



# TAKING

# FLIGHT

**Setting us up for success – Now, 2020, and beyond**

**Welcome to the S. D. Bechtel, Jr. Foundation**  
***Taking Flight Talent Development Program***

NAME: \_\_\_\_\_

**4 ways...**

Leadership development  
program LDP

Individual development  
program IDP

Career transition  
services / Outplacement  
support

Staff  
development

**What this is:**

**A comprehensive approach to provide a variety of ways for staff to grow and develop**

**A significant investment in staff to prepare everyone for success now, in 2020, and beyond**

**A tool to help staff utilize internal and external resources for development**

***\*Please note: training and workshops may be combined among different learning streams.***

## 2019 Inclusive Leadership Development Program

<b>What it is...</b> Topics selected by HR and Managers. The process will be to prepare, engage, and apply with ongoing touchpoints	<b>Who's it for...</b> <ul style="list-style-type: none"> <li>• Current Managers – expected attendance</li> <li>• Individual Contributors / Non-managers – optional</li> </ul>	<b>Frequency</b> <ul style="list-style-type: none"> <li>• Quarterly / ½ days</li> </ul>
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2019 topic	Description	Date / Time	Leadership competency	Delivery partner
Inspiring and Coaching	Focus on continuous coaching and giving and receiving feedback – creating a coaching culture Strengths based coaching	<u>May 15, 2019</u> AM: Managers PM: Individual Contributors / Non-Managers (NM)	Developing and Empowering People coaching, giving and receiving feedback	Rise
Change Management	Change management	<u>June 12, 2019</u> AM: All Staff- 9:30-12 pm PM: Managers - 1-3 pm	Change management, leading change, resiliency	Sabrina Coleman
Inclusive Leadership	The inclusive leadership series will focus on communication, interpersonal, and cultural competency skills. This workshop will build the foundation for the following integrated sessions.	<u>Sept. 3, 2019</u> NM: 9:30 am-1:30 pm <u>Sept. 4, 2019</u> Managers: 9:30 am-1:30 pm	Inclusive leadership: communication and interpersonal skills	Sabrina Coleman
Inclusive Leadership	How to be an effective leader and get the best from people.	<u>Nov. 5, 2019</u> NM: 9:30 am – 1:30 pm <u>Nov. 6, 2019</u> Managers: 9:30 am-1:30 pm	Inclusive leadership: teamwork, recognition, communication, collaboration	Sabrina Coleman

## 2020 Inclusive Leadership Development Program

<p><b><u>What it is...</u></b>          Topics selected by HR and Managers          The process will be prepare, engage, and apply with ongoing touchpoints</p>	<p><b><u>Who's it for...</u></b></p> <ul style="list-style-type: none"> <li>• Current Managers – expected attendance</li> <li>• Individual Contributors/ Non-Managers –optional</li> </ul>	<p><b><u>Frequency</u></b></p> <ul style="list-style-type: none"> <li>• Quarterly / ½ days</li> </ul>
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2020 topic	Description	Date / Time	Leadership competency	Delivery partner
Inclusive Leadership	Systems Thinking will be integrated into the leadership series.	<u>Feb. 11, 2020</u> NM, 9:30 am – 1:30 pm <u>Feb. 12, 2020</u> Managers, 9:30 -1:30 pm	Inclusive leadership	Sabrina
Inclusive Leadership	Decision Making / Problem Solving will be integrated into the leadership series.	<u>April 28, 2020</u> NM, 9:30 am – 1:30 pm <u>April 29, 2020</u> Managers, 9:30 – 1:30 pm	Inclusive leadership	Sabrina
Innovation / Creative thinking		(TBD) May	Innovation, creativity, collaboration	RISE
Inclusive Leadership	How to celebrate and inspire your team	<u>June 16, 2020</u> NM, 9:30 am – 1:30 pm <u>June 17, 2020</u> Managers, 9:30 – 1:30 pm	Inclusive leadership	Sabrina

## Individual Development Program

<b><u>What it is...</u></b> A variety of self-directed and staff led opportunities to develop and grow utilizing PD and CDF	<b><u>Who's it for...</u></b> <ul style="list-style-type: none"> <li>All - Especially those who want more and are willing to choose their own adventure</li> </ul>	<b><u>Frequency</u></b> <ul style="list-style-type: none"> <li>Ongoing</li> </ul>
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### Available programming:

Career Path	<p><b>Description:</b> Each position has a career path developed to help guide individual advancement and skill development for functional areas at the Foundation</p>
Staff led brown bags	<p><b>Description:</b> Opportunity for staff members to share learnings from external workshops and training <i>(A template or structure will be developed to encourage easy participation. Tools from the Center for Creative Leadership compass book activity center are available as discussion prompts. Topics and tools will be archived for staff access. This is also an opportunity for staff led book club discussions.)</i></p>
Coaching / Mentoring	<p><b>Description:</b> Self Directed and Manager supported coaching and mentoring with current and new internal and external partners (mentoring = no costs associated) (coaching = external formal agreements) 360 options available for feedback and development- contact HR</p>
Curated resources	<p><b>Description:</b> Links to staff recommended booklist, pod cast, Ted Talks, webinars, conferences, etc. Center for Creative Leadership links, articles, and tools</p>

## Career Transition Services / Outplacement Support

<p><b><u>What it is...</u></b>          Coaching and workshops to support career exploration and transition led by an external consultant: Next Step Partners</p>	<p><b><u>Who's it for...</u></b></p> <ul style="list-style-type: none"> <li>All - optional</li> </ul>	<p><b><u>Frequency</u></b></p> <ul style="list-style-type: none"> <li>Unlimited month of coaching (2019 &amp; 2020)</li> <li>Bi annual workshops</li> </ul>
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### Description

#### Individual Career Coaching

**Description:**

- 1 month per year of unlimited 1:1 coaching paid by the Foundation @ \$2000 per person (allowed to save both months for 2020)
- Staff members can use up to \$3000 of CDF for additional coaching with Next Step Partners for up to 3 months (total of \$5000 per year) of unlimited coaching *\*see details in welcome letter*
- Career Handbook for Working Professionals
- Assessment and exploration
- Individual change management
- Job search tactics and execution

#### Group Workshops

**Description:**

- Introduction and "office hours" - March 13, 2019
- Visions and Values – April 10, 2019
- Creating a Career Marketing Plan – Oct. 2, 2019
- Networking – Jan. 14, 2020
- Ace the Interview – June 24, 2020 (Rescheduled from April 14, 2020)

## Staff Development (Staff Meetings)

<u>What it is...</u>	<u>Who's it for...</u>	<u>Frequency</u>
<ul style="list-style-type: none"> <li>• Meetings to develop staff and build community</li> <li>• 1 hour / bite size development topics or self-directed learning</li> <li>• 2019 Staff Retreat</li> </ul>	<ul style="list-style-type: none"> <li>• All - staff meetings &amp; retreat – expected attendance</li> <li>• Additional one-hour workshops or self-directed learning directly after the staff meetings - Optional</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly prescheduled</li> <li>• DEI, Staff Learning, and Community Building once per quarter</li> </ul>

### **Description**

- The Staff Development Committee designs and implements a variety of staff development and community building workshops which are intended to be substantive, participatory, inspirational, celebratory, and fun. They gather input from staff and occasionally bring in external subject matter experts to share knowledge and information.
- The PDCDMC Task Force recommended an additional optional hour directly after each staff meeting for small workshops or self-directed career development learning. Optional “Pop Up” workshops designed by RISE and led by staff will be offered on occasion.
- The Staff Development Committee will plan and design the 2019 Staff Retreat with the Rise Group which will take place in the summer of 2019.

### Optional Workshops

#### **Potential topics:** (internal and external facilitators)

Communication: facilitation, presentations, story telling, listening, persuasive speaking, etc.

Time Management

Philanthropy and Grantmaking workshops, Consulting skills

Board service, etc.

## My Development Plan (example)

NAME: \_\_\_\_\_

<p><b><u>My long term career goals...</u></b>  <i>Become the Executive Director for a small family foundation</i></p>	<p><b><u>My priority developmental competencies...</u></b></p> <ul style="list-style-type: none"> <li>• <i>Leadership</i></li> <li>• <i>Cultural and DEI awareness</i></li> <li>• <i>Developing and empowering staff</i></li> <li>• <i>Change management</i></li> </ul>	<p><b><u>Frequency</u></b></p> <ul style="list-style-type: none"> <li>• <i>Quarterly Training</i></li> <li>• <i>Bi-weekly executive coaching</i></li> <li>• <i>Monthly workshops</i></li> </ul>
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Topic	Description of what I learned:	Date	Competency developed	Next Steps:
<i>Leadership Development via executive coaching and career transition services</i>	<i>My leadership style, my strengths career marketing plan, career exploration skills, career marketing plans, networking</i>	<i>Bi-annual workshops Weekly career coaching</i>	<i>Self-awareness</i>	<i>Participate in a 360</i>
<i>Inspiring and Coaching</i>	<i>How to give and receive feedback, coaching skills, strengths-based leadership</i>	<i>May 15, 2019</i>	<i>Coaching</i>	<i>Practice and follow up with manager and staff</i>
<i>Change Management</i>	<i>How to manage and lead change for myself and organizations</i>	<i>June 12, 2019</i>	<i>Change management</i>	
<i>DEI</i>	<i>How to be an ally</i>	<i>2019</i>	<i>Cultural and self-awareness</i>	<i>DEI coaching with Sabrina Coleman</i>



# My Development Plan (example)

NAME: \_\_\_\_\_

Date:	Leadership Development Program	Individual Development Plan	Career Transition Services	Staff Development / workshops	Other
2019: Q1		<input type="checkbox"/> <i>Examples:</i> <input type="checkbox"/> <i>Career path review</i>	<input type="checkbox"/> Intro. & office hours <input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> Workplan discussion <input type="checkbox"/> Virtual meetings and facilitation <input type="checkbox"/> Career Transition Assistance	<input type="checkbox"/> TBD
2019: Q2	<input type="checkbox"/> Inspiring and Coaching <input type="checkbox"/> Change Management	<input type="checkbox"/> <i>coaching</i>	<input type="checkbox"/> Visions and Values Workshop <input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> Change Management	<input type="checkbox"/> TBD
2019: Q3	<input type="checkbox"/> Inclusive Leadership /Communication	<input type="checkbox"/> <i>Mentoring w/ external partner</i>	<input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> Trust-Based Philanthropy <input type="checkbox"/> Miss Representation	<input type="checkbox"/> TBD
2019: Q4	<input type="checkbox"/> Inclusive Leadership / Building a Team / Building a Community	<input type="checkbox"/> <i>Lead brown bag on x</i>	<input type="checkbox"/> Creating a Career Marketing Plan <input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> Allyship <input type="checkbox"/> Groundwater Management	<input type="checkbox"/> TBD
2020: Q1	<input type="checkbox"/> Inclusive Leadership /Systems Thinking	<input type="checkbox"/> <i>Review Ted talks and CCL articles</i>	<input type="checkbox"/> Networking <input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> DEI <input type="checkbox"/> Staff Dev <input type="checkbox"/> Community Building	<input type="checkbox"/> TBD
2020: Q2	<input type="checkbox"/> Inclusive Leadership /Decision Making / Problem Solving	<input type="checkbox"/> <i>Attend brown bag meeting</i>	<input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> DEI <input type="checkbox"/> Staff Dev <input type="checkbox"/> Community Building	<input type="checkbox"/> TBD
2020: Q3	<input type="checkbox"/> Innovation / Creative Thinking	<input type="checkbox"/> <i>Attend conference</i>	<input type="checkbox"/> Ace the Interview <input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> DEI <input type="checkbox"/> Staff Dev <input type="checkbox"/> Community Building	<input type="checkbox"/> TBD
2020: Q4	<input type="checkbox"/> Inclusive Leadership /Recognition – celebrating team	<input type="checkbox"/> <i>Provide mentoring</i>	<input type="checkbox"/> 1:1 Career Coach	<input type="checkbox"/> DEI <input type="checkbox"/> Staff Dev <input type="checkbox"/> Community Building	<input type="checkbox"/> TBD

# My Development Plan

NAME: \_\_\_\_\_

My long term career goals...

My priority developmental competencies...

Frequency

- TBD

- TBD

Topic	Description of what I learned:	Date	Competency developed	Next Steps: