

COMPILED LAB STRATEGIC DIRECTIONS SURVEY INPUT

A. RETROSPECTIVE: WHAT WENT WELL

Categories

RETROSPECTIVE SECTION I: WHAT HAS GONE VERY WELL?

Established LDS

Establishment of the LDS

We have a high-quality program (most students don't know that volunteers are teaching).

Established top notch core leadership development system and Leadership Institute

The Society has a program for meeting its leadership needs.

HIGH QUALITY ACS LEADERSHIP DEVELOPMENT SYSTEM

Highly valued leadership program--still work to be done on increasing demand

Leadership Institute

The ANNUAL ACS LEADERSHIP INSTITUTE is clearly valuable and the only meeting focused on ACS leaders and their growth

Leadership Institute

Annual Leadership Institute

Career Navigator Linkage

Career Navigator

Incorporating leadership programs in the Career Navigator brand

Course Updating

The courses have been re-visited to keep them "fresh".

Efforts to explore new formats and cost structure for courses

Pipeline Addressed

Established strategic relationships to identify skilled leaders for governance roles

Raised awareness of the idea that pipeline extends to new leaders in LS and Div and helped them in their current role but has not fully pulled them into the "pipeline"

Marketing

Efforts to increase and improve marketing of courses

Quality Courses

Quality Courses

SPR Program

Growth and demand of the SPR program

B. RETROSPECTIVE: WHAT COULD DO BETTER

Categories	RETROSPECTIVE SECTION II: WHAT HAS GONE NOT AS WELL?
Visibility/Demand Issues	HIGH DEMAND AND HIGH VALUE FOR THE ACS LEADERSHIP PROGRAM. The value is there but the understanding of that and the demand (inside and outside ACS) has not met our goals/hopes Course demand. Members agree leadership development is important, but it has proven to be challenging in getting the attendance we want at regional meetings/local sections. Even after changing the pricing structure. Percentage of membership taking courses
Course Development	Development of new courses/content that are both in-person and virtual. Some of this has been prevented due to lack of technology. We have been slow to expand the program beyond the initial 4x4 + EL courses
Course Impact Assessment	Getting relevant data on how well the courses meet member needs Determining contribution of the courses to the leadership skills of past, present and future ACS leaders
Infrastructure Issues	It took a number of "at bats" to get the infrastructure to make it easy to sign up. Communication; e.g. keeping the LAB/LDS ACS Network page up-to-date
Pipeline Issues	Hiccups in getting the pipeline automated. Leadership pipeline - could have been started earlier
GAP Analysis Getting Buy-in	Currency and relevance of course materials, gap analysis, updates Buy In by the Board and Stakeholders of the value of leadership development
Collaboration	Formalized collaboration with professional development, career services, and student education
Commercialization	COMMERCIALIZATION OF THE LEADERSHIP DEVELOPMENT SYSTEM. Program has given ACS some additional visibility and recognition but little significant additional revenue from outside the society
Lack of LMS	Pipeline, assessment, and recognition hampered by the lack of an LMS

C. RETROSPECTIVE: DO DIFFERENTLY

Categories	RETROSPECTIVE SECTION III: WHAT WOULD YOU LIKE TO DO DIFFERENTLY?
Course GAP Analysis	Clearer LAB vision of what courses are needed (specifically where are the gaps, needs etc. that LAB has themselves identified). Pro-active evaluation Determine if our current course offerings address the current and future needs of ACS volunteers and members Explore what course topics are needed for current and future member needs
Global	Meeting members' needs across the globe - e.g., understand and address cultural differences in course materials Include International Chapter leaders in LI More globally focused. How do we bring our content to those who cannot travel to an Institute or any other in-person delivery. How does that content also address cultural assumptions and dynamics.
Address Needs	Have content that better addresses the audiences we serve. Survey member awareness of courses and what topics (new and existing) would be of primary relevance to members and contribute to future leaders.
Course Effectiveness	Assessment of effectiveness current courses
Facilitator Utilization	Understand and balance number of facilitators and their training. Several facilitators were "trained" but never used. Unclear selection process - being active in ACS and wanting to do it does not mean people are good facilitators
Learning Division	Establish a Learning Division that promotes Soft and Technical Skills together for Career Development
Maintenance vs Building	Actively balance the maintenance of the outstanding things we have achieved vs building and expanding the program to truly capitalize on the opportunities and everything that we have done
Pipeline Management	We need to focus on managing the pipeline for leadership as well as for future facilitators.
Purpose	We need to be consistent on if LDS is a member benefit or needs to be self-sustaining as originally envisioned.
Skills Needed in 2018	Determine what skills employers favor annually to position marketing strategy
Streamlined Structure	A more streamlined structure
Technology Best Practices	Technology enabled, best practices, modern delivery of courses

D. LEADERSHIP PROGRAM COMPONENTS

Categories	Leadership Program Components
Global Issues	Addressing global issues - culture, language, business practices Managing Global volunteerism Leadership competencies in the global environment Better support of volunteers outside of the US.
AI Integration	Integrating artificial intelligence into leadership
Communities of Practice	Communities of skills practice, mentors and coaches
Contemporary Delivery Methods	New (contemporary) methods of program delivery, whatever they may be
eLearning	Better use of virtual courses and online courses in addition to onsite courses.
Facilitated eLearning	"Leading At A Distance" (not to be delivered remotely but course about communicating, coaching, leading where the group is separated)
Facilitator Training	Facilitators equipped to address the needs of changing membership demographics and the changing volunteer experience.
IDP	A course that enables members to assess their personality and skills and use this knowledge to develop career plan
Leadership Corps	Build "Leadership" "Corps", participating from time2time and for specific activities. Days of 100% committed volunteers attending/doing everything is over
Management Courses	Courses that teach management skills e.g. how to chair successful meetings could be useful for local section and division leaders
Strategic Communication	Strategic communication, help people think about how to organize all external communication and PR (website, newsletters, social media, branding, look/feel)
Strategic Thinking	Strategic thinking and planning

E. PROGRAM THRUSTS

Categories	Program Thrusts
Currency/Relevance	Maintain currency and relevance of the program in a global setting Applicable to multiple situations & roles. Leadership training NOT ACS Leadership training Combine tactical with strategic. Long & short term. Needs quick clear wins/benefits Responsive to the changing needs of volunteers and members. Current, up to date content, attuned to the global environment
Accessibility	Easily accessible, easy to navigate Accessible 24/7, delivered utilizing state of the art technology and learning tools
Global	Global in scope. Marketing the materials globally - ensure that marketing materials resonate globally
USE Latest Technology	Supported more robustly by technology. Greater use of Technology to deliver courses, teach and coach participants
Best Practices	Include more examples of recommended "best practices" in the courses
eLearning/Facilitation	Utilize artificial intelligence as well as human interaction
Multiple Languages	Multiple languages
One-on-one Feedback	Consider ways of providing one on one feedback to Participants
Professional Trainers	Outstanding trainers (or TED Talks, the web etc. provide more, more easily) Leadership development theory and philosophical approach based on
Research Based	research data

F. LAB ROLE/RESPONSIBILITIES

Categories	LAB Role and Responsibilities:
Current	As is. Broad role over all leadership programs/pipeline. Ideally expand to cover more ACS leadership & training programs. Current LAB structure and role, with mechanism for interaction with other ACS courses
Oversight	Oversee the LDS Work with ACS Staff to keep the program current and relevant Oversight should remain a responsibility as well as continual re-generation of leadership material.
Collaborate with BOD	LAB working with the BOD to support the professional development and volunteer experience of members everywhere.
Strategic Direction	Advise re strategic direction of the leadership programs to meet ACS's and Member's leadership needs Oversight of marketing and pipeline

G. LAB STRUCTURE

Categories	LAB Structure and Composition
Blend - volunteer/staff	Blend of ACS volunteer members and staff focused on development and marketing of courses
Current	Current structure is fine. Include contemporary leaders from industry and academia, domestic and international, who have up-to-date insight on leadership.
Forward Looking	Somehow need to have more of a forward looking perspective. Less review/monitoring and more addressing more/new needs
Representatives	Representatives from the Board, Membership, Stakeholder governance committees, course facilitators, Program managers from staff
Traditional	The traditional structure was more clear than our current version. Global, Board and representation from Academia, Natl Labs and Industry

H. HOW TO GET THERE

Categories

Best Practices

How to Get to Our Future Portfolio:

Determine best practices for theory and program delivery used in the leadership development industry; acquire expertise and technology. Input from ACS members, leaders along with advice, recommendations from industry, academia and course developers.

IT Resources

IT resources, drivers to make it happen

A lot the effort spent by LAB and staff is overcoming the technology gap. The new LMS will help

Gap Analysis of Offerings

Review all ACS "trainings", include agendas from old training (pre-LI/LDS). What have we stopped? Where current gaps/needs. Build wish/need list?

Revisit Competency Framework

Revisit and modernize the competency framework, making sure it resonates globally Can't be more specific; survey only allows 20 words.