



FELLOWS AND ASSOCIATES LEADERSHIP DEVELOPMENT PROGRAMS

Engaging Diverse Talent in Core Business Strategies

Purpose.

When it comes to diverse talent, many outstanding, committed corporations are winning the recruitment battle, but losing the retention war: The Partnership's widely acclaimed suite of Leadership Development programs helps increase retention at every rung of the corporate ladder:

Overview.

The Fellows Program trains mid-career professionals on how to strengthen and expand their leadership capacity. The Associates Program is for those professionals of color who are in the formative stages of their careers. The curriculum for both programs builds competence in three key leadership areas: self-leadership, relationship skills, and organizational skills.

Each class meets monthly from January-December (except July & August). Between sessions, Associates and Fellows meet in smaller groups where they receive both professional coaching and peer feedback in applying what they've learned. Managers of Associates and Fellows also have the opportunity to meet in small group meetings during the year. During these sessions, managers discuss how to support individual employees in their leadership development and how to lead diverse teams in a way that connects with core business strategies.

Application.

Approximately 200 multicultural professionals total are accepted into the Associates and Fellows programs.

Eligibility. Fellows and Associates are open to Blacks, Asians, Hispanics, Native Americans, and South Asians from any industry.

Application. Professionals must submit a completed application and current resume. Materials are available on-line at www.thepartnershipinc.org/train/applications.html

Fee. Associates: \$5,000; Fellows: \$7,000.

Benefits.

Over the course of a year, Associates and Fellows:

- **Assess** their strengths, weaknesses and opportunities.
- **Build** a regional network of peers and corporate leaders.
- **Connect** their leadership potential with core business strategies.
- **Deepen** their contributions to their organizations.
- **Strengthen** their relationships with their managers.

More information:

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THE PARTNERSHIP, INC. MODEL FOR LEADERSHIP GROWTH

The Partnership Model for Leadership Growth is a model for individuals actively seeking to develop themselves as more effective leaders in order to make greater and more significant contributions to their organizations. This structure focuses on three major skill areas:

- Self Leadership – the capacity to drive one's own growth
- Relationship Skills – the capacity to build and leverage relationships
- Organization Skills – the capacity to understand and effectively navigate the organization

Self Leadership

Self Leadership is the internal underpinning for effective leadership of others. Individuals possessing Self Leadership skills demonstrate the following characteristics and behaviors:

- Understanding and Management of Self
- Self-Efficacy
- Learning Approach and Mindset
- Career Growth/Work Orientation

Relationship Skills

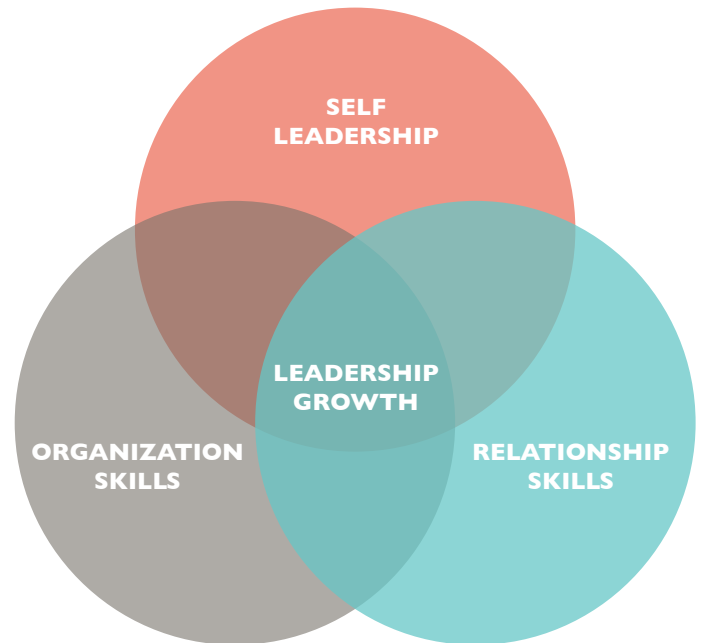
Relationship Skills comprise the ability to build and leverage productive, collegial relationships. Individuals possessing Relationship Skills demonstrate the following characteristics and behaviors:

- Interpersonal/Social Skills
- Strategic Relationship Building
- Influence
- Cross-cultural Communication

Organization Skills

Organization Skills comprise the ability to understand the needs and culture of the organization and to navigate effectively. Individuals possessing Organization Skills demonstrate the following characteristics and behaviors:

- Organizational Awareness
- Political Skills
- Flexibility
- Tolerance for Ambiguity and Complexity



“Our Associates and Fellows graduates are much more equipped to influence their own careers and work situations than their peers.”

A. Fairfield
EMC Corporation