2016 Annual Calendar

We are happy to announce our 2016 annual calendar, featuring classes, training, and leadership development opportunities appropriate for all UVA employees.

Visit our classes [here](#) and calendar view [here](#).

Succession Development: One Year Later

In October 2014, the Center for Leadership Excellence launched a pilot succession development program - The Cornerstone Program - as part of the University’s five year strategic plan. We learned some valuable lessons in those 12 months, which helped shape the program for the next cohort.

While succession planning is a fairly well-understood concept, succession development is different: it’s the process of identifying and developing employees with the potential to fill key positions in the future. Succession development increases the availability of experienced and capable employees who are more prepared to assume these roles as they become available.

Traditional thinking regarding succession efforts focuses on top level positions only. However, at UVA, we realize that we need potential successors at every level. So instead
of building a program and then trying to find people who “fit” those parameters, we asked Vice Presidents and Deans to nominate their high potential employees. This approach allowed them to look at all levels of their organization – both broadly and deeply – and submit nominees who are at varying stages of their careers.

We built the pilot program to be one year long, and launched it with 25 participants. The program included a 360 feedback assessment, mentoring from an executive, leadership development programming, and a project, which was presented to over 100 leaders from across grounds at the completion of the year-long program. The final 25 Cornerstone Program participants represented 11 units and four schools.

Here's what we learned: 1) Ask for feedback on a continuous basis and in varying ways. We conducted an anonymous survey halfway through the program year, asking what participants liked most, least, etc. as well as another survey at the end of the program. 2) Make sure we get the cohort together frequently. 3) Solicit project ideas from the President’s cabinet versus asking the participants come up with their own projects. As a result of these lessons, we tweaked the structure of the 2015 – 2016 cohort program, which has 30 participants representing 15 departments, 9 schools, the Medical Center and UPG.

Stay tuned to find out what additional lessons we learn from the second cohort! Want to learn more about the Cornerstone Program? Email us today.

Cornerstone Program Participants: Cohort II

Leadership Tip

Servant Leadership: Helping People Come Alive

A servant leader is one who wants to serve first and lead second.

In his book Drive, best-selling author Daniel Pink talks about the evolution in our understanding of what really motivates people, especially in our professional lives: empowerment, perfectibility, and purpose.

Servant leaders create a culture that fosters each of these three motivations:

1. Empowerment: Servant leaders recognize that the people doing the work have the
best ideas about how to improve the processes. They make direct observations and then make improvements that add value to the work of their employees.

2. Perfectibility: If people are engaged in perfection as a journey and not a destination, then they are constantly looking for ways to innovate. Servant leaders focus on collaboration and engagement of people from all levels.

3. Purpose: By supporting people in finding purpose, servant leaders inspire true, collective service.

Read the full article by Viral Mehta