSELL JOHN MALKOVICH GINA RODRIGUEZ DYLAN O'BRIEN AND KATE HUDSON CASTING BY DEBORAH ADUOLA CSA & TRICIA WOOD CSA  
EDITED BY CRAIG HAMMACK PRODUCED BY STEVE JABLONSKY EXECUTIVE PRODUCERS KASIA WALUCKA MAINONE PRODUCED BY COLBY PARKER JR. AND GABRIEL FLEMING WRITTEN BY CHRIS SEAGERS DIRECTED BY ENRIQUE CHEDIAK  
CASTING BY JESS SKOLL COSTUME DESIGNER JONATHAN KING EXECUTIVE PRODUCERS LORENZO DI BONAVENTURA PRODUCED BY MARK WAHLBERG AND MATTHEW SAND PRODUCED BY STEPHEN LEVINSON AND DAVID WOMARK  
EXECUTIVE PRODUCERS MATTHEW SAND PRODUCED BY MATTHEW MICHAEL CARNAHAN AND MATTHEW SAND PRODUCED BY PETER BERG

EXPERIENCE IT IN IMAX  
SEPTEMBER 30

# Accountability & Responsibility: Case Study 2

# THE WALL STREET JOURNAL.

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## With Covid-19 Vaccine Waiting Lists in the Millions, Some Skip the Line

Across the U.S., people are flouting eligibility rules and using connections to get a coveted shot



People waited recently to get their Covid-19 vaccines at a pop-up clinic in Seattle.

PHOTO: PAUL CHRISTIAN GORDON/ZUMA PRESS

By [Scott Calvert](#) and [Cameron McWhirter](#)

Feb. 6, 2021 5:30 am ET

People waited recently to get their Covid-19 vaccines at a pop-up clinic in Seattle.

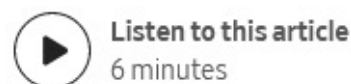
PHOTO: PAUL CHRISTIAN GORDON/ZUMA PRESS

By [Scott Calvert](#) and [Cameron McWhirter](#)

Feb. 6, 2021 5:30 am ET

 **SAVED**  **SHARE**  **TEXT**

430 



Board members of a Rhode Island medical system were invited to get vaccinated, regardless of their age or occupations. Judges and their staff received vaccines ahead of schedule at a Nevada medical center. And a SoulCycle fitness instructor in New York got a shot after saying she was an educator.

While millions of Americans await their turn during the Covid-19 vaccine rollout some people are securing the coveted injections before they are eligible by tapping connections or circumventing their states' rules. Government officials have criticized the line-cutters, prosecutors in at least two states have launched reviews and some hospitals have had their vaccine allotments curtailed by health authorities as punishment for questionable vaccination practices.

Each state—and even some local jurisdictions—have set up different rules for who gets vaccinated first and where they are distributed. In addition to vaccine supply shortages, the lack of a centralized registration system in many areas has set off a scramble for doses.

Some officials said because the rollout has involved so many jurisdictions with different rules, timelines and supplies, it has been impossible for states or the federal government to ensure everyone is following the rules.

“We’re not the vaccine police,” said Max Reiss, spokesman for Connecticut Gov. Ned Lamont, a Democrat. “We’re putting a lot of trust in local providers to make sure they’re vaccinating the most at-risk people in their communities.”

Stacey Griffith, a SoulCycle instructor, was lambasted on social media after identifying herself as an educator so she could be vaccinated at a Staten Island, N.Y., clinic, then publicizing her gambit on Instagram.



Front-line health care workers waited in their cars recently to receive their vaccines in Reno, Nev.

PHOTO: PATRICK T. FALLON/AGENCE FRANCE-PRESSE/GETTY IMAGES

## Vaccinations in CT

- Who is responsible for delivering “shots in the arm” in CT?
- Who is accountable for CT’s vaccination program?

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PHOTO: PATRICK T. FALLON/AGENCE FRANCE-PRESSE/GETTY IMAGES

## Vaccinations at Yale University

- Who is responsible for delivering “shots in the arm” at Yale
- \*Who is accountable for Yale’s vaccination program? (note YNHH)

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PHOTO: PATRICK T. FALLON/AGENCE FRANCE-PRESSE/GETTY IMAGES

# Case Study 3: Responsibility & Accountability

Forbes

FORBES > LEADERSHIP > LEADERSHIP STRATEGY

## Biden, Classified Documents And The Power Of Accountability

**Bruce Weinstein, Ph.D.** Contributor ⓘ

*Customized ethics keynotes, training, and online courses for CE credit*

[Forbes link](#)  
[January 10, 2023](#)

The story about [President Joe Biden's possession of classified documents](#) when he served as Vice President provides a powerful reminder of accountability's role in leadership. Accountable people do four things consistently:

1. They keep their promises
2. They consider the consequences of their actions
3. They take responsibility for their mistakes, and
4. They make amends for their mistakes



FINANCIAL TIMES

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FT Alphaville Big tech + Add to myFT

### Sacked to the future

Redefining responsibility

[Louis Ashworth & Alexandra Scaggs](#)  
[January 26, 2023](#)

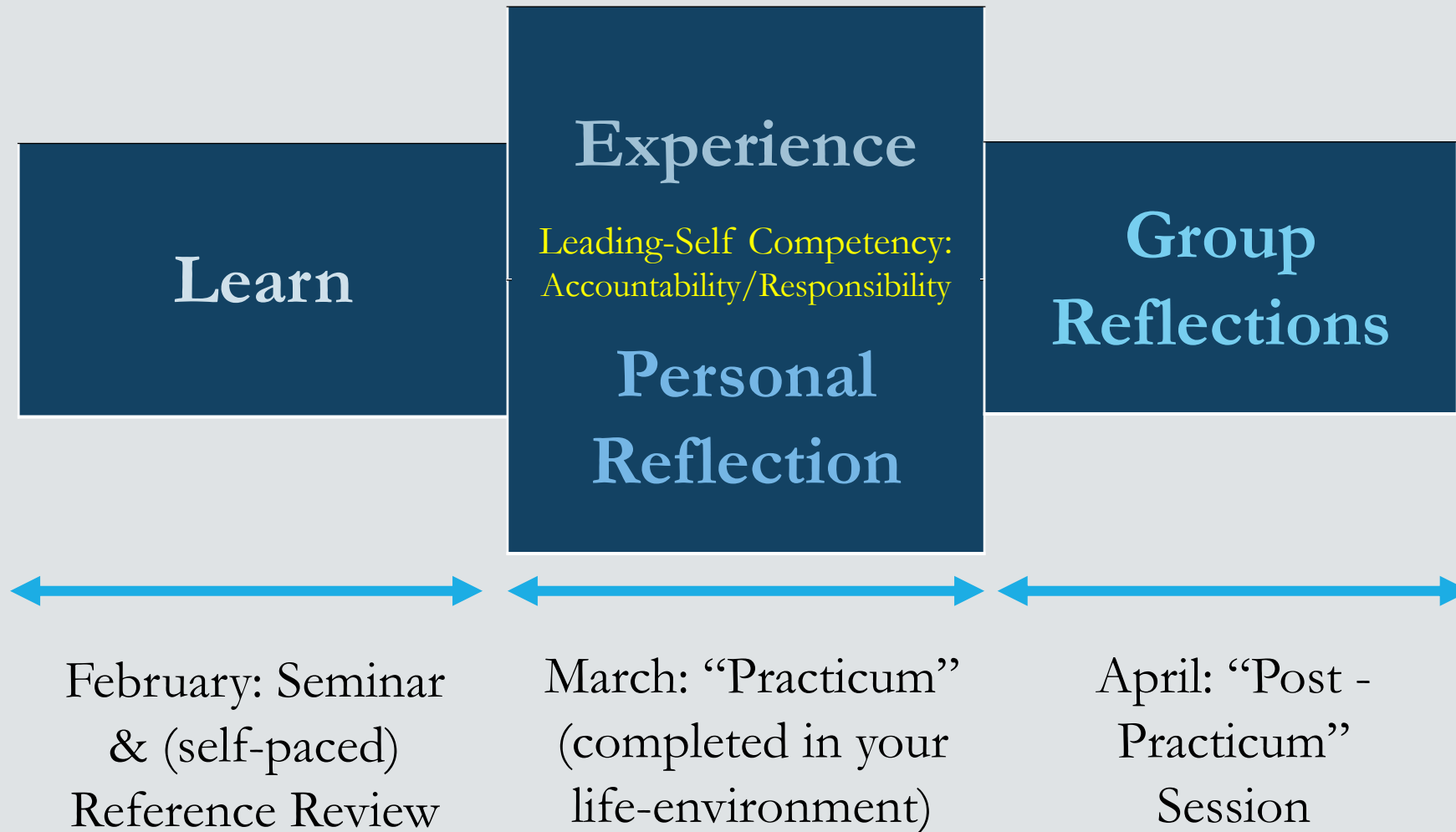
A lot of (probably smart, well-remunerated) tech sector workers have lost their jobs recently, with Spotify [one of the latest to swing the axe](#). A tracker [can be found here](#).

On a micro level, this is obviously very sad: losing your job sucks, especially if you were relying upon your employer's support for, say, medical bills or a visa.

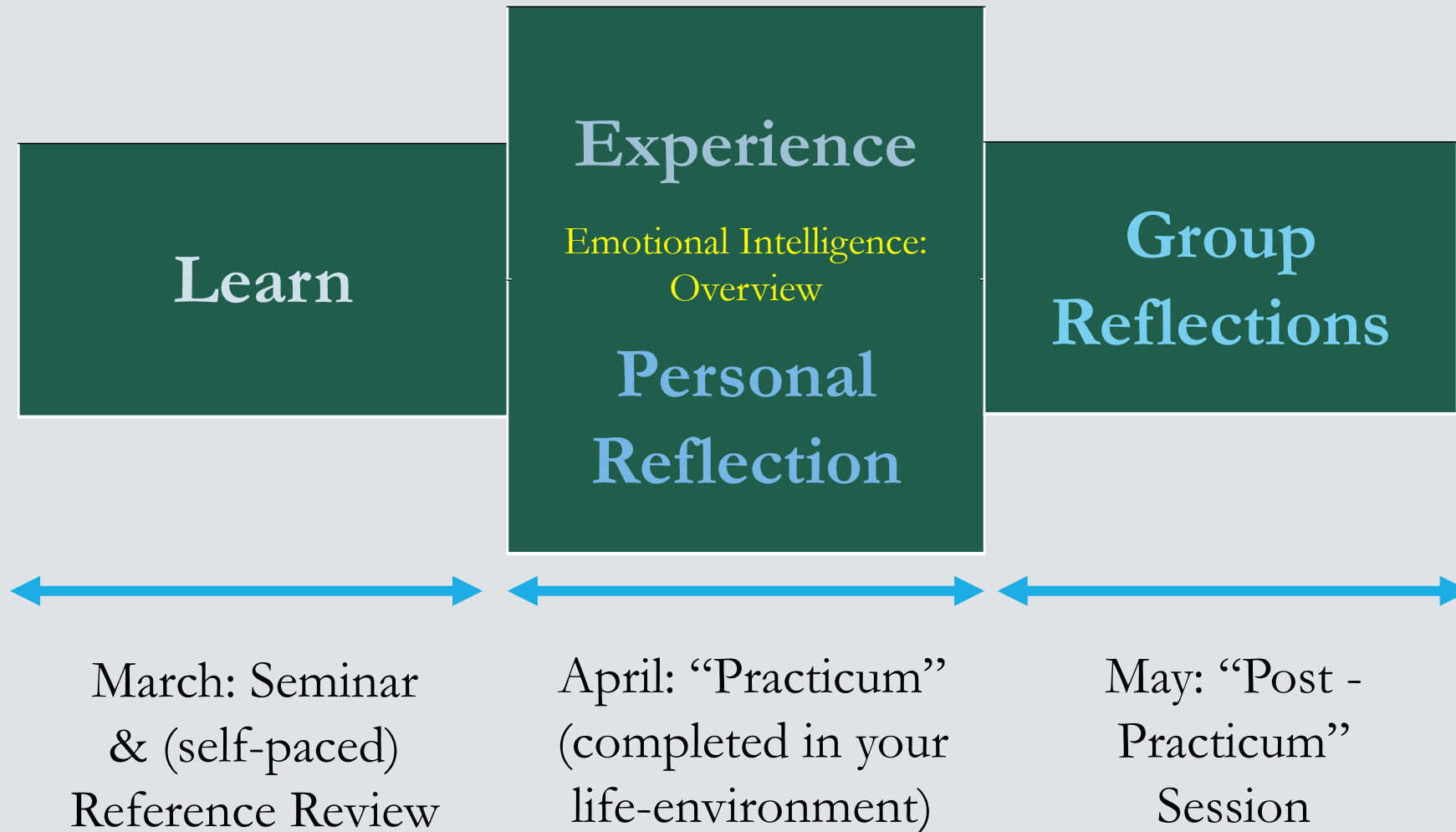
On a macro level, here is a selection of responses you might have to this [delete/add as appropriate]:

- tech companies were swollen; cuts are difficult but, in the long run, healthy
- these cuts should be looked at in the context of the huge hiring many did last year. Net, many have still grown
- skilled workers getting fired is a Schumpeterian catalyst
- 🛠️👉

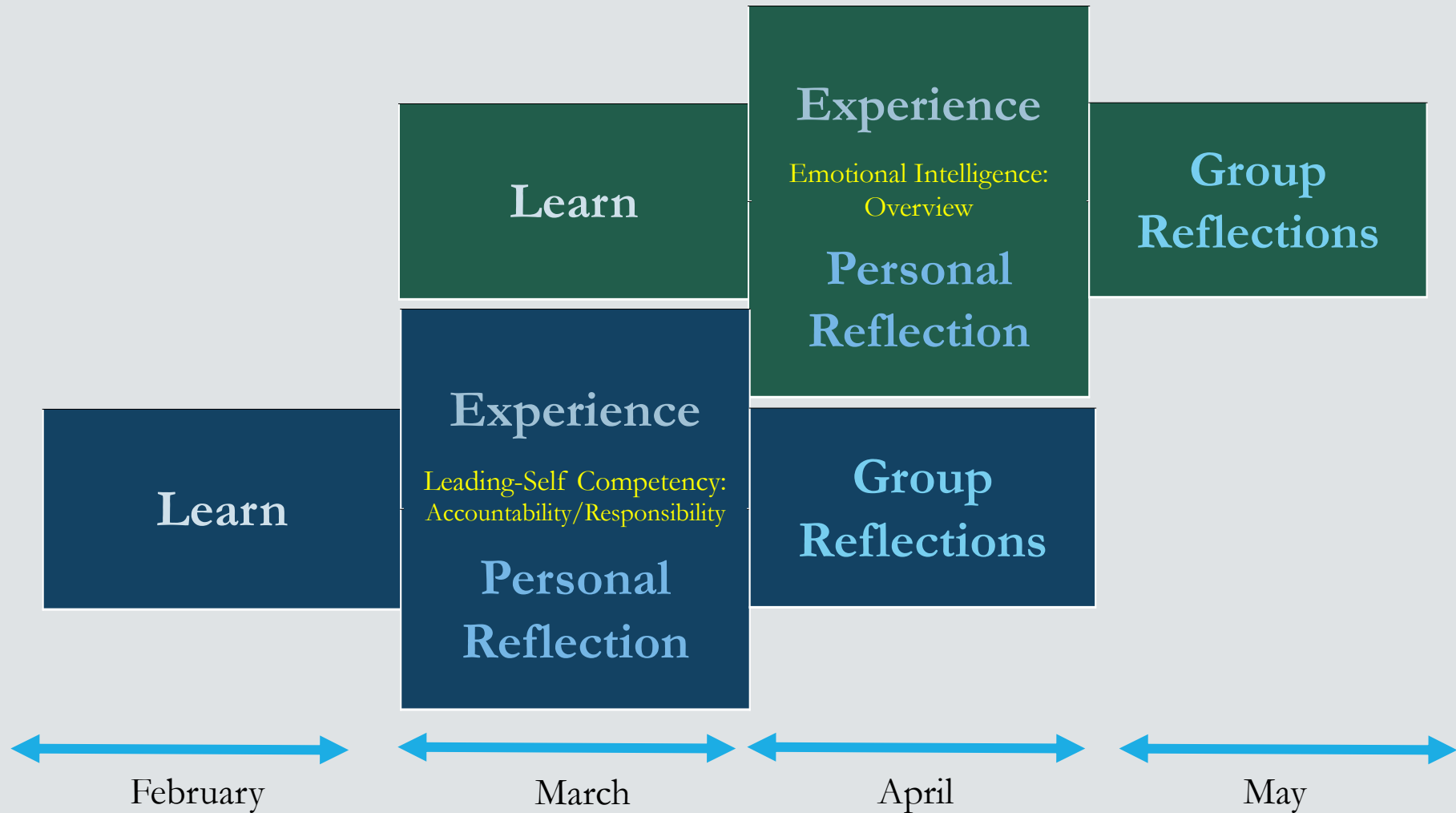
# AGLP Leadership Development Sequence



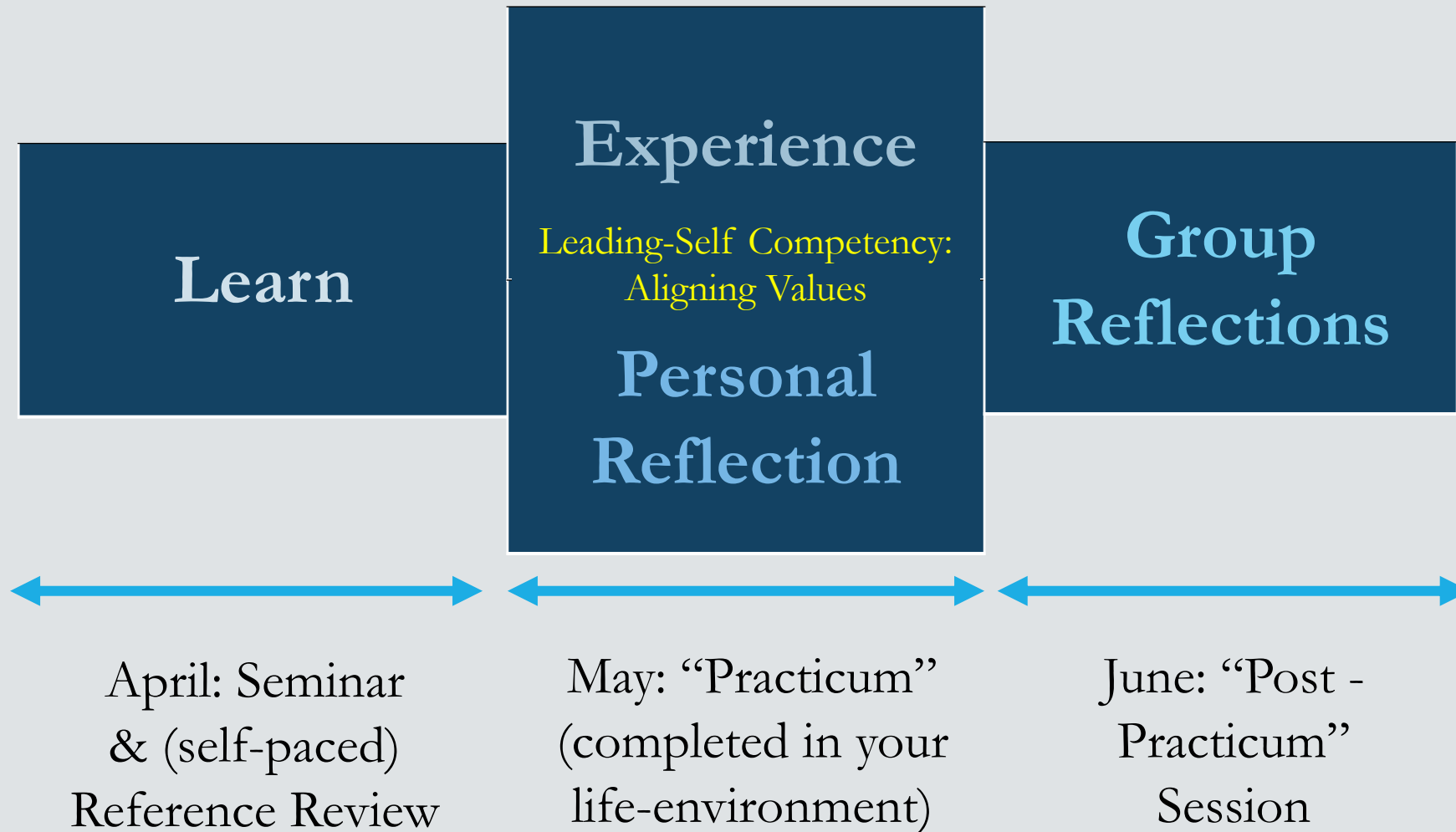
# AGLP Leadership Development Sequence



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# AGLP Leadership Development Sequence



# 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 and Responsibility](#) - Podcast by Gene Kranz - NASA Flight Director (included while noting its male-oriented perspective of the 1960's space program)
- [Leadership is Everybody's Business](#) - Paper by L. Goulet (et al) on the Learn, Experience, Reflect & Mentorship developmental model

## Next Steps



- February 20 meeting
  - summarize **Accountability and Responsibility** concepts from the references
  - prepare for March practicum on **Authority & Responsibility**
  - review our process for reflection & mentorship



- March 6 Seminar
  - **EI Overview**
- March 20 meeting
  - prepare for April practicum on **EI Overview**
- April 10 session meeting
  - Group Reflections on **Accountability and Responsibility**

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