

APG Cohort 6 – 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...

Session II – May - ‘*You as Leader*’ – OPM Assessment Center & Feedback – community based project (CBP) selection & 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 - ‘*Psychology of Ethics with Louie Larimer*’ - Leading with Integrity – exploring ethical frame works: personal, group, organizational, cultural

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 – AWC faculty sessions on strategic thinking and leading change

Session VI – November - ‘*Leading in the Broader Context – with Grace Cummings*’ - Working with Congress with Grace Cummings – 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 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 & On the Desk briefings – Cohort Closing – Graduation