

## APG Cohort – Reflections on the Road Travelled

Think back over the cohort program – from the beginning – what did you expect ... what have you gotten ... which parts were particularly important to you ... identify the few places where you did some deep learning: a topic, an interaction, an activity, an instructor, a discussion with someone else... Use the grid below to reflect on your journey – bring your notes to the January session.

**Session I – April - ‘You as Leader’ - What it means to lead** – double loop learning – ladder of inference – teaching smart people to learn, defensive routines - DiSC personal style - personal energy management: with old story/new story & planning 90 day missions with **Bill McAlpine** – getting more strategic: balcony/dance floor ... adaptive vs technical change

**Session II – May - ‘You as Leader’ – OPM Assessment Center & Feedback** – community based project kick off, topic assignment & team formation – meet coaches & SES mentors – leadership values

**Session III – June - ‘Teamwork’ with Archie & Jeff** - OPM 360 results – Outdoor experiential simulations on team leadership and team effectiveness – begin executive coaching

**July & August - ‘Teamwork & Organizational Engagement’**- CBP Intensive Work – meetings with coach and sponsor - Read leadership biography or leadership text

**Session IV – September - ‘Leading in the Broader Context – with Grace Cummings - Working with Congress** – Understanding the political and policy environment on Capitol Hill – determining key decision makers who affect your mission and work – develop strategies for better dealing with Congressional Members and staff.

**Session V – October - ‘Organization/System- with AWC Professor Paul Jussel’** – Army War College Sessions on strategic thinking and leading change – Gettysburg Battlefield staff ride: lessons on leadership

**Session VI – November - ‘*Psychology of Ethics with Louie Larimer*’** - Leading with Integrity – exploring ethical frame works: personal, group, organizational, cultural

**Session VII – January - ‘*Personal Leadership Philosophy*’** - Environmental Scanning & leadership characteristics for the future – The Hero’s Journey – what life experiences make you who you are – why would someone follow you – learning to tell your story to inspire and motivate

**Session VIII – February – ‘*Integration & Closing*’** - Briefings & Presentations: CBP SES presentations, PEM briefings – Cohort Closing – Graduation

- **Community Based Projects**
- **Coaching**
- **Personal Energy Management Missions**
- **Mentoring**