

USDA LEADERSHIP ESSENTIALS CERTIFICATE PROGRAM (LECP) ONLINE AGLEARN TRAINING

Leadership is often described as a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common goal. In order for a leader to have social influence the leader must be able to affect the emotions, opinions, or behaviors of others which requires skill and knowledge. Effective leadership is a constant personal challenge requiring a key set of competencies and the ability to build productive relationships and coalitions.

“The only things worth learning are the things you learn after you know it all.”

Harry S. Truman

The **USDA Leadership Essentials Certificate Program (LECP)** is designed for those who are currently in roles that require advanced leadership skills. The program is not a replacement for any Agency leadership programs. The LECP provides a blended learning experience and uses a combination of on-line AgLearn courses, Books 24x7, mentoring, and other experiences to enhance understanding of leadership competencies and broaden knowledge. The Virtual University will be tracking your progress in AgLearn, assist you with securing a mentor, and provide access to a certificate of completion.

OBJECTIVES: The USDA Leadership Essentials Certificate Program (LECP) has three main objectives:

- Enhance understanding of essential leadership competencies
- Create cohorts of prepared leaders for organizational succession planning needs
- Develop a USDA community of trained leaders

INTENDED AUDIENCE: This course is for you if:

- You are in a leadership role, such as team lead, supervisor, or manager (GS 13, 14, or 15).
- You want to enhance and expand your leadership skills.
- You are committed to your leadership development and to the program.

DURATION: Approximately 9-11 hours of online learning, reading two books, and mentoring. It can be completed in one quarter by taking two 30-minute courses per week.

COMPETENCIES: Participants will enhance understanding of these essential leadership competencies:

1. **Human Capital Management**-Builds and manages workforce based on organizational goals and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

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2. **Leveraging Diversity**-Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
3. **Developing Others**-Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
4. **Financial Management**-Understands the organization's financial processes. These processes may include: preparation, justification, and administration the program budget to include procurement and contracting to achieve desired results.
5. **Team Building** - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
6. **Influencing/Negotiating** – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

PROGRAM COMPONENTS: The Leadership Essentials Certificate Program has five components (see the component details on next pages):

1. Competency Self-Assessment (Optional)
2. On-Line Curriculum
3. Mentoring
4. Evaluation
5. Awarding of Certificate of Completion

Be sure to discuss your interest in this program with your supervisor and ensure your supervisor supports your registration. Discuss the time commitment and balancing your development with your responsibilities and work priorities. Remember that your supervisor must grant time for you to participate in training during normal duty hours, and advanced supervisory approval is required to take training outside of the normal duty hours (as required by Title 5 and the Fair Labor Standards Act).

PROGRAM COMPONENTS DESCRIPTION: The following is a description and detailed information about the components in the USDA Leadership Essentials Certificate Program:

Program Component 1 – (Optional) Competency Self-Assessment

Begin your training by completing the Competency Self-Assessment. This tool is based on the OPM leadership competencies, and provides an ongoing method for development by assessing your proficiency levels in various competencies and assists you in identifying areas to build your knowledge and skills. The LECP Competency Self-Assessment is located at the following link: <http://www.dm.usda.gov/employ/vu/docs/lecp-competency-sa.pdf> and will open in Internet Explorer. Also go to: https://connections.usda.gov/communities/community/USDA_Leadership_Essentials_Certificate_Program to join the USDA Connect, Leadership Essentials Community to begin networking with other registrants in this program.

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Program Component 2 – On-line Curriculum

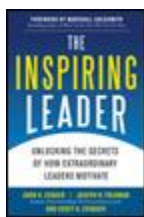
Beginning with the online courses, you will engage in a series of experiences that will explore your strengths and increase your knowledge and skills in human capital management, leveraging diversity, developing others, emotional intelligence, and other leadership skills.

The following AgLearn courses must be completed to receive credit for the program.

1. **Developing Others-**
 - a. Managing Employee Development (30 minutes)
 - b. Beginning Your Coaching Engagement (35 minutes)
 - c. Coaching Techniques that Drive Change (25 minutes)
 - d. Coaching to Drive Performance (25 minutes)
2. **Financial Management-**
 - a. Basic Budgeting for Non-financial Professionals (30 minutes)
3. **Human Capital Management-**
 - a. Planning for Skills Needs and Managing Performance (26 minutes)
 - b. Building Career Development Programs and Succession Planning (22 minutes)
 - c. Implementing Transformational HR (20 minutes)
 - d. Individual Behavior in Organizations (22 minutes)
4. **Influencing/Negotiating-**
 - a. Personal Power and Credibility (24 minutes)
 - b. Building Personal Power through Influence (30 minutes)
 - c. Influencing Key Decision Makers (6 minutes)
 - d. Influence and Persuasion (15 minutes)
5. **Leveraging Diversity-**
 - a. Understanding Workplace Diversity (6 minutes)
 - b. Managing Multigenerational Employees (22 minutes)
 - c. Managing Diversity (15 minutes)
 - d. Maintaining a Cohesive Multigenerational Workforce (25 minutes)
6. **Team Building-**
 - a. Encouraging Team Communication and Collaboration (30 minutes)
 - b. Leading a Cross-functional Team (30 minutes)
 - c. Building Trust Incrementally (6 minutes)
 - d. Inspiring Your Team (6 minutes)
 - e. Managing Communications in a Virtual Team (6 minutes)
 - f. Choosing the Right Team Culture (12 minutes)

Key Chapters in the following AgLearn Books 24x7 Library must be read and may be discussed during the webinars:

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The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate

by John H. Zenger, Joseph R. Folkman and Scott K. Edinger

McGraw-Hill © 2009 (268 pages) *Citation*

ISBN:9780071621243

Drawing from statistically significant data and objective empirical evidence, this book reveals the 16 key competencies that separate the top 10 percent of leaders from the rest and shows you how to put those strategies to work in your own business.

Chapters 1-6 of *The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate*

---AND---



Lead by Example: 50 Ways Great Leaders Inspire Results

by John Baldoni

AMACOM © 2009 (240 pages) *Citation*

ISBN:9780814412947

Filled with examples of visionary leaders who have overcome their shortcomings and achieved greatness, this practical guide will show readers how to build trust, drive results, and win the respect of the people they lead.

Part I and II: Lessons 1 - 26 of *Lead by Example: 50 Ways Great Leaders Inspire Results*

Program Component 3 – Obtain a Mentor

It is strongly suggested (yet not mandated) that you identify someone to serve as your mentor to help you develop leadership skills. Select someone who is not in your chain of command who can give you helpful feedback and guidance. If you currently have a mentor, or need a mentor, you will register in the USDA Mentor Portal at: <http://www.eservices.usda.gov/usdamentoring/>. You can also register to be a mentor in this same Portal. After registering, you will be matched with a mentor based on several criteria. Once matched, you will be scheduled for mentoring training and guided on how to have an effective mentoring relationship.

Program Component 4 - Evaluation

After you have completed all courses, please complete the Leadership Essentials Certificate Program Evaluation. This evaluation is designed to measure your satisfaction as well as provide information so that we continually improve this course. The evaluation will be added to your AgLearn To-Do List. Roderick Mance of the Virtual University normally secures completion reports on Mondays and will add the item to your To-Do List after verifying your completion. This finalizes the curriculum and all courses and the evaluation should have moved to your Completed Work list. Participants can print a certificate by accessing the evaluation item in their Completed Work list.

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Program Component 5 – Awarding of Certificate

Upon completion of the evaluation, you will be able to print a certificate for the completion of the Leadership Essentials Certificate Program.

GETTING STARTED

To register for the program, go to AgLearn and find the Leadership Essentials Certificate Program as described below. Please add goals to your IDP then reflect an enhancement of the competencies outlined above.

How to Register:

1. Log into AgLearn: <http://www.aglearn.usda.gov>
2. Click on the **Browse** link under the **Search** window.
3. Enter **Leadership Essentials Certificate Program** in the **Catalog Search** field.
4. Click on **Go**.
5. Scroll over the program and click **Self Assign Curriculum** when it appears.
6. The 2018 version of the curriculum currently contains twenty three (23) courses. Each course should appear in your To Do List.
7. After completing each course, be sure to take the survey to obtain credit for the course.
8. When you submit the survey, you may need to select the Home tab on the top of the page to return to your courses. You will need to go into your “To-Do List” or to your “Curricula” area to take the next course.

CURRICULUM ACCESS

On your home screen in AgLearn, locate the “Curricula” link. Click the link.



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On the next page, you'll see the title of any curricula in which you've enrolled. Click the title of choice.

USDA Aspiring Leader Program - 2018		N/A	N/A	N/A	Admin (Roderick Mance)
USDA Leadership Essentials Certificate Program - 2018		N/A	N/A	N/A	Admin (Roderick Mance)
USDA Team Leader Program - 2018		N/A	N/A	N/A	Admin (Roderick Mance)

The curriculum will appear on the next page. You can begin taking courses by clicking the “Go to Content” button.

USDA Leadership Essentials Certificate Program - 2018

Curriculum ID: USDA.LECP.CURR.2018
Assigned By: Admin (Roderick Mance)
Description: The Leadership Essentials Certificate Program is designed for those who are currently in roles that require advanced leadership skills. The program is not a replacement for any Agency leadership programs and is not intended to be used in place of Agency programs. The LECP provides a blended learning experience and uses a combination of on-line AgLearn courses, Books 24x7, mentoring, and other experiences to enhance understanding of leadership competencies and broaden knowledge. The Virtual University will be tracking your progress in AgLearn, manage the program webinars, and issue the certificate of completion.

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Incomplete

Due by	View by: Suggested Order <input type="checkbox"/>
<div style="display: flex; align-items: center;"> ✓ <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">▶ Managing Performance</div> <div style="margin-left: 20px; font-size: small;">Completed on 11/13/2013</div> </div> </div>	<input type="button" value="Go to Content"/>
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">▶ Planning for Skills Needs and Managing Performance</div> </div>	<input type="button" value="Go to Content"/>
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">▶ Building Career Development Programs and Succession Planning</div> </div>	<input type="button" value="Go to Content"/>
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">▶ Implementing Transformational HR</div> </div>	<input type="button" value="Go to Content"/>
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">▶ Individual Behavior in Organizations</div> </div>	<input type="button" value="Go to Content"/>

Need Help? Please visit the AgLearn Job Aids web page for trouble shooting and getting started tips, or ask a Virtual University team member at virtualuniversity@dm.usda.gov.

AgLearn Job Aids

- Getting Started in AgLearn : <https://aglearn.usda.gov/customcontent/AgLearn/AgLearn-GettingStartedGuide/GettingStartedGuide.pdf>

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ONLINE AGLearn TRAINING

- Access Books 24 x 7 via the “Easy Links” section on your AgLearn home page.

EXPERIENCE OPPORTUNITIES

Training doesn't always need to be a formal course. Explore options from following list for additional ways to stretch and develop competencies through experiences.

- **Work groups** - serve on a special work group to use your current skills in a new environment.
- **Teams/Projects** - request to join a special team, project or assignment.
- **Cross-Training** - acquire knowledge and skills from coworkers, who have similar grade levels and experiences. A new skill can make you more valuable.
- **Details** - check the USDA Detail Registry at <http://opportunities.usda.gov/> for opportunities.
- **Shadowing assignments** - These are designed to give you exposure to managerial duties, responsibilities, and to show you different approaches to handling them. It also provides exposure and experience in a different unit than your own. A shadow assignment is an important next step after completing the Online Aspiring Leader Program. Ask your supervisor for recommendations for you to engage in a shadow assignment.
- **Developmental stretch assignments** - Stretch assignments allow you to ease into leadership roles by exposing you to an array of roles and responsibilities. Stretch assignments are about getting you to expand your competencies and skills to newer, wider levels. By definition, “a stretch assignment is one that requires you to take a leap beyond your comfort zone and, in the process, pick up new skills”.
- **Be a Coach - Find a Coach** - Coaching is a thought provoking and creative process that inspires people to maximize their personal and professional potential. This is a method of instruction where the desired outcome is to obtain a certain level of knowledge or skills. See Marisol Rodriguez of the Virtual University for more information about coaching (email marisol.rodriguez@dm.usda.gov).
- If you are at a GS-13 through GS-15 level, consider competing to participate in the Federal-wide Interagency Rotational Program. This program is managed across Federal agencies by the Office of Management and Budget. Participants in this program spend 6 months at a developmental assignment outside of USDA. You must have supervisory approval to participate. For more information about this program, contact Janine Gillis of the Virtual University (email janine.gillis@dm.usda.gov).
- Complete other online leadership development courses.
- Join professional organizations and volunteer to lead a group or serve as an officer.
- Participate in supervisor training.
- Serve as a representative on a special emphasis committee.

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SAMPLE SYLLABUS

Activity	Description	Estimated time	Date completed
Component 1 Assign Program	Assign the program in AgLearn as instructed in LECP description document. Add the goals and this activity to your IDP. Join the USDA Connect LECP Community.	-	
Component 2 On-line Courses	Suggested sequence: <ol style="list-style-type: none"> a. Managing Employee Development (30 minutes) b. Beginning Your Coaching Engagement (35 minutes) c. Coaching Techniques that Drive Change (25 minutes) d. Coaching to Drive Performance (25 minutes) e. Encouraging Team Communication and Collaboration (30 minutes) f. Leading a Cross-functional Team (30 minutes) g. Building Trust Incrementally (6 minutes) h. Inspiring Your Team (6 minutes) i. Managing Communications in a Virtual Team (6 minutes) j. Choosing the Right Team Culture (12 minutes) k. Basic Budgeting for Non-financial Professionals (30 minutes) 	Maximum of 4.5 hours	
Component 2 Key chapters in recommended reading	Read in Books 24x7 AgLearn Chapters 1-6 of <i>The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate</i>	3-4 hours	
Component 2 (continued) On-line Courses	Suggested Sequence: <ol style="list-style-type: none"> a. Planning for Skills Needs and Managing Performance (26 minutes) b. Building Career Development Programs and Succession Planning (22 minutes) c. Implementing Transformational HR (20 minutes) d. Individual Behavior in Organizations (22 minutes) e. Personal Power and Credibility (24 minutes) 	Maximum of 5 hours	

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	<ul style="list-style-type: none"> f. Building Personal Power through Influence (30 minutes) g. Influencing Key Decision Makers (6 minutes) h. Influence and Persuasion (15 minutes) i. Understanding Workplace Diversity (6 minutes) j. Managing Multigenerational Employees (22 minutes) k. Managing Diversity (15 minutes) l. Maintaining a Cohesive Multigenerational Workforce (25 minutes) 		
Component 2 (continued) Key chapters in recommended reading	Read in Books 24x7 AgLearn Part I and II of <i>Lead by Example: 50 Ways Great Leaders Inspire Results</i>	1-2 hours	
Component 3	Obtain a mentor	A year-long formal mentoring relationship	
Component 4	LECP Evaluation	0.5 hours	
Component 5	Print Certificate	-	

Remember to discuss your training with your supervisor, and to request approval for the time you spend in training, as well as to include the training on your Individual Development Plan (IDP).