

leadership blueprints

adopt, adapt, adjust

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Book Cover Design: Catherine Zhao, Dartmouth class of 2020

As the book cover adapted over time, to the one in your hands now, my perceptions of leadership and the way I fit into leadership have shifted as well. Through this process of creating Leadership Blueprints, I have learned to intentionally carry the fact that I am always a leader in any situation I am in.

—Catherine Zhao



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The Nelson A. Rockefeller Center
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Reflections About This Book

Many academics, scholars, and practitioners from within and outside Dartmouth College generously gave time to review the contents of the book. Special thanks to all of you who provided me with “quotable quotes,” which are included here:

This book offers equal parts valuable knowledge and practical tools to ways that we may ensure our learning programs are engaging, transformative and continue to teach students long after they have graduated.

—Jacinta Bailey, Tranby National Indigenous Education and Training, Australia

A valuable “how to” guide for anyone interested in emulating the success of the leadership programs at the Nelson A. Rockefeller Center for Public Policy and the Social Sciences.

—Jason Barabas, Director, The Nelson A. Rockefeller Center for Public Policy and the Social Sciences, Dartmouth College, Hanover, NH, USA

Leadership Blueprints demonstrates how a diverse and devoted community of students, educators, and field experts can improve institutional practices by creating space for meaningful reflection on management and leadership development, locally and globally, to help leave the world better than we found it.

—Ariel Murphy Bedford, AMB National Consulting LLC and FYF, MLDP and RLF alumna, Baton Rouge, USA

As the title suggests, Sadhana Hall shares the blueprint for effectively teaching and learning leadership. It is a reminder that even when the stakes are highest and the need for leadership is most urgent, we are each empowered to develop ourselves into better leaders.

—Julius Bedford, Bernhard Capital Partners, Baton Rouge, Louisiana, USA

Sadhana’s prose is equal parts accessible and authoritative, inviting readers to see themselves in the book’s lessons and giving them confidence that they can effectively apply those lessons to their own organizations.

—Christopher Bordeau, Undergraduate Admissions, Hanover, NH, Dartmouth College, USA

We live in an age where ubiquitous technology gives us global access while leaving us more siloed than ever. The author offers an antidote in Leadership Blueprints, providing the framework and tools required to teach leadership in a functional, human, and connected way.

—Shala Burroughs, Founder, Wild Turn LLC and RLF alumna, CO, USA

A must-read for anyone who works in leadership development from university faculty to practitioner. You will learn a great deal both theoretically, with the research base included, and practically, with the activity examples and tools provided.

—Francis Eberle, Price Associates, ME, USA

This book will guide the reader through the process of adjusting your leadership, teaching and coaching practices to meet the rapidly changing and growing demands of the world, how to adjust your program offerings to engage your students and prepare them for a highly virtual environment while keeping the connection with the self, creating their online leadership presence, and finding a sense of community. It's a must-read!

—Tatyana Gao, Harvard Kennedy School, Cambridge MA, USA

Leadership Blueprints is a much-needed reference and guide for anyone teaching, facilitating, or learning in the space of leadership. Sadhana Hall and her colleagues have created a paradigm-shifting resource that does not just describe leadership but demonstrates it and teaches it in a way to make meaningful and lasting change in any context.

—Stephen Gonzalez, Athletics Department, Dartmouth College, Hanover, NH, USA

This is a practical, accessible, and easy-to-adapt guide to creating group programming that supports mission. While specifically focused on leadership, I found the impact of the teachings as much in the process of running the program than in the content, and in fact you could adopt the lessons from this book for any material and model leadership development in the implementation.

—Christianne Hardy, Interim Director, Dickey Center for International Understanding, Dartmouth College, Hanover, NH, USA

Leadership must not only be about transmitting what you know—it must also be about admitting what you do not.

—Antonia Hoidal, pre-medical student, MLDP and RGLP alumna

An incredible synthesis of work. Great examples and session descriptions! Sadhana's writing voice makes me feel as if she is right there conversing with me about leadership!

—Sophia Koustas, Business Administration and Management, Southern New Hampshire University, NH, USA

This is a very comprehensive look at teaching leadership that adeptly weaves together personal stories and theoretically sound strategies. It is a very well written and helpful guide for teaching leadership.

—Shawn Martin, Head of Scholarly Communication, Copyright, and Publishing at Dartmouth Library, Dartmouth College, Hanover, NH USA

Leadership Blueprints fills the gap in leadership curriculum and provides an outlined method to create valuable leadership content designed in a tangible experiential format. The leadership curriculum within Leadership Blueprints is fundamental and should be adopted beyond higher education. Educators in middle and high school, community college, and technology and trade schools would benefit using the curriculum. Human resource training in all industries in the not-for-profit, for-profit, in higher education, and in local and national government should implement the leadership guidelines described in this book.

—Sarah I. Morgan, Program Manager, Experiential Learning, The Magnuson Center for Entrepreneurship, Hanover, NH, Dartmouth College USA

In this thorough and comprehensive work by an expert in the teaching of leadership, Sadhana Hall generously shares lessons learned and sketches blueprints for success—all with her own warmth, empathy, and clarity.

—John Mott, Judge, DC Superior Court and FYF Mentor, Washington, DC, USA

A comprehensive example of how to scaffold leadership education programs to meet students' needs throughout their college experience and a useful "blueprint" to intentionally create meaningful learning opportunities. In addition, Hall generously shares the Rockefeller Center's curricula, lessons learned, and insights on steps to take when adapting and adjusting to remote learning. This is an accessible and valuable resource for anyone who is interested in strengthening their leadership programs.

—Christie Navarro, Director, Center for Leadership Learning, Office of Undergraduate Education, University of California, Davis, CA, USA

In the chaos of navigating a "new normal," Leadership Blueprints masterfully charts a way to pivot program design with best practices and important considerations. An expert in her field, Sadhana Hall humbly charts her journey to creating excellent and effective programs for the Rockefeller Center. Her tangible passion is infused in the stories she tells, and it left me feeling inspired and in awe. I will certainly be utilizing this book as a guide for the programs I develop in my organization.

—Cameron Outlaw, Global Impact Director, P4H Global, Florida, USA

Sadhana Hall has worked for over 15 years at the Rockefeller Center to envision, design, implement, and evaluate a suite of undergraduate leadership programs that are second to none. In Leadership Blueprints, she patiently and thoughtfully guides the reader through her creative and analytical processes and shares the lessons and successes she has had. This book is key to unlocking a program of leadership development for young adults at a time when the need for better leadership has never been more pressing.

—Andrew Samwick, Former Director, the Nelson A. Rockefeller Center for Public Policy and the Social Sciences, Dartmouth College, Hanover, NH, USA

This is an accessible, practical, and engaging guidebook for those seeking impactful leadership insights, based on the wisdom of a seasoned practitioner directing one of the most significant and pioneering leadership programs.

—Devin Singh, Associate Professor of Religion, Hanover, NH, Dartmouth College, USA

This is a hands-on book that takes you on a journey of discovery on how to create an environment for learning, teaching, and realizing "leadership." It is a good source of inspiration for institutions across the world to rethink their work and contribution in these changing times.

—Tara Rao, Founder, ourGroundworks, Bangalore, India

This is truly a "blueprint" for how to approach, design, and evaluate an experiential leadership training program. The concept of leadership is grounded in theory and values. Models for conceptualizing programs, developing and improving programs, and engaging stakeholders are shared, as are specific examples of how these concepts, models, and values are used to develop each program and each class. Course outlines are provided to readers for their use, as well as a platform to stimulate their own creativity. Not only is this a useful book, but it is also an inspiring one. I highly recommend it to anyone charged with the responsibility of training others to be skilled leaders.

—Pamela Skyrme, President, Skyrme and Associates, Dunedin, FL, USA

At a time when the world is screaming out for new, better, and more diverse leadership, this is a book that can help educators prepare students to assume that role.

—Charlie Wheelan, Senior Lecturer and Policy Fellow, Rockefeller Center, Hanover, NH,
Dartmouth College, USA

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Foreword

By Gama Perruci

Since the 1980s, we have seen a dramatic increase in the number of leadership programs at the undergraduate, graduate, nonprofit, and for-profit levels. These programs offer a wide variety of approaches. They also reflect our increasing preoccupation with the development of thoughtful leaders who will have an impact at all levels of organizations, society, and the world. We know the *why* of leadership programming—we need more thoughtful leaders—but we also need more examples of the *how*—how to build an intentional and rigorous program that becomes effective in the fulfillment of its mission. *Leadership Blueprints* serves as a powerful “how to.”

When developing a leadership program, we are always confronted with the “how to” challenges. Leadership educators, leaders, or managers certainly bring energy and enthusiasm to the creative process, but that is not enough. When taking concrete steps toward the development of a leadership program (e.g., development of resources, attainment of institutional buy-in), we can benefit from others’ experiences and insights. While each program is unique in its own institutional context (e.g., small liberal-arts college, large state institution, nonprofit and for-profit organization), there are some common challenges that we all face (e.g., developing a mission statement, grounding the program in a clear theoretical framework).

In our book, *Teaching Leadership: Bridging Theory and Practice* (2018), Sadhana Hall and I introduced our respective programs (Dartmouth College’s Rockefeller Center and Marietta College’s McDonough Center) to show how the teaching of leadership can bridge theory and practice. In *Leadership Blueprints*, Hall goes a step further and invites her readers backstage. Through this book, we are given access to the tools that have made the Rockefeller Center so successful.

Hall invites her readers to “adopt, adapt, and adjust.” This book is not just the recounting of accomplishments; it comes from a position of generosity. It allows the reader to gain insights about the ways in which leadership programs can be thoughtfully constructed. As we develop our own programs, we can use *Leadership Blueprints* as a valuable resource.

The depth and breadth of the Rockefeller Center programs are truly impressive. They range from the individual (First-Year Fellows Program) to the global (Rockefeller Global Leadership Program) levels. Underlying the different levels is the focus on how students can be impactful in their organizations, communities, and beyond. The programs also take into consideration where the students are in their own leadership-development journey. The First-Year Fellows are carefully mentored as they make the transition to college life. In contrast, the Rockefeller Leadership Fellows Program focuses on undergraduate participants who are in their final year of college.

Leadership Blueprints also has an element of self-reflection. The book is an excellent example of how institutions can strive toward continuous quality improvement. Assessment has become a prominent feature in American higher education. This book can be used as a guide to help us think through the key questions that an evaluator would ask when assessing a leadership program. As Hall examines the components of her programs, she is also engaging in a process of self-evaluation. When reading this book, therefore, you need to consider how she is modeling the very mindset that one expects when educators or practitioners seek to improve their own practices.

Developing a rigorous leadership program is not an easy task. It requires careful attention to the quality and quantity of programming and activities. There is no magic bullet. However, we can benefit from the experiences of others. *Leadership Blueprints* will serve as an excellent “how-to” guide to your creative process.

Gama Perruci, Ph.D.
Dean
McDonough Leadership Center
Marietta College
Marietta, Ohio

Acknowledgments

*We must find time to stop and thank the people who
make a difference in our lives.*

—John F. Kennedy

“A good idea becomes a great idea when it has the input of many because it combines many perspectives.” Gama Perruci and I said this in our co-authored book, *Teaching Leadership: Bridging Theory and Practice*. This second book, *Leadership Blueprints*, also represents the thoughts and ideas of many program participants, program alumni, speakers, and facilitators, faculty, and staff. There are countless people I would like to recognize and thank for helping me to think about my own contributions to the fields of management and leadership. I am acknowledging a few of you who have helped me to bring this book to fruition.

First and foremost, I acknowledge the former director of the Rockefeller Center, Andrew Samwick. You have supported and encouraged me to achieve so much in over a decade of our work together.

Thank you, too, Jason Barabas. As the incoming director of the Center, you have also provided support and feedback in these past few months. I look forward to working with you to continue all the good work that is done through our leadership programs.

Hannah Andritsakis, Joanne Blais, Robert Coates, Robin Frye, Laura Hemlock, Eric Janisch, Joanne Needham, Lynn Spencer, and Leslie R. Wagner-Ould Ismail: Our thought-provoking conversations about how we can improve our leadership programs at the Center are inspiring! It is such a pleasure to work with all of you. I also acknowledge former colleagues at the Rockefeller Center who have worked with me to develop and implement these programs.

To all the speakers—thank you. Each session description acknowledges you for your hard work. But the conversations with you and your willingness to further strengthen the sessions made me grow intellectually—as a person and as a professional. Your work shines through our programs and creates the basis upon which program participants discover their potential to manage and lead.

Thank you, Gama Perruci, for writing the foreword! It continues to be a pleasure for me to work with you. To all manuscript reviewers and readers: Your experiences range from higher education, government, K-12 education, nonprofit, and for-profit management. Your expertise in areas such as leadership development and education, leadership training, coaching, and entrepreneurship shaped the book in the form it is today. I appreciate your enthusiasm, your input, and your willingness to assess whether this book can be adopted, adapted, or adjusted in your different fields. Without your thoughts, it would have been nothing but a figment of my imagination! So,

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Finally, Katie Dunn and Chris Burgess, 2020 was a year we will never forget. Katie, you pushed me to write this book by asking me to turn my “talk into action.” Sadly, you are no longer with us and I miss our conversations every single day. Wherever you are, please know that you will live in my heart forever.