What is Leadership?

The Value of "Skin in the Game"

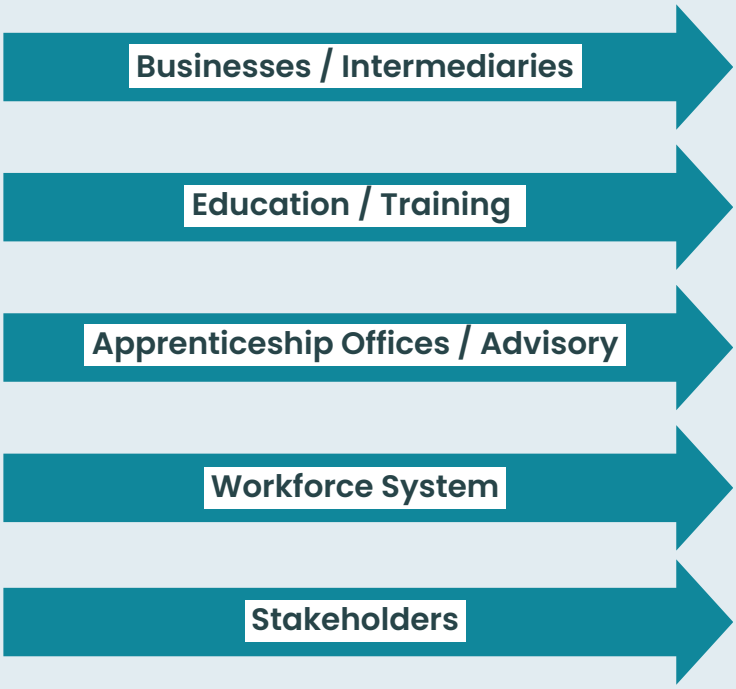
Words like **leadership** and **collaboration** have become so common in our vernacular that they come to have different meanings for the many different people using them. This is important as we consider the investment of representatives of key 'drivers" important to the success of any initiative. Businesses, education providers, workforce systems, apprenticeship offices and stakeholders may "advise" activity in apprenticeship programs or have an expectation implied in the leveraging of their resources or expertise, but is that enough to ensure that the activity of an apprenticeship will successfully meet common objectives for all drivers? If the desired outcomes of apprenticeship activity match those of each driver, and the energy of each driver is engaged in alignment in meeting those outcomes, there is a convergence that occurs and success for one driver equals success for all, which also becomes a path for sustainability.

Achieving that convergence is more likely when the key representatives of all drivers are engaged in a leadership role in planning and implementation apprenticeship activity. Here are basic definitions of "leadership" and what it is to be "leveraged" that may support future planning in apprenticeship.

Leadership Role

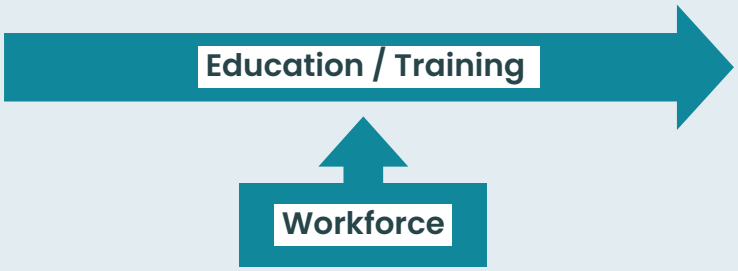
When a driver as an entity establishes objectives in an area of focus, to expand apprenticeship as a strategy to meet business objectives, and plans to meet those objectives using expertise and resources available, it assumes a leadership role.

Each Driver can work independently of the others, or they can work together. When multiple drivers in leadership roles set objectives and implement strategies together, we recognize them as being **Aligned** in their effort. There may be cases in which the Apprenticeship Office and Apprenticeship Advisory Boards are so integrated in their Leadership with the Workforce System, that they are very close to being recognized as a single driver instead of two. One product of this level of alignment is that the expertise related to apprenticeship is readily available in AJCs, to support businesses in using the strategy, and fully engage job seekers in apprenticeship opportunities.



Leveraged Role

The benefit to communities when all 5 drivers assume a leadership role is in the aligned movement of the expertise and experience of them all. There are examples of systems in which drivers defer their leadership role to others. When this happens, they may assume a "leveraged-role" in which the other drivers will access them for their resources, but not their expertise in planning and implementation. This has been shown to work, but it is important to recognize how the system is driven, roles for each driver, and the leadership reflected. There is less confidence that a "leveraged" entity will benefit from an activity "led" by others – or contribute to the success of that activity in a meaningful way.



These definitions and descriptions created for a draft alignment toolkit for the Department of Labor's System Alignment and Strategic Partnership Center of Excellence alignment and assessment toolkit.