



# Executive Leadership Development Program

of the U.S. Virgin Islands

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2022-2023

## PROGRAM DESCRIPTION

The 2022-2023 ELDP-USVI will be offered Virtually.

**APPLY NOW at**  
**<http://eldp.pitiviti.org>**

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*Applications are due by  
July 22, 2022.*



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# INTRODUCTION

- *What makes leaders successful in the islands, and what makes islanders successful leaders?*
- *How do interpersonal relationships contribute to organizational success?*
- *Which skills should aspiring island leaders cultivate to be successful at work, in their communities, and at home?*
- *What leadership lessons can be learned from nation-builders, from traditional navigators, and from community leaders?*

Attracting and retaining qualified staff to work in critical government positions is among the greatest challenges faced by insular governments. Educated, promising employees are often trained by government only to be offered higher paying jobs in the private sector; others relocate abroad to pursue alternative work opportunities. Talent development and succession planning are routinely identified by government institutions as high-priority needs across the Insular areas.

The Executive Leadership Development Program (ELDP) was commissioned by the U.S. Department of the Interior's Office of Insular Affairs in 2008 to assist the insular governments with developing and retaining the qualified and skilled staff needed to lead insular governments into the future. Today, the ELDP serves as the premier leadership development program for government employees throughout the U.S. affiliated Pacific Islands. For the past twelve years, the ELDP has provided insular government participants with the skills and strategies they need to lead. Energized by their program experience, the 178 ELDP alumni represent an extraordinary group of Islanders with diverse professional backgrounds, exceptional personal qualities, and an enduring commitment to public service. ELDP alumni represent virtually every government agency, and serve the insular governments as elected representatives, ambassadors, judges, cabinet members, directors, and dedicated public servants.



# BACKGROUND

*The Executive Leadership Development Program (ELDP) was developed in response to the insular areas' growing concerns for continuity in management and technical expertise as senior leaders retire or leave government service.*



## **Why is the Executive Leadership Development Program Important?**

The insular areas have experienced many challenges to developing and retaining qualified, skilled staff. Additionally, many career senior leaders and managers in the insular governments are expected to retire within the next several years, leaving a potential gap in leadership, managerial and technical capability. The insular areas need to establish a pool of staff with potential for promotion into these key positions and groom them through training programs, special assignments, and systematic mentoring.

## **Who organizes and manages the ELDP?**

The insular governments recognize the need to identify and develop staff to ensure that turnover of key individuals does not adversely impact government operations. However, the insular governments lack the funding and resources to establish an inter-governmental initiative. The U.S. Department of the Interior's Office of Insular Affairs (DOI-OIA) has turned to its partner, the Graduate School USA, to continue managing the Executive Leadership Development Program (ELDP) through the Pacific and Virgin Islands Training Initiative (PITI-VITI).

## **Which insular governments can participate?**

All of the US-affiliated insular areas are invited to participate in the ELDP, including the flag territories (American Samoa; Guam; U.S. Virgin Islands; Commonwealth of Northern Marianas Islands) and freely associated states (Republic of the Marshall Islands, Republic of Palau, Federated States of Micronesia). The ELDP is open to all government agencies and government enterprise organizations.

# RESPONSIBILITIES OF THE INSULAR AREAS

*The insular areas play a key role for the continued success of the ELDP. The governments can tailor many aspects of the participant developmental process to their unique needs. For example, governments may identify projects that are important to the government that can also serve as a developmental assignment for participants. Government mentors will provide insular-specific career guidance and advice. Participants may be required to bring government data, policies, and other public information to use in training sessions.*

## What is required from the insular governments?

Since the initial class was offered in 2008, the insular governments have been very supportive of ELDP program participants and instructors. The future success of the ELDP will not be achievable without the continued support of the insular governments. In 2022 the insular governments are expected to:

1

Disseminate information on the program and application process throughout the government and independent agencies.

2

Encourage potential candidates to apply.

3

Support the participants throughout the ELDP program year by encouraging projects, developmental assignments, and other professional experiences.

4

Ensure the participants have support from their immediate supervisors to participate in both the on-island and off-island activities.

5

Establish clear expectations for participants' continued employment after completion of the program and communicate those expectations in writing to the program participant.

6

When scheduled, support ELDP activities on-island.





## Who is eligible to participate in the ELDP?

**ELDP eligibility criteria are flexible. The selection panel will evaluate applicants based on their:**

- Potential for professional development.
- Formal education.
- Likelihood of remaining with the government after the program.
- Commitment to government service and personal growth.

### **Highly qualified candidates typically:**

- Hold a bachelor's degree or have equivalent professional experience.
- Completed a minimum of two years employment with the insular government prior to the start of the program.
- Received outstanding performance evaluations for the past two years.
- Received a nomination to the program by the highest-level official in the department and the immediate supervisor.
- Expressed an interest in, and demonstrated personal commitment to public service.

*If you think you might be a good fit for the ELDP, visit us online at <http://eldp.pitiviti.org> for information on how to apply to the 2022-2023 cohort.*

# COMPONENTS OF THE ELDP

*The ELDP offers five major components: formal training, mentoring, various developmental and reading assignments, and a major team project.*

*Each training session, scheduled one time per quarter over twelve months, will blend technical, managerial and leadership skills development. Participants will be assigned projects and activities that must be completed between training sessions. These assignments will have practical workplace applications, and they will be monitored closely and evaluated by ELDP instructors.*



## What are the components of the ELDP?

Participants in the ELDP will experience five major components:

# 1

### **Formal training**

ELDP participants will meet as a cohort for four, one-week sessions during the twelve months. During the initial week, each participant will receive a 360° assessment of their leadership competencies as well as feedback on their interpersonal and leadership styles. This information will provide the foundation for learning throughout the year. In subsequent weeks, training will focus on managerial and leadership skills, policy advocacy, fiscal and project management. Various learning methods will be used throughout the program.

## 2 *Mentoring*

During the first formal training session, each participant will identify one or two individuals within their government who may be a good mentor for them throughout the program. Once the mentoring relationship is established, the participant and the mentor will meet regularly to discuss the individual's progress, challenges, or other topics of interest. The program participant will be encouraged to learn how the mentor achieved success and think about how the mentor's characteristics, habits, or philosophy can be incorporated into the mentee's own style. Participants will be asked to report on the mentoring experience when they meet as a cohort for formal training.

## 3 *Individual Leadership Development Plan (ILDLP)*

As part of the 360° assessment in the first training session, participants will identify and describe developmental activities they will undertake during the twelve-month ELDP program to address growth areas identified in the assessment. Developmental activities will focus on tangible things participants can do to enhance their leadership skills. Participants will also develop short and longer-term career goals.

## 4 *Reading Assignments and Leadership Interviews*

Participants will be provided with a leadership book and other reading assignments to be completed between the formal training sessions. They will also receive a reading list which provides book suggestions for each of the 28 leadership competencies addressed in the 360° assessment. Participants will also be tasked with interviewing leaders within their governments and/or communities as a way to gain insight into different leadership philosophies.

## 5 *Team project*

ELDP participants will participate on a team to define and complete a major project. The project will be applicable to real world issues currently faced in the islands. It will encourage cross-government sharing of information and provide participants with the opportunity to work closely with other members of their cohort.

## What formal training is planned for the ELDP participants?

Four one-week formal training sessions are planned during the twelve months. Program participants are required to attend all four sessions. During **Session #1**, participants will gain insight into their own leadership strengths and areas for improvement. **Session #2** will combine self-leadership concepts with skills to lead others. In **Session #3**, participants will be immersed in an in-depth case study to learn about the fiscal and economic challenges of small island governments, and to develop policy advocacy skills. **Session #4** will be dedicated to reinforcing concepts learned throughout the year, to making final team project presentations, and to celebrating the participants' growth during the ELDP. During each of the weeks, various guest speakers will address the group, and ELDP faculty will meet individually with participants to track their progress.

## What are the Proposed Modules and Course Descriptions?

The ELDP schedule, graduation requirements, and session descriptions can be found online, under the program description of the ELDP website. Please visit <http://eldp.pitiviti.org> for additional information.

# MANAGING THE ELDP

*The ELDP requires shared responsibility for ensuring smooth and successful implementation. All travel and administrative expenses associated with the ELDP Class of 2022 will be funded by OIA and managed on a day-to-day basis by the Graduate School USA, PITI-VITI. The ELDP will draw heavily on the expertise and interests of the insular areas when curriculum is developed and courses are organized.*

## **What are the tuition costs?**

All costs associated with ELDP are funded by the Department of the Interior's Office of Insular Affairs, including travel, instructional materials, and program administrative costs. In future years the insular governments may be expected to pay a portion of the program expenses, such as travel, lodging, and meals for participants from their respective governments.

## **What is the anticipated size of each cohort group?**

Ideally, each ELDP cohort is comprised of approximately 25 individuals who appropriately represent each of the insular governments, as well as technical areas, gender and ethnicity.

## **Are all applicants accepted into the ELDP?**

Not all individuals who apply to the program will be accepted. ELDP applicants undergo a rigorous review and selection process, and only the most highly qualified applicants will be admitted into the program.





## How are ELDP Participants Selected?

Completed applications must be received by the PITI-VITI office no later than March 14, 2022. Applicants submit five documents to complete an application—the application form itself, a resume, a letter of intent, a brief biography suitable for public release, and a letter from their supervisor. An optional letter of support from an ELDP graduate is recommended, but not required.

The ELDP 2022 selection committee consists of representatives from the Graduate School, PITI-VITI program, the U.S. Department of the Interior's Office of Insular Affairs, and an Independent Reviewer. The selection committee reviews the applications to ensure they are complete and the applicants meet minimum qualification standards. The selection committee members independently review and rate each application package. Although rating applicants is inherently a subjective process, the selection committee uses structured scoring guidelines to rate each application. The scoring guidelines are intended to provide a broad framework within which to make the acceptance decision. The scoring system and guidelines for each document comprising the applications are presented below:

Document	Maximum Points Possible
Application Form	10
Resume	25
Letter of Intent	25
Letter from Supervisor	10
Biography	10
Assessment of Potential	20
Alumni Letter of Support (Optional)	0
<b>Maximum Total Points Possible</b>	<b>100</b>

The selection committee strives to create a diverse class that appropriately represents all of the insular governments, technical areas, gender, and ethnicity.

## What is the timeline for selecting the 2022 cohort and the overall schedule for 2022-23 sessions?

Currently, cohorts will meet one time per quarter over a 10-month period. The number of training sessions and overall timeline will be adjusted to meet the needs of the insular governments and other factors that could influence the schedule. The schedule for the 2022-23 ELDP cohort is included below.

# 2022-2023 SCHEDULE

## FOR EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

**May 2, 2022**

**Announce the ELDP 2022-23 application process**



 July 22, 2022

**APPLICATION PROCESS CLOSES**

 August 11, 2022


**Candidates for the ELDP class of 2023 announced**

 September 11 16, 2022 - Virtual

**Session #1 - Orientation Staging the executive Leadership Journey**

 December 11 16, 2022 - Virtual

**Session #2 - Building on the Executive Leadership Journey**

 March 12-17, 2023 - Virtual

**Session #3 – Leading People**

 June 11 16, 2023 - Virtual

**Session #4 – Graduation Week**



# ELDP GRADUATION REQUIREMENTS

*The Executive Leadership Development Program (ELDP) is an intensive, 10 month program that includes both in-class and between-session assignments. To graduate from the program, participants must attend all four sessions and complete all ELDP required assignments and activities.*

Participants are required to attend all class sessions and every day during the sessions. The first three sessions are typically six days each, scheduled for Monday through Saturday; the last session is five days, Monday through Friday. The curriculum is described below but may be adjusted to accommodate the unique aspects of each ELDP class. A final schedule of deadlines and assignments will be provided during the opening session. The anticipated assignments and the time during the program which they are due are:

## Prior to the First Session

All participants must complete an extensive survey: the *Leadership Effective Inventory (LEI)*, in addition to their own self-assessments, both surveys are required to be completed by their supervisor, peers, and subordinates to provide them with 360° feedback on their leadership and management behaviors. They are responsible for ensuring that their assessors complete the LEI surveys in a timely manner. The following must be done prior to Session One:

- Complete the LEI (ELDP participant).
- Complete the LEI (participant's supervisor).
- Complete the LEI (three of the participant's peers).
- Complete the LEI (three of the participant's subordinates - if applicable).
- Obtain signed Memorandum of Understanding between the ELDP participant's supervisor and the ELDP program managers.

# EXECUTIVE LEADERSHIP PROGRAM

## CORE PROGRAM STUDIES

### Session I

#### Self-Discovery – Learning to Soar & the Making of a Team

##### Discovering the Leader in You (aligning the individual to be a leader)

- Encouraging the leader within – modeling the way
- Cultivating program commitment
- Networking/ Communities of Practice and other success tips

##### Team Building and exploring your role in the team environment

- Myers Briggs Type Indicator
  - Aligning the individual to understand self better
  - Identifying leadership styles and how to empower others
- Team Building
  - Team typing for team success
  - Setting the stage for courageous team dynamics
  - Exploring virtual team strategies

##### Setting the stage for ELP Success

- Requirements session
- Alumni Forum

##### Building a Leadership Plan for ELP success and career development

- Exploring the Executive Core Competencies
- Receiving feedback through the Leadership Effectiveness Inventory
- Writing a plan for growth and program completion

##### Exploring the concept of Emotional Intelligence\*

- Recognizing the impact of social awareness on personal and professional development
- Discovering self-regulation as a tool for modifying behavior
- Exploring social awareness
- Practicing social skills

##### Mentoring\*

- Exploring roles, skills, and key principles that support mentoring experiences
- Discovering strategies for effective learning partnerships

##### Leadership Styles\*

Exploring different and recognizing how different leadership styles play differently with diverse situations and people. Work/Life Balance as it relates to defining and/or refining the leadership styles will be discussed.

\*Course curriculum is subject to change based on cohort need. Courses with an asterisk may vary.



## Session II

### Skill Building for ELP Success

#### Diversity and Inclusion

- Study the importance of diversity and inclusion
- Discuss ways to leverage diversity and inclusion
- Recognizing the value of diversity and inclusion

#### Team Building Challenges and Solutions

- Continuing to develop leadership strengths through feedback and observation
- Revisiting team vision, guiding principles for working together, and core values
- Keeping the team together through consensus and conflict resolution

#### Coaching

- Studying the value of practicing coaching skills
- Revisiting team vision, guiding principles for working together, and core values
- Building listening skills to coach others

#### Level Five Leaders\*

- Reviewing the concepts and practices of moving to Level 5 Leadership
- Building a framework leading to the discovery of personal mastery
- Identifying actions and commitments for building a bridge to greatness

#### Conflict Management

- Creating strategies for managing conflict
- Understand conflict preferences through assessment
- Choosing alternative communication styles
- Practicing conflict strategies

\*Course curriculum is subject to change based on cohort need. Courses with an asterisk may vary.



## Session III

### Leading at the Next Level & Fine-tuning Project Delivery

#### Critical Thinking\*

- Determining the meaning and significance of what is observed
- Analyzing and evaluating one's thinking process for decision making
- Becoming skilled in defining whether to accept, reject, or suspend judgment

#### External Awareness / Influencing\*

- Defining work in the context of your organization's mission and objectives
- Surveying the political environment and building stakeholder support
- Building personal strategies for continuous external awareness
- Understanding influence and how to become a person of influence
- Setting the stage for ELP Success

#### Presentation Skills\*

- Organizing a clear and concise presentation
- Practicing strategies for increasing confidence and reducing nervousness
- Exploring the use of appropriate visual aids
- Managing audience feedback with confidence

#### Team Project Preparation

- Utilizing time to develop team projects further

#### Team Assessment

- Measuring team guidelines for successful completion of the ELP

\*Course curriculum is subject to change based on cohort need. Courses with an asterisk may vary.



## Session IV

### Celebrating Success & Recognizing Personal Growth

#### Presentation of Team Projects

- Delivering final work products to peers and stakeholders
- Assessing Team and Project Success

#### Managing Transitions\*

- Identifying concerns for re-entry to the workplace from the ELP experience
- Identifying phases of transition
- Identifying strategies for continued personal and professional growth

#### Increasing My Personal Power\*

- Learn to distinguish between personal and position power
- Complete sources of power assessment
- Create personal power profile

#### SES Dialogue\*

- Engaging in conversation with a Senior Executive
- Exploring career goals at the SES level

#### Building a Board of Directors\*

- Identifying key stakeholders in your career development
- Leveraging relationships to meet career targets??

#### Leadership Styles Follow-up\*

- Exploring different and recognizing how different leadership styles play differently with diverse situations and people. Work/Life Balance as it relates to defining and/or refining the leadership styles will be discussed.

\*Course curriculum is subject to change based on cohort need. Courses with an asterisk may vary.



# ELDP LEADERSHIP PRINCIPLES

## Leadership Is an Influence Process.

It is about getting people to do something that they wouldn't necessarily do on their own.

01

## Leaders Are Flexible.

They are able to adjust their approach to people and to their environment, as needed, to maximize their effectiveness.

03

## Leaders Are Authentic.

They recognize and acknowledge their strengths and limitations, and are humble in the face of imperfection.

05

## Leaders Are Focused.

They can manage multiple priorities and pay attention to what is most important.

07

## Leaders Have Courage.

They accept that leadership sometimes requires a person to stand alone, champion unpopular ideas, and take criticism.

09

## Leaders Have Good Diagnostic Skills.

They are keen observers who are able to accurately interpret what is going on around them.

02

## Leaders Project and Inspire Trust.

They know that people are more willing to be influenced by those who trust them, and those who are trustworthy.

04

## Leaders Have Vision.

They can see a path between what is and what could be, and can articulate a plan to get there.

06

## Leaders Take Initiative.

They see what needs to be done and act.

08

## Leaders Are Resilient.

They persevere despite knowing that positive change can be difficult, take a long time, and provoke resistance.

10



# ELDP PARTICIPANTS

(2008-2021)

PACIFIC AND VIRGIN ISLANDS



*Celebrating*  
178 Program Alumni!

***APPLY NOW at <http://eldp.pitiviti.org>***

*Applications are due by July 22, 2022.*



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The Executive Leadership Development Program is managed by the Graduate School USA's Pacific & Virgin Islands Training Initiatives (PITI-VITI) with funding support from the United States Department of the Interior's Office of Insular Affairs. Additional program information is available online at 🌐 <http://eldp.pitiviti.org>.

