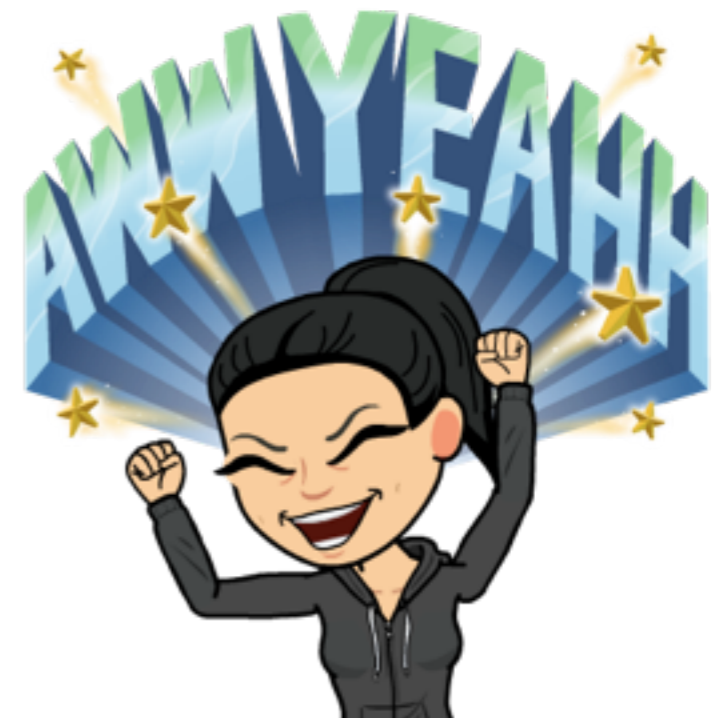


LEADERSHIP DEVELOPMENT IS WHAT WE DO

SECOND EDITION

GOING BEYOND JUST SAYING WE ARE FOCUSING ON
VALUE DELIVERY

LET'S FOCUS ON **PROCESSES AND ACTIONS**
TO MAKE THIS HAPPEN!



CONTENTS

1. Leadership Development Assessment

1. Why it's important?
2. How to best fill it out?
3. What you need to use the results for?
4. What is the process for Goal Setting?

2. LEAD Facilitation

1. What are the different LEAD environments?
2. What spaces do I have to get help on LEAD Facilitation?
3. How can i deliver this training to my EPM? What would be the session outline?

LEAD FACI TRAINING SOON BY JOSH/VAL

3. LEAD For EPs

1. What timeline should we be following for LEAD implementation?
2. What is the bare minimum and where can LCs add information tailored to their LC?
3. Where is it compulsory that I deliver at least one LEAD Session?

4. LEAD For Trainees

1. What timeline should we be following for LEAD implementation?
2. What is the bare minimum and where can LCs add information tailored to their LC?
3. What spaces should be used to deliver LEAD for our trainees?

IN THIS EDITION

5. S&S Fulfilment

1. What is this S&S Assessment Survey?
2. Which 3 S&S should I be focusing more on? What strategies can I have for that?
3. How can I prepare a mini S&S Booklet for my EPs?

COMING SOON

6. Story Collection

1. Why should I collect stories from my EPs/trainees?
2. What frameworks will I need to collect stories from my EPs/trainees?

COMING SOON

LEADERSHIP DEVELOPMENT ASPECT

LEADERSHIP DEVELOPMENT ASSESSMENT

The assessment is based on self image, meaning the Exchange Participant assess himself or herself based on the his or her own perception and also but also assess how much AIESEC have contributed to their leadership development.

BEFORE

- Educate your members on the importance of LDA (Information has been provided here)
- It is a self-assessment on how they feel they are doing in respect to the defining elements.
- It needs to be communicated to the EP of what the purpose of this LDA is and the score will help their EPM understand what to prioritise for the EP during their exchange.
- It should not be rushed and its important should not be overlooked
- All stakeholders are aware that AIESEC is about leadership development

DURING

- Ensure the EP takes it when they have 10-15 minutes without any distraction
- They should be taking it independently.

QUICK QUESTIONS ABOUT RESULTS

- How do you feel about your LDA result?
- How does the result reflect your personality?
- Have you experienced any situation that reflect this score?

QUICK QUESTIONS ABOUT RESULTS

- What will be your development focus?
- How can you turn this around and have better scores at the end of your experience?
- What will be your goals and how can you make sure they're increasing?

AFTER

- Debrief LDA score to the EP
- Explain to the EP that if they click on their score they should be able to see the current state and what they can do to improve
- The purpose is to bring awareness of these defining elements to the EP for them to be able to execute their tasks.
- Ensure the EP takes it when they have 10-15 minutes without any distraction
- They should be taking it independently.
- The EPM can work with the EP to see which are the areas they would like to focus on before moving into goal setting
- Using the LDA score you can run LEAD sessions at OPS and other spaces that best suit your EP

LEADERSHIP DEVELOPMENT ASPECT

GOAL SETTING FOR THE EP

This is part of the S&S and a part of goal setting would also include going through LDA and looking at which of the defining elements the EP would like to focus on. This is the responsibility of the Host entity as part of S&S however should be jointly communicated as the EP initially does the LDA through OGX.

OGX

- You will ensure that each of your EP goes through AIESEC experience with knowledge on what his/her personal goals are.
- You will need to help your EP with setting up their own goals that are based on the LDA too.
- Ensure that they are SMART goals
 - E.g Specific- I want to be able to work and communicate with others to achieve the teams goal.
 - Measurable- I will ask for feedback from my team members and make sure the projects outcome are hit
 - Achievable- This is something that I can do during the project timeframe because it's part of my JD, I have spaces where I will work with other people.
 - Realistic- This is a realistic goal to set based on my project and the opportunities I have to develop this aspect
 - Time-based- I have until the end of my project to be able to reach this goal
- Provide these goals to the ICX Team (Create a shared EP Leadership tracker with ICX)
- Have regular communication with ICX to see how the EP is progressing (Use the EP Leadership Development Tracker to write notes)

ICX

- OGX member will communicate to ICX the conversation that he/she had with the EP when going through their LDA results.
 - Eg. the quick questions answers as mentioned in the previous slide
- Work on one centralised tracker with the EPM (OGX) to keep track of the leadership development of the EP
- Have a chat with the OGX responsible before the EP comes to clarify any doubts and make sure that both entities are helping the EP achieve their goals
- Revise the goals with the EP during regular touchpoint through out the project to ensure that the EP is progressing and on track to achieve it.
- Provide the LEAD spaces to address the defining elements that the EP said would be their focus (should be based on LDA) E.g IPS

Action Steps you need to take?

Create a EP Leadership development tracker/spreadsheet that you can share with the TNM from the Host LC!

Sample Tracker will be shared with you shortly

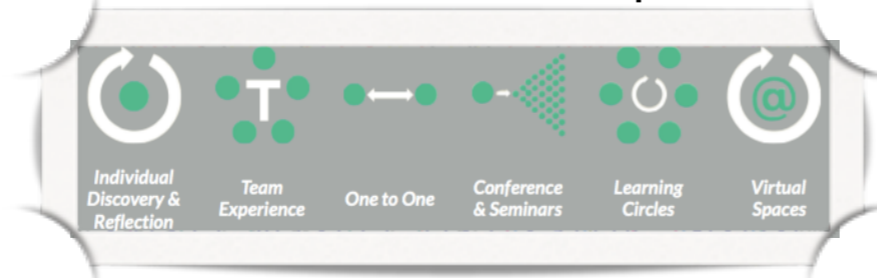
LEAD FACILITATION

LEAD ENVIRONMENT

LEAD facilitation is an activity where the EPM enable the EP to go through the inner and outer journey during their experience.

AIESEC should create the space for LEAD delivery during all experience of the EP. However what are these spaces?

When do we need to use which space with our EP?



INDIVIDUAL DISCOVERY & REFLECTION

WHAT IS IT?

It is the human capacity of introspection. Through doing this we are able to learn more about ourselves and find our core purpose and nature. This is related to the psychology of consciousness. We can do this in a few ways: Written or spoken reflection, Journaling, Self Development Tools & Personal Development Plan and Goal Setting.

Journaling: It's personal space and requires consistency

PDP & Goal Setting: Needs to evolve through other means like mentoring/coaching

WHEN DO I USE IT?

This should be an integral part of any experience where the individual will continue doing this during the beginning, middle and end of any new experience. This allows them to be more self aware and explore the development that they are having.

WHAT SHOULD THE FACILITATOR PAY ATTENTION TO?

Whichever tools you are using should be defined at the beginning of the experience, It is an ongoing process and up to individual if it is successful, the only thing you can do is provide the space for it to happen. It is best used during periods of intensity and opportunity to maximise learning from the experience.

TEAM EXPERIENCE

WHAT IS IT?

It is through an interaction with other people who have different skills and tasks that work together towards a common goal service or project. There should be touchpoint that would involve them to be working together. This can include team building and team feedback.

Team building: useful for finding out what challenges your team faces and aims for improving interpersonal relations

Team feedback: For improving the situation or performance. Very useful during the storming phase.

WHEN DO I USE IT?

This is especially important during the storming phase of any team experience. This is when it can be capitalised the most in terms of team feedback however team building shall happen at the beginning. Extremely useful when working with projects with other EPs while on exchange.

WHAT SHOULD THE FACILITATOR PAY ATTENTION TO?

The typical stages that a team goes through but makes sure that this is great because it allows individuals in the team to have a role in improving the overall team experience.

LEAD FACILITATION

LEAD ENVIRONMENT

LEAD facilitation is an activity where the EPM enable the EP to go through the inner and outer journey during their experience. AIESEC should create the space for LEAD delivery during all experience of the EP. However what are these spaces?

ONE TO ONE

WHAT IS IT?

Requires one on one approach to enable person's learning and development.

Coaching: allows someone to maximise their potential sooner

Mentoring: Long term process to transition knowledge, work or thinking

Shadowing: Accompanying someone in their workplace to be able to learn and observe what a particular job is.

Feedback: Wanting to change behaviours or feedback.

WHEN DO I USE IT?

Coaching: to inspire and teach the individual (EP). It may be be personal and/or performance coaching depending on what the coaches feels like they are currently missing to perform at their best. Useful during the project to be able to help the EP make the most of the experience that they have.

Mentoring: listen and ask the right questions to help the individual identify the course of action they need to take in regards to their own development.

Shadowing: could be useful during the beginning of the project to give them a snapshot at the work that they will be doing.

Feedback: when the individual is affecting the work that is happening in the team environment and needs to change certain behaviours for the better of the team.

WHAT SHOULD THE FACILITATOR PAY ATTENTION TO?

There needs to be more listening then talking, asking the right questions and inspiring action by follow up action steps after each coaching session and constant progress evaluation. Need to ensure that the individual sees value in these one to one techniques and understands that it's for the individual

CONFERENCE & SEMINARS

WHAT IS IT?

Conference is a gathering of people to be able to discuss, incept and design things for a common purpose. Seminar is a gathering of people in which experts share their knowledge through lectures and workshops. E.g international conferences, national conferences, external events, trainings/simulation and role playing.

WHEN DO I USE IT?

This is particular useful to be able to give information to a mass group of people in a time efficient manner. Very useful when there is a lot of content that needs to be covered and its education based. Workshops and activities can also be different means of communicating and getting the message across, doesn't necessarily need to be a powerpoint presentation. It's also good for delivering training that would be needed for them to execute their tasks E.g. soft skill development

WHAT SHOULD THE FACILITATOR PAY ATTENTION TO?

Even though its tailored towards a large group, it is important that the information you're presenting is relevant for everyone. If not then split up into different smaller groups and split tracks if people have a different level of knowledge. This keeps it relevant for everyone.

LEAD FACILITATION

LEAD ENVIRONMENT

LEAD facilitation is an activity where the EPM enable the EP to go through the inner and outer journey during their experience. AIESEC should create the space for LEAD delivery during all experience of the EP. However what are these spaces?

LEARNING CIRCLES

WHAT IS IT?

This is used to honour and organise the collective wisdom/knowledge of the whole group. This is used to empower different members of the group in different societal contexts.

Hosting Spaces: Members come together to discuss certain topics Need to know foundations of hosting.

Working Groups/Summits: The collective knowledge of the group is used develop, design or implement projects Directed by the purpose or vision of the team.

WHEN DO I USE IT?

Hosting Spaces: Useful when members need to go through a strong reflection space to be able to bring them to a collective realisation about any given topic. Does not need to be the leader hosting the space for them.

Working Groups/Summits: Allows members to revise the purpose and vision of the team to create projects based on that or to improve current ones. Everyone will have ownership over their work and allow them to have a strong team experience.

WHAT SHOULD THE FACILITATOR PAY ATTENTION TO?

They need to make sure every individual is aware of their contribution towards the team and a singular purpose. The team needs to be able to be able to set timeline and milestones for the project itself. Facilitator should make sure that the group stays on topic and every member is able to contribute to the space.

VIRTUAL SPACES

WHAT IS IT?

A navigable visual digital environment

Webinar: digital event that could be a presentation or a discussion. Can include interactive elements into the space
Newsletter: Regularly distributed that has one main topic of interest to those who subscribe to it

Resource hub: A gathering of online resources about a related topic or issue

Blog/Facebook Group:

WHEN DO I USE IT?

Webinar: Can be used to deliver mass contact if physical touchpoint was not possible.

Newsletter: To reinforce the behaviour/attitude that you want to build by including personal development information/video to inspire certain behaviour/attitudes and actions.

Resource Hub: Can be used for self-education and self-selection that would be easily accessible for the individual and allow them to go through it at their own pace.

WHAT SHOULD THE FACILITATOR PAY ATTENTION TO?

Ensure there is an option to give feedback on the virtual platform so that you can continually improve the content that is delivered there. This takes time to set up initially but then is extremely useful for the individual. Make sure that these spaces are made known to the individual so they actively use it to help their experience.

LEAD FACILITATION

LEAD FACILITATION TRAINING FOR EPM & TNM

It is super important that those in our membership who are interacting with our customers understand the importance of LEAD and how to facilitate this space. Create an outline and deliver it to your members based on the steps below and your understanding of the LEAD spaces that we have available to us.

HOW TO PREPARE AND DELIVER LEAD ON A LOCAL LEVEL?

There are four basic steps on how to become a good LEAD Facilitator!



STEP ONE: UNDERSTAND

Never dump anything that our customer don't need or don't want. Understand how does the EP want to develop? What kind of goals he/she has for the exchange? What is his/ her LDA score? and then propose a plan where you can be of real help.



STEP THREE: PRACTICE

You will never become a good LEAD facilitator at home. Practise how you talk, how you stand, how you ask questions, how to host a space that is comfortable and filled with trust for your EP. You can practise with your fellow EP managers and many times, you will learn the best by interacting with your EPs.



STEP TWO: PREPARE

Be an expert in the defining elements. Understand them inside out, it's like being a chef, you know exactly how each ingredient taste like. It will be also helpful to understand how your EP learn the best, maybe he is visual learner, maybe she likes activity better. Based on this information, you can better map out your EP's leadership development journey.



STEP FOUR: LISTEN & IMPROVE

Your best teacher is your EP. Listen to what they really need, ask for feedback on how it can be better and constantly improve on your facilitation skill. As a facilitator, your job is never to just deliver on the content, it's about hosting a space where your EP can get the most of the experience. Therefore, EP's opinion is as important as yours.

Need more guidance? Consultancy Space shall be provided on a needs basis- simply give Josh a message :)

LEAD FOR EPS

FRAMEWORK AND TIMELINE FOR ALL LEAD SPACES PROVIDED TO EPS

It's super easy to forget about all these spaces because they're still new to us! However if we are really moving towards being leadership centric then these spaces need to move from option to compulsory! Below is the standard/minimum that we should be doing to ensure that our EPS have sufficient spaces at the right time of the experience.

BEFORE EXCHANGE

- 1. One to One**
 - EPM to have this space with the EP to be able to go through the LDA score and set expectations for the EP to make the most of their experience.
 - Be a support system for the EP through out this journey
- 2. Seminar/Conferences**
 - OPS to be able to deliver basic knowledge, content and LEAD sessions catered to every EP
 - The activities could provide the space for the individual discovery and reflection and allow them to learn from returned EPs' experiences while they were on exchange
- 3. Virtual**
 - EP Hub will be there to help provide basic education and also LEAD sessions that they can go through themselves in their own time
 - LC/Regional Facebook Groups can help the LCs to be able to connect EPs with other EPs. They are able to be support system for each other
- 4. Individual Discovery & Reflection**
 - Do goal setting with the EP during one on one spaces and go through the methods they can use for this: e.g. journaling, Personal Development Plan & one on one chats.
 - Allow them to think of their LDA score and reasons for exchange and get them to come up with focuses that they want to develop

ON EXCHANGE

- 1. Team Experience**
 - Start team building and team feedback (when needed) while on the exchange with the other EPs in the project [Done by ICX]
- 2. Learning Circles**
 - Done in the project team as needed [By ICX]
 - Or done by the EP itself when they're on exchange.
- 3. One to One**
 - Share ICX the EP Leadership Tracker so they can see the LDA Score, LEAD session already delivered to the EPS and what the EPS goals are on their exchange [By ICX]
- 4. Virtual**
 - Constant communication with the Home entity through EP Newsletters/Facebook Group/ Messages this Summer to keep them engaged with the network and pass them tips and tricks to make most of exchange
 - EP Hub will still have information and their go to point if they require any education or materials
- 5. Individual Discovery & Reflection**
 - Spaces need to be provided by host LC to make sure that during the exchange the EP keeps a focus on the goals that they wanted to hit and leadership elements they wanted to work on. [By ICX]

POST EXCHANGE

- 1. Conferences/Seminars**
 - Used by the local committee to reintegrate the EPs or to get them to be a promoter of AIESEC.
 - During these spaces can provide the spaces to close the EPs experiences and reflect/discuss how they can continue to be an agent of positive change and how to develop leadership post exchange
- 2. One to One**
 - Have a closing space between the EPM and the EP to really go through the whole experience again. Help them with continuing to have a journey of personal development post AIESEC
- 3. Virtual**
 - EP Hub with information on reintegration if AIESEC can help them with the next set of goals they have in life
- 4. Individual Discovery & Reflection**
 - Can be provided during the above spaces that allows the EP to have the final chance to evaluate how much of the goals they achieved
 - To look back at their LDA score post exchange and see how they they developed during this experience.

CHECK SUPPORTING MATERIALS

Alignment of OPS & IPS and LEAD Spaces for EPS of both country and non-country partners

Action Steps you need to take?

Create a booklet with LC timeline on when these spaces will be held for your Summer Peak EPs

LEAD FOR TRAINEES

FRAMEWORK AND TIMELINE FOR ALL LEAD SPACES PROVIDED TO TRAINEES

It's super easy to forget about all these spaces because they're still new to us! However if we are really moving towards being leadership centric then these spaces need to move from option to compulsory! Below is the standard/minimum that we should be doing to ensure that our EPS have sufficient spaces at the right time of the experience.

BEFORE EXCHANGE (HOME)

1. One to One

- EPM to have this space with the EP to be able to go through the LDA score and set expectations for the EP to make the most of their experience.
- Be a support system for the EP through out this journey

2. Seminar/Conferences

- OPS to be able to deliver basic knowledge, content and LEAD sessions catered to every EP
- The activities could provide the space for the individual discovery and reflection and allow them to learn from returned EPs' experiences while they were on exchange

3. Virtual

- Australia's Trainees Hub (ICX EPS) can be shared with them before hand to help them start with general preparation into Australia Life

4. Individual Discovery & Reflection

- Do goal setting with the EP during one on one spaces and go through the methods they can use for this: e.g. journaling, Personal Development Plan & one on one chats.
- Allow them to think of their LDA score and reasons for exchange and get them to come up with focuses that they want to develop
- Share with the Home entity the EP Leadership Tracker so that you are on the same page from the very beginning.

ON EXCHANGE (HOST)

1. Team Experience

- Start team building and team feedback (when needed) while on the exchange with the other EPs in the project [Done by ICX]

2. Learning Circles

- Done in the project team as needed [By ICX]
- Or done by the EP itself when they're on exchange.

3. One to One

- Look at the EP Leadership Tracker so you can see the LDA Score, LEAD session already delivered to the EPS and what the EPS goals are on their exchange [By ICX]
- Base your sessions on the LDA Score of the EP and provide spaces for them to hit their objectives

4. Virtual

- EP Hub will still have information and their go to point if they require any education or materials

5. Individual Discovery & Reflection

- Spaces need to be provided by host LC to make sure that during the exchange the EP keeps a focus on the goals that they wanted to hit and leadership elements they wanted to work on. [By ICX]

6. Seminar/Conferences

- IPS to be able to deliver basic knowledge (culture, logistics) and LEAD sessions catered to every EP
- The activities could provide the space for the individual discovery and reflection and allow them to start having a self-driven experience.

POST EXCHANGE (HOME)

1. Conferences/Seminars

- Used by the local committee to reintegrate the EPs or to get them to be a promoter of AIESEC.
- During these spaces can provide the spaces to close the EPs experiences and reflect/discuss how they can continue to be an agent of positive change and how to develop leadership post exchange

2. One to One

- Have a closing space between the EPM and the EP to really go through the whole experience again. Help them with continuing to have a journey of personal development post AIESEC

3. Virtual

- EP Hub with information on reintegration if AIESEC can help them with the next set of goals they have in life

4. Individual Discovery & Reflection

- Can be provided during the above spaces that allows the EP to have the final chance to evaluate how much of the goals they achieved
- To look back at their LDA score post exchange and see how they they developed during this experience.

ACTION STEPS YOU NEED TO TAKE?

- Create a booklet with LC timeline on when these spaces will be held for your EPs.
- **Share it with them as soon as they're approved! [EP & HOME LC]**

CHECK SUPPORTING MATERIALS :ALIGNMENT OF OPS & IPS AND LEAD SPACES FOR EPS OF BOTH COUNTRY AND NON-COUNTRY PARTNERS

LEAD FOR TRAINEES

INCOMING PREPARATION SEMINAR

It serves as a space to to **set expectations, understand the reality of the local culture** and logistics and most importantly, the first step for the EP to actually start their experience in the **your LC**.

OUTCOMES

1. Clear expectations for the EPs about the experience he/ she has toward the exchange.
2. Clear alignment of responsibilities between the EP and the hosting entity
3. Clearing understand of culture for the EP

CONTENT

- IPS should include content with the following priorities:
- Personal Understanding: know how the EP connects himself with the experience and personal ambitions;
- Clear expectation about all 16 SnS and how it's going to be delivered by who
- Project Scope and JD Clarity;
- Goal Setting following up, EPs should have done goal settings by now, so you can align the goals to the projects/ internships you are running. However, if EPs haven't done goal setting, please do so.
- Customer Alignments: XPP, NPS, Case Solving Procedures;
- At least 1 LEAD session based on the defining elements Soft Skills Development, like Project Management; SDG Alignments within the experience
General Travelling Tips
- Information on culture, political situation, safety, living standards, home and host contacts (phone number and email).

FOUR STEPS TO MAKING AN IPS HAPPEN

• AGENDA

- Look at the template being provided as a guide of the minimum that needs to be achieved .
- Look into duration you have available, size of your audience and just that you hit the objectives

• HR & TIMELINE

- Since there are no peaks for ICX realisation- you will need to do it before each cycle
- If you have the framework and training materials ready, how can you optimise the process so you're able to start preparing from approval so you're super prepared by the time realisation comes around.
- If the size isn't big enough to have an OC- how can we make sure the logistics of it are also on-point.

• LOGISTICS

- This the EPs first real impression of your LC
- Make it super special for them- this can be one of the most memorable experiences that your EPs have of your LC
- How can you make it special?

• FACILITATION

- All your beautifully designed sessions need to be powerfully delivered to your EPS
- How can we make all the content super engaging, fun, interactive, youthful and something that you would want to listen to if you were on the EP's end?
- Experiment- people all have different ways of doing things!

CHECK SUPPORTING MATERIALS

- Alignment of OPS & IPS and LEAD Spaces for EPS of both country and non-country partners
- IPS Agenda & Outline

Action Steps you need to take?

Start working on a kick-ass agenda for Incoming Preparation Seminar

HOST AND HOME RESPONSIBILITIES

WHAT IS THE DIVISION BETWEEN HOST AND HOME ENTITY?

	OGX	ICX
GOAL SETTING & EXPECTATION	Setting Up	Following Up
CULTURAL PREPARATION	Education in culture, beliefs, behaviours, tips and etc	Provides additional knowledge and showcase the country

CX CHALLENGE LCS

- Record a video saying “LC X is delivering LDA Education after going through all the content
- Submit photos, documents and summary paragraph of how you did goal setting for each of your EPs
- **Due: 31st October 2016**

- Host a LEAD facilitation training season for EPMs and TNMs
- Submit session outlines and photos of the training session & 1 pager feedback summary from your delegates (members/TLs)
- **Due: 17th November 2016**

- Create a LC booklet that has written information on the LEAD spaces provided before, during and after project.
- Submit the LEAD session outline, slides, photos from OPS.
- **Due: 31st October 2016**

- Create a LC booklet that has written information on the LEAD spaces provided before, during and after project.
- Submit the session outline, slides, photos from IPS of the LEAD Session.
- Each trainee does goal setting and submit contact information of these trainees who've had this one-on-one space
- **Due: 21st November 2016 (Booklet)**
- **Due: Goal setting by all trained (ongoing) Latest: 20th January 2017**

- LCs need to submit monthly progress for the S&S strategies you're focusing on (End Nov, End Dec and Mid Jan)
- LCs create mini S&S Booklet and send to EPs/Trainees (Max 2 Pages each for Host and Home)
- Submit agenda of OPS if different to national
- **Due: 7th November 2016 (mini S&S booklet and OPS Agenda)**
- **Due: 20th January: Final S&S Progress Report**

- Submit minimum of one testimonial each that follows the guideline on how to collect testimonials
- **Due: 20th January 2017**