



FELD Syllabus

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**Welcome to the
Federal Emerging Leaders Development (FELD) Program
The Greater Kansas City Federal Executive Board**

The Federal Emerging Leaders Development Program is a 9-month program targeted towards GS-9 through GS-12 to develop and support future leaders within the Federal government. Participants interact with local executives, visit local agencies, work in groups, refine their writing and speaking skills, share information and explore unique challenges. Course work is augmented by a Servant Leadership Capstone Project from each participant and participants are expected to spend personal (non-work) time on reading and any tasks needed to prepare for program sessions.

Class sessions will be full day sessions on the second Tuesday of every month from October – June and lead in a cooperative effort by Federal trainers, and professionals from 3WIRE Consulting Group. Participants are selected through a competitive review process by the FELD Council. For quality purposes, the program is limited to ~28 cohort members and a maximum of 4 per Agency. Cost for the program is \$500 per student.

Program Focus Statement

An emerging leader who inspires action and is the catalyst for communication, coordination and collaboration across the Federal community.

Goals of Federal Emerging Leaders Development Program

An emerging leader who understands and applies the leadership skills to effectively lead others, exercise successful communication skills, and demonstrate awareness of self and others to achieve organizational goals.

Program Objectives

- Lead Others
 - Lead subordinates and teams
 - Extend influence beyond the team
 - Lead by Example
 - Communicate with others

- Develop Self and Others
 - Create a positive team climate
 - Prepare self for leadership responsibility
 - Develop subordinates and members of small teams

- Achieve Results in Support of Organizational Mission
 - Get results from subordinates and small teams
 - Prioritizes, organizes and coordinate work assignments
 - Identifies opportunities to improve work performance
 - Identifies and adjusts to external influences on the team

Primary Contact

Larry Hisle, FEB Director

816-823-5100

larry.hisle@gsa.gov

Additional Program Information Contact

Catherine M. Cole, Ph.D., FELD Chair

816-737-4210

Catherine.M.Cole@aphis.usda.gov

Sonia Pendergrass, FELD Co-Chair

816-256-6555

Sonia.Pendergrass@nbib.gov

FELD Code of Conduct

Attendance and Participation

FELD cohort meetings occur the second Tuesday of every month. Specific expectations for attendance are outlined below.

1. Mandatory Sessions
 - a. Attendance is compulsory for all sessions.
2. Absences
 - a. **Promptly notify Larry Hisle, FEB Executive Director, 816-823-5100 or larry.hisle@gsa.gov if you anticipate missing a cohort session**
 - b. In order to graduate, absences throughout the year must not amount to greater than 16 hours of missed content. Make-up assignments may be provided per the discretion of the FELD Council.
 - c. To maintain an atmosphere of inter-agency transparency and accountability, supervisors will be notified of all absences, including late arrivals and early departures of 15 minutes or more.

Pre-Assignments

Participants are expected to spend personal (non-work) time on reading and any tasks needed to prepare for program sessions. Examples of such assignments are completing self-assessments, journaling, and preparing for speaking presentations. Refer to the Meeting Schedule Overview for more information. The approximate time commitment for pre-assignments will average four hours a month.

Attire for Cohort Meetings

The dress code for all cohort meetings is business professional. As a mode of presenting yourself, aim to dress for the position you are aspiring towards, rather than the position you currently occupy.

Photographs and Social Media

FELD representatives will be capturing photographic memories throughout your cohort's year together. These photographs may be used in our promotional materials and/ or on social media.

Equal Opportunity Policy

It is the policy of the United States Government to provide equal opportunity for all employees and applicants in every aspect of their employment and working conditions. The United States Government supports the concept of affirmative employment to ensure that personnel policies and practices provide equal employment opportunity without regard to race, color, religion, national origin, sex, age, disability, genetic information or retaliation/reprisal.

Reasonable Accommodation

It is the policy of the United States Government to fully comply with the Reasonable Accommodation requirements of the Rehabilitation Act of 1973. Under the law, Federal agencies must provide Reasonable Accommodations to qualified individuals with disabilities, except in cases where this would cause undue hardship, which is always made on a case-by-case basis, considering factors that include the nature and cost of the Reasonable Accommodation and the impact of the Reasonable Accommodation on the operations of the Agency, including the impact on the ability of others to perform their duties. The United States Government is committed to providing Reasonable Accommodations in a timely and efficient manner to all who qualify. Please notify Larry Hisle, FEB Executive Director, 816-823-5100 or larry.hisle@gsa.gov if you need any assistance.

Mentorship Program

FELD strongly encourages each cohort/participant to find a mentor that aligns with your career goals and developmental needs. Refer to the *Mentorship Guide* highlighting the elements of FELD's mentorship program. Please refer to Sonia Pendergrass, Mentorship Chair at Sonia.Pendergrass@nbib.gov for more information.

Schedule Overview

FELD sessions will be scheduled on the second Tuesday of each month from 8:00 AM to 4:30 PM. Graduation will culminate the formal FELD experience, coinciding with the presentations of the Servant Leadership Capstone projects from each participant in June.

Please review the schedule for the program. Program dates are set through June. Prior to each meeting, you will receive the formal agenda which may reflect subtle changes; however the meeting dates and dress requirements will not change.

FELD 2018-2019
Course Schedule Overview
 (Subject to change)

| | |
|-----------------|---|
| Date | Tuesday, October 9, 2018 8:00 AM – 4:30 PM |
| Location | Truman Library and Museum 500 W US Highway 24, Independence, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Welcome • Overview: FEB, FELD • Expectations • Introductions • Leadership Defined Afternoon <ul style="list-style-type: none"> • Truman Library White House Decision Center scenario |

| | |
|-----------------|---|
| Date | Tuesday, November 13, 2018 8:00 AM – 4:30 PM |
| Location | Charles Evans Whitaker US Courthouse 400 E 9 th Street, Kansas City, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Critical Thinking • Learning Styles Afternoon <ul style="list-style-type: none"> • Communication, Crucial Conversations |

| | |
|-----------------|---|
| Date | Tuesday, December 11, 2018 8:00 AM – 4:30 PM |
| Location | US Army SHARP Academy, Combined Arms Center 809 Harrison, Bldg. 465, Fort Leavenworth, KS |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Team Development • Fundamental Interpersonal Relations Orientation Theory • Emotional Intelligence Afternoon <ul style="list-style-type: none"> • Giving and Receiving Feedback • Servant Leadership Capstone Project |

| | |
|-----------------|---|
| Date | Tuesday, January 8, 2019 8:00 AM – 4:30 PM |
| Location | NOAA Training Center 7220 NW 101 st Terr, Kansas City, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Conflict Management Afternoon <ul style="list-style-type: none"> • Change • Developing your Presentation <ul style="list-style-type: none"> • Data Visualization • Public Speaking |

| | |
|-----------------|--|
| Date | Tuesday, February 12, 2019 8:00 AM – 4:30 PM |
| Location | Federal Emergency Management Agency 11224 Holmes Rd, Kansas City, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Leadership vs Leadership Style <ul style="list-style-type: none"> • Servant Leadership • Transformational Leadership • Situational Leadership Afternoon <ul style="list-style-type: none"> • Coaching • Counseling |

| | |
|-----------------|---|
| Date | Tuesday, March 12, 2019 8:00 AM – 4:30 PM |
| Location | Charles E. Whittaker Federal Courthouse 400 E. 9th St, Kansas City, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Mentoring Afternoon <ul style="list-style-type: none"> • Strength Finders • Servant Leadership Capstone Project |

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|-----------------|--|
| Date | Tuesday, April 9, 2019 8:00 AM – 4:30 PM |
| Location | Truman Library and Museum 500 W US Highway 24, Independence, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Problem Solving • Decision Making Afternoon <ul style="list-style-type: none"> • Truman Library White House Decision Center scenario |

| | |
|-----------------|--|
| Date | Tuesday, May 14, 2019 8:00 AM – 4:30 PM |
| Location | National Archives and Records Administration Union Station, 400 West Pershing Road, Kansas City, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Values Afternoon <ul style="list-style-type: none"> • Ethics • Panel Discussion with SES • Wrap-around discussion |

| | |
|-----------------|---|
| Date | Tuesday, June 11, 2019 8:00 AM – 4:30 PM |
| Location | Richard Bolling Federal Building 601 E 12 th Street, Room 864, Kansas City, MO |
| Dress | Business Professional |
| Schedule | Morning <ul style="list-style-type: none"> • Servant Leadership Capstone Presentations Afternoon <ul style="list-style-type: none"> • Servant Leadership Capstone Presentations • Graduation |

Communication Activities and Assignments

The following highlight planned communication focused activities and assignments. Participants will receive additional submission requirements during scheduled sessions to include any pre-assignments.

- **Resume Revision**—Revise your resume utilizing lessons learned from the resume presentation and resources, in addition to receiving feedback on your revisions.
- **Literature Review**—Demonstrate your writing skill improvement, lessons learned, and self-reflection of your leadership philosophy through a literature review.
- **Individual Leadership Reflection**—Write a 1 page statement on your current leadership philosophy which will be a living document for you to reference and amend as your leadership skills expand.
- **Extemporaneous Speaking**—Speaking expertise happens only through repeated practice. You will have multiple opportunities to deliver short talks to your cohort.
- **FELD Talk**—Modeled after the renowned “TED Talks,” demonstrate your public speaking skill advancement during the presentation of themes from the literature list below.
- **Servant Leadership Capstone Presentation**—Summarize your capstone project through a formal presentation. Your completion of the FELD Program will culminate in a formal presentation of your capstone proposal.

Servant Leadership Capstone Presentation Overview

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first; perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”

-Robert K. Greenleaf (The Servant as Leader, 1970)

Requirements

- By the December FELD meeting, provide a brief proposal for your Servant Leadership Capstone, including what organization or type of volunteer work you are interested in completing.
- Lead a volunteer/service experience. You will complete this project individually, but aspects of the project may require you to include members of your community.
- Reflect on your experience before, during, and after the project.
- Provide a presentation to the FELD Cohort and guests about your experience at the June FELD meeting.
- Projects must be completed before presenting at the June FELD meeting

Servant Leadership Capstone Goals

- Practice key leadership behaviors and principles including but not limited to listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people, building community.
- See volunteering and servant leadership as a learning experience and a chance for personal and team growth.
- Understand your impact as a servant leader on the organization and community both through immediate outcomes and long term impact of your service. Understand how serving others impacts you as a leader. Discover how serving is critical and beneficial to organizations.