

Innovative State Human Resource Management Program Nomination  
Program title: Leadership Institute  
State: Kentucky  
Contact Person: Sissy Meredith  
Title: Commissioner Department of Human Resources Administration  
Agency: Personnel Cabinet  
Mailing Address: 501 High St. 3<sup>rd</sup> floor Frankfort, KY 40601  
Telephone: 502.564.7571  
Fax: 502.564.7603  
E-Mail: [Sissy.Meredith@ky.gov](mailto:Sissy.Meredith@ky.gov)

Leadership institute strives to create a people-centered environment where managers, employees and customers benefit. The annual Leadership Institute is a 12-day commitment. Participants met once a month over a 12-month period. The sessions focus on a specific dimension of leadership. Periodic discussion forums were facilitated by participants as an attempt to share in detail the functionality of their respective departments. Leadership Institute focuses on dimensions to include leaders as learners, collaborative leadership and leading an effective organization. This program encourages managers to understand the model and competencies to achieve leadership success and the leadership role they've been assigned to; review and apply the functions roles and the skills of an effective leader; learn and apply the principles of motivation and teamwork. Managers were given the tools to provide knowledge and understanding of resources and their use within the organization the ability to put it all together and make a commitment to "Meet the Leadership Challenge". By attending this program participants are making a commitment to professional effectiveness. With full participation, we intend to empower all participants so that they will have the ability to define and set the standard for state leadership; learn the importance of visioning and how to clearly articulate and communicate it to others in government. Managers that have graduated from Leadership Institute will also explore diverse state employee needs and how to support it. They

will develop new leadership behaviors which will aid in decision making, prioritization, collaboration and other critical leadership and managerial skills.

- 1. Please provide a brief description of this program.** The planning phase of Leadership Institute began in September 2008 through December 2008. This was a 12 month pilot program. The program has continued but is now offered online through various resources on a month to month basis.
- 2. How long has this program been operational (month and year)?** The planning phase of Leadership Institute began in September 2008 through December 2008. This was a 12 month pilot program with the initial meeting in January 2009 and graduation in December 2009. The program has continued but is now offered online on a month to month basis.
- 3. Why was this program created? (What problem[s] or issues does it address?)** The Cabinet's Leadership Institute was launched in 2009 to help meet the growing expectations of executive branch leaders in the areas of Strategic Alignment, Employee and Team Development. Leadership Institute was originally designed to stay poised with our cabinet goals, leadership direction and strategic alignment.
- 4. Why is this program a new and creative method?** A program of this kind has not been available in the state of Kentucky without any cost incurred by the participants. Current and practical content is provided to leadership. A "to do" model was transformed into a

“to be”. Instead of teaching leaders what to do, teach them how to be and others will follow. This program encourages management to pay it forward.

- 5. What was the program’s start up costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)** \$775 was spent on administrative materials such as mentoring books, pamphlets and tool kits. Technology and copies of original supplies were all done in house.
- 6. What are the program’s operational costs?** There were no operational costs in addition to the costs outlined above.
- 7. How is the program funded?** This program required minimal funding which was absorbed by the adjunct professors. They agreed to speak au gratis, paying for their own travel and accommodations as needed.
- 8. Did this program originate in your state?** This program is the first of its kind offered to state employees at no cost to participate. There are similar programs in Georgia, Virginia and California.
- 9. Are you aware of similar programs in other states? If yes, how does this program differ?** Yes, other states have leadership programs similar to the Certified Public Management program. We also offer the CPM program as a separate certificate based management program. Our Leadership Institute has original curriculum built to suit the specific needs of the personnel managers in this state. We were able to offer the perspectives of private sector HR executives, business owners and even KY’s First Lady Jane Beshear came to speak to our group.

**10. How do you measure success of this program?** Surveys were sent to the participants to measure success. Most of the participants agreed or strongly agreed that the program was beneficial to their professional growth and development as a manager. The comments also indicated that the program was successful. Below are some examples of the impact Leadership Institute had on its participants:

*“Continue in 2010; Leadership Acumen is an on-going development process.”*

*“It has made me examine my leadership style and to make changes to improve my effectiveness.”*

*“The Institute was useful primarily in helping me look forward for improvements and change. It’s relatively easy to just keep doing things the same way and not lead.”*

*“I thought the outside speakers from the private sector added value.”*

**11. How has the program grown and/or changed since its inception?** The program has spawned the creation of a mentoring program. This new initiative paired each manager with either a seasoned private sector executive or public sector leader. After a successful six month time frame the mentoring ended but in most cases the pairs chose to stay in contact. With noted success we then created a mentoring program that the entire cabinet could benefit from. Executives, managers, supervisors and subject matter experts volunteer to mentor willing staff. The benefits for the protégé include: 1) Personalized education; 2) Training and counsel; 3) Increased visibility and opportunities for advancement in the organization; 4) A greater awareness of career and personal capabilities and possibilities. The momentum of Leadership Institute has propelled the

Personnel Cabinet to share knowledge and encourage employees to lead in as many ways as can be conceived.