



Washington State
DEPARTMENT OF
ENTERPRISE SERVICES

Leading Organizations | Candidate Recruitment

Deliver on the outcomes that matter most

[Leading Organizations](#) is an exciting learning journey for emerging and established senior leaders in Washington state government. This executive leadership program entails 48 hours of rich content delivered in a live format, with an emphasis on participant interaction, network building, and individualized coaching. An additional 20 hours of Action Learning provides an opportunity to address an agency or enterprise challenge or opportunity by applying the knowledge and skills addressed in the training. The program focuses on developing and cultivating a growth mindset that will help high potential leaders elevate their skills, foster strategic alignment with other agencies, and bring out the best in your programs and organization. [A Path Toward Equity](#), eight hours of virtual instructor-led delivery and viewing the two-hour *Who We Are* documentary, is a pre-requisite which the cohort completes together.

An overarching goal of the program is to develop emergent and executive leaders competent to lead with a human-centered and relational philosophy grounded in behaviors and skills which foster equity, belonging and inclusion in our workplace and in services for Washingtonians.

DES administers this program in partnership with expert instructors affiliated with the [Center for Creative Leadership](#).

Each cohort has a limited capacity for 24 participants. Candidate materials for the Fall 2023 cohort are due to DES by August 16, 2023, and confirmation of enrollment will be provided by August 31, 2023. We will place candidates on the waitlist for the next delivery as needed. Participant attendance and engagement is essential and expected. This must be fully supported by agency leadership and their immediate supervisor.

To identify your candidates for enrollment, complete this [form](#) by August 16, 2023.

Agencies have a distinct opportunity to invest strategically in their leadership talent. This document is intended to provide guidance on identifying and selecting participants for the program. For more information contact [Patrick Seigler](#), Washington State Leadership Development Program Manager with DES.

CANDIDATE QUALIFICATIONS | Consider prospective candidates'

Experience & Potential

This can be identified through one or more of these strategies:

- Consider those currently in senior or executive roles and one level out
- Current role & responsibilities
- Prior experience and achievements
- Interviews
- Observation
- Professional Development Plan
- Established practices for tracking demonstrated and potential talent throughout your organization
- Examples of positions held by pilot participants include division directors, business and program managers/directors, and operations leaders.

Diversity of Social Identity & Lived Experience

Seek to further invest in leaders who reflect and represent the diversity of the workforce and the residents of Washington. We recommend considering qualified participants who have lived experiences informed by race, ethnicity, class, age, religion, sexual orientation, gender identity, immigration status, military background, language, education, physical disability, neurodiversity, and intersectional identities.

Capacity to Commit

The program requires participants who have organization and supervisor support to devote the necessary time to fully engage in the program. Participants must be able to allocate approximately 82 hours to the program between September 2023 and March 2024.

- Orientation, independent assessments, coursework, and coaching (4 hours)
- Action Learning Group Project (20 hours)
- Instruction, in person – six 8-hour days, delivered in three two-day sessions (48 hours)
- Dedicated cohort completion of *A Path Toward Equity: Disrupting Structural Racism through Awareness and Belonging* (10 hours)

TIMELINE & KEY DATES | June 2023 – March 2024

June and July 2023	Confirm resources available and recruit participants; talk with executive leadership, senior managers, consider an open invitation
July 30	Identify candidates and prepare candidate information
August 16	Submit candidate information
August 31	DES will confirm candidates and enroll participants in the Washington State Learning Center
September 5	Program Orientation, 9-9:30 am (virtual)
September 30	Independently view “Who We Are: A Chronicle of Racism in America”. This a pre-requisite to engagement in the instructor-led training, A Path Toward Equity: Disrupting Structural Racism through Awareness and Belonging . (2 hours)
October	Complete the instructor-led training, A Path Toward Equity: Disrupting Structural Racism through Awareness and Belonging . (8 hours) <ul style="list-style-type: none">▪ Monday, October 2, 9, 16, and 23 9:30 – 11:30 am<ul style="list-style-type: none">▪ Module 1: Racism as a Foundation▪ Module 2: Racism as a Structural and Dynamic Model▪ Module 3: Feeling Like an Outsider: The Cost of Being Othered▪ Module 4: Belonging: Moving from Them to Us
October 30	Program Pre-work (360-Assessment and form Action Learning Project Groups meet)
November 7-8	Session 1 (two 8-hour in-person class sessions)
November 22	Action Learning Projects topic selected
December	Program Work (One-on-One and Group Coaching, Action Learning Project)
January 16-17, 2024	Session 2 (two 8-hour in-person class sessions)
February	Program Work (One-on-One and Group Coaching, Action Learning Project)
March 5-6	Session 3 (two 8-hour in-person class sessions, Action Learning Project presentations) and Completion