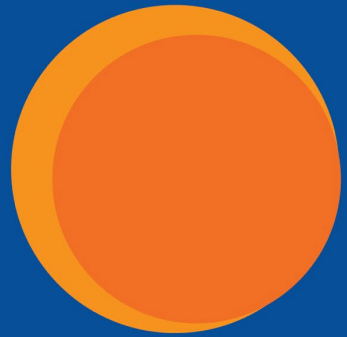


The ANCOR logo features the word "ANCOR" in a white, sans-serif font. Above the letter "C" is a white arc with a small dot at its peak, resembling a stylized wave or a compass arc.

ANCOR

A graphic of stylized waves in shades of white, light blue, and teal, curving across the bottom half of the dark blue background. A dark blue oval is overlaid on the waves, containing the text "OCEANS OF OPPORTUNITY".

OCEANS OF
OPPORTUNITY

ANCOR CONNECT '25

APRIL 7-9
SAN DIEGO, CA

#ANCORConnect25

Reimagining Leadership Development: Insights from the ANCOR Foundation Leadership Academy Class of 2025

Speakers

Jen Skelly, Penn-Mar Human Services, Director of PA Operations
Amber Corrieri, Mainstream Living, COO

Jen Skelly

ANCOR Foundation Leadership Academy '25



ANCOR CONNECT '25

ANCOR

ANCOR Foundation Leadership Academy Journey



We do not learn from
experience... we learn
from reflecting on
experience.

- John Dewey





Our Promise to You

By working at Penn-Mar, you're building a legacy of good for yourself and the Penn-Mar community - from fellow team members, to the people we support and their families, and beyond. We are dedicated to building an environment where your passion can shine, so we're strengthening our culture by providing education, growth opportunities, and renewed respect and appreciation across the organization.

The better we do, the better we become.



"Everyone deserves a good boss." Greg Miller, President & CEO, Penn-Mar Human Services

Our promise to each team member is that by working at Penn-Mar, you are building a legacy of good for yourself and every Penn-Mar team member you touch. We are dedicated to building an environment where your passion can shine, so we're strengthening our culture by providing education, growth opportunities and renewed respect and appreciation across the organization.

One way we intend to deliver on our promise is through a commitment to developing each team member's leadership capacity. Leadership is not defined by a title. Every team member at Penn-Mar has the ability and responsibility to provide leadership. At PM we expect everyone to treat all people with respect. It is with respect that we will build trusting relationships with one another.

These relationships allow us to deliver on a promise we have also made to the people we support; supporting them to *Live Courageously*.

Through these relationships we demonstrate our dedication to creating an environment where team members can share their strengths and unique gifts with the team.

We are each charged with strengthening our culture by respecting and appreciating each other.

Leaders with the courage to and privilege of supervising others, build a legacy of good and support our team members to do the same.

Leadership means:

- Listening to understand instead of listening to respond, which means listening more than you speak
- Assuming positive intent
- Demonstrating respect in all interactions
- Knowing your team members

At Penn-Mar, we believe an effective manager is a courageous leader who gets results for their program and retains excellent team members. They do this through developing and maintaining professional working relationships.

What team members can expect:

1. A weekly 1:1 meeting with their supervisor whereby the team member drives a majority of the discussion
2. Regular communication about performance so the team member can be supported and coached.
3. Opportunities for growth by expanding each team member's skillset.

Courageous leaders will work to build team member confidence and minimize workplace drama by:

1. Educating, training, and coaching team members so they have the knowledge and skills to make decisions, exercise good judgment and work independently.
2. Encouraging self-reflection to build self-awareness and self-accountability. Increased awareness and accountability will support improved team dynamics.
3. Engaging team members in brainstorming and problem solving to continuously ensure the program is a better place tomorrow than it is today.
4. Holding themselves accountable to Penn-Mar's standard of leadership.

Created December 2019
Updated January 2022

ADVANCING AND SUSTAINING LEADER DEVELOPMENT

- **Expand impact of our Belonging Initiative as we leverage our differences with a focus on: Connection, Leadership Engagement, and Consistent Practices**
- **Define and organize our commitment to continuing professional development and align our related activities to support that commitment**
- *Develop the current state of the supervisory and non-DSP professional development activities at Penn-Mar*
- *Develop Penn-Mar's professional development model for the future*
- *Determine how we will integrate individual development activities with Penn-Mar's performance management process and system*
- *Deploy Penn-Mar's professional development models of the future*



BELONGING COUNCIL:

Creating a workplace where all team members feel respected, valued, heard, and empowered.

Creation of 4 workgroups (65% DSP representation):

- Team Member connections through socialization
- Team Member connections through learning
- Team Member connections through consistent practices
- Team Members connections through communication
- Introduced floating holiday
- DEIAB training for supervisors
- DEIAB training for all
- Exploring a new position “success coach”
- Team member surveys (will compare to previous survey data)
- Data/KPI’s to evaluate our progress
- Created DEIAB policy
- Created Council Charter

Define and organize our commitment to continuing professional development and align our related activities to support that commitment

- Inventory of everything we currently do for professional development
- Identified gaps
- Identified future resources to fill gaps
- Gained commitment from all Department Directors
- Ensure people resources needed to expand DSP credentialling and Front-Line Supervisor credentialling
- Expand the Professional Development Program and share data showing its success



Professional Development Program Overview

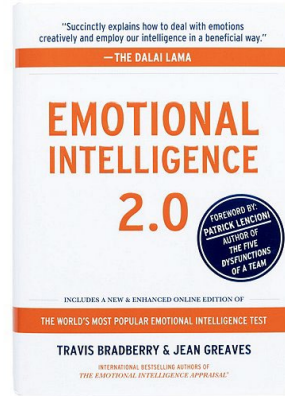
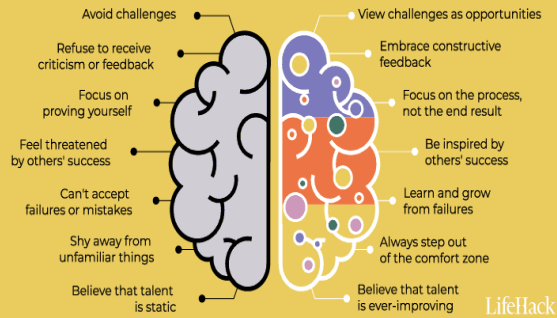
- Investment In High Performers
- Succession Minded
- 10-Month Program
- 4.5 Hour Monthly Sessions
- Activities/Exercised Prior to Sessions
- Graduation Presentation/Celebration



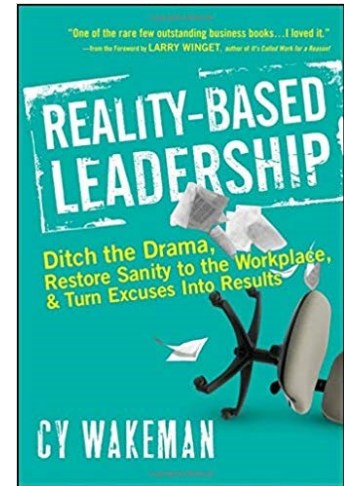
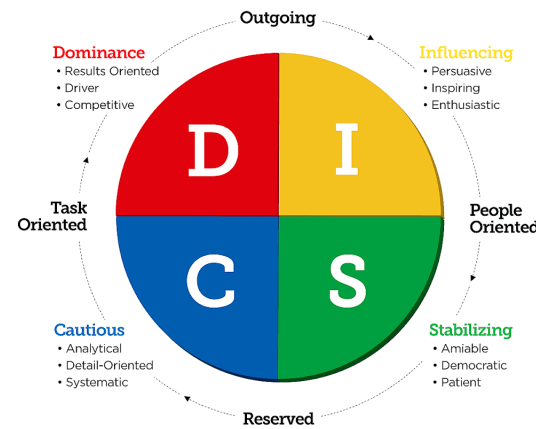
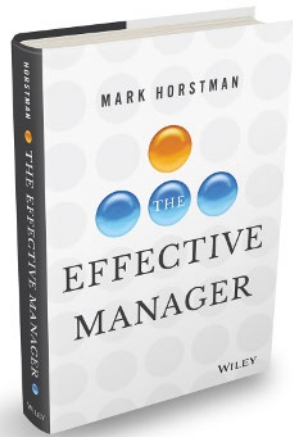
Professional Development Program Data

- 4 Graduating Classes (2021-2024)
- 37 out of 42 DSP's Participants Graduated Program
- 91.9% of Graduates Retained
- 38% of Graduates Promoted
- Current Class of 19 Participants
- Current Participant Receiving ANCOR DSP of the Year Award

Fixed Mindset vs Growth Mindset



- S** • **STATUS** Relates to how we perceive our position in relation to others we have a relationship with such as our boss, peers, direct reports, friends and family. It can include job titles, public and private forms of recognition or criticism, salary and any other aspects associated with status.
- C** • **CERTAINTY** Relates to how sure we feel about events/people/situations that affect us. The higher the level of uncertainty, the more likely a threat state will be created.
- A** • **AUTONOMY** Relates to the level of control we have over the decisions that affect us. The more autonomous we feel, the more engaged, confident and satisfied we tend to be.
- R** • **RELATEDNESS** Concerns the quality of our relationships with others/our sense of belonging. Generally speaking, people like to feel "part of the group".
- F** • **FAIRNESS** Relates to our sense of justice and right and wrong. Our perception of whether we have been dealt with fairly can motivate and keep us engaged or it can move us towards a threat state where we are more likely to respond in a defensive way.



The Work Continues



Maryland Works

Consulting Opportunities

April 2025 - leading a session on Formalized Leadership Development for Maryland Works Leadership Seminar Program



Leadership Sustainment Activities

Ensuring ongoing leadership sustainment activities, trainings and opportunities for all departments



Co-Chair Belonging Council

Cultivate a deep sense of belonging and inclusion within the organization by fostering strong connections among team members



Strategic Planning

See remaining strategic plan objectives regarding leadership development to completion with the goal of Penn-Mar's Leadership Development Program becoming routine work rather than strategic work

Amber Corrieri

ANCOR Foundation Leadership Academy '25

Presentation Slides

Questions?

