



INFORMATION BROCHURE

2024 - 2025

STERLING LEADERSHIP FELLOWS



ELEVATE YOUR LEADERSHIP JOURNEY
BOOST ORGANIZATIONAL PERFORMANCE
EXPERIENCE APPLIED LEARNING
CONNECT WITH A LEARNING
NETWORK OF VISIONARY LEADERS.

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Program Overview

Purpose and Benefits

To offer a leadership development program centered on Sterling Core Values and Concepts, forming relationships with and learning from Florida Governors Sterling Award and Georgia Oglethorpe Award recipients, their senior executives, and other expert topic presenters. Participants will benefit from:

- Accelerated leadership development.
- In-depth learning from world-class organizations and their senior executives.
- Relationships with other executives that will benefit Fellows now and into the future.
- Knowledge of the Sterling Framework and Criteria for Performance Excellence and the impact of systems thinking on organizations.
- Personal visits with role-model organizations and their senior executives.
- A deeper understanding of leadership, strategic planning, sustainability, core competencies, customer engagement, employee engagement, integration of processes, plans, resources, and goals, and measuring the right things.
- Focus on Sterling Core Values and Concepts.
- Ongoing virtual meetings/conference calls to enhance opportunities to learn and share.
- Relationships with the cadre of Fellows, who possess expertise often sought by others.
- Coaching and Mentorship by Sterling experts.

Program Components

Interaction with Successful Senior Executives

In multiple venues, Sterling Leadership Fellows meet with visionary leaders who have achieved exceptional business results. On-site, small-group workshops with senior executives from Florida Governors Sterling Award and Georgia Oglethorpe Award recipient organizations allow Fellows to learn how the senior executives have led their organizations effectively. In addition, the Annual Sterling Conferences in 2024 and 2025, the South Florida Sterling Summit, and virtual sessions provide formal and informal opportunities to network with senior executives from various successful organizations.

Workshops with Role-Model Organizations

Core Value-themed on-site sessions at Florida Governors Sterling Award and Georgia Oglethorpe Award recipient organizations focus on different components of a successful leadership and management system. At each workshop, Fellows learn how senior leaders have set a vision for and achieved success aligned with Sterling Core Values and Concepts across their organizations, see the impact of a systems perspective on organizational success, and tour the organizations' facilities. A vital component of the workshops is the opportunity to raise and discuss questions and issues with senior leaders, other experts, and Fellows.



Individualized Learning Objectives and Plan

In collaboration with program staff, each Sterling Leadership Fellow develops a set of individualized learning objectives and a plan for achieving them based on the Fellow’s own needs and the needs of the sponsoring organization. The capstone project reflects this individualized learning and development. Personalized feedback and guidance are also available throughout the fourteen-month Fellowship.

Organizational Profile

Fellows will develop their sponsoring Organizational Profile or update a currently existing Profile, understanding the organization's context and identifying the pressures and influences affecting the organization and its environment.

Personalized Capstone Project

Each Fellow develops a capstone project addressing a strategic issue or need that is significant to the sponsoring organization and identified in the Organizational Profile. The project integrates and applies learning from the program sessions, other members of the Fellows cohort, and award-recipient senior executives. Each Fellow will present information on progress at each session (beginning in June 2024) and provide a presentation on the results of their capstone project at the final session. Each Fellow will document their Capstone Project in a visual storyboard for entry into the Sterling Storyboard Showcase at the Sterling Annual 2025 Conference.

Orientation to the Sterling Excellence Framework, Criteria, and Core Values and Concepts

Fellows participate in a pre-conference workshop as an orientation to the Sterling Excellence Framework focusing on specific Criteria categories. In addition, each virtual or in-person session is themed to the core values and reinforced by presentations and workshops. From senior executives of role-model organizations, Fellows learn how executives have applied the framework and concepts to improve their leadership effectiveness and their organizations’ business results. The focus is on concepts of strategic significance.

Sterling Annual Conferences and South Florida Summit

Sterling Leadership Fellows will participate in the Sterling Annual Conferences in 2024 and 2025. Fellows will participate in the Managing for Excellence Certification Track in 2024 and the Leadership Track in 2025. They will also be invited to the 2025 Executive Round Table event to network with and learn from other senior executives who are experienced in using the Sterling Framework and Criteria for performance excellence. Additionally, Fellows will attend the Sterling South Florida Summit to meet and interact with senior executives and others from award-recipient organizations. They will hear presentations to learn how to apply Sterling principles to achieve excellence.

Peer Learning

Sterling Leadership Fellows have multiple opportunities to build a network of relationships with others in their cohort for mutual learning and support. Fellows participate as a group in six in-person sessions (including the Conference and Summit) and eight virtual sessions themed to the Sterling Core Values and Concepts focusing on critical areas of success for leaders. In



addition, Fellows exchange ideas and opinions as they wish through both synchronous and asynchronous discussions.

Expectations for Completion of the Program

The Sterling Leadership Fellows alumni are an elite group committed to performance excellence, improving their own organizations, and sharing with the Fellows' network to help others succeed. Therefore, the program has certain expectations of its participants to graduate:

- Attend sessions
- Participate in meetings and small-group settings by asking questions, offering feedback, volunteering to share, etc.
- Hold confidential proprietary and personal information that you hear from other Fellows, but do share best practices learned at meetings with your organization
- Complete a capstone project, presentation, and storyboard before Graduation.



Code of Ethical Conduct

Members of the Sterling Leadership Fellows Program pledge to uphold all applicable legal requirements and ethical principles during all activities associated with participating in the Fellows Program.

Fellows will be guided by four principles intended to enhance the sharing and learning of all parties: integrity, professional conduct, confidentiality, and respect for intellectual property. In promoting high standards of ethical conduct, they will

- conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions
- avoid discussions or actions that might lead to, or imply an interest in, restraint of trade: market or customer allocation schemes, price fixing, dealing arrangements, bid rigging, bribery, or misappropriation
- avoid sharing information that their organization considers proprietary and protect the confidential information of others
- in any sharing exchange, be willing to provide the same level of information that they request
- Upon completing the Sterling Leadership Fellows, you can use the designation Sterling Leadership Fellow. Fellows may use the Sterling Leadership Fellows logo (e-mailed to them upon program completion) on business cards, résumés, and other personal promotions; however, they may not use The Sterling Council logo in any personal or professional communication or materials.

For specific questions or guidance, please get in touch with your employer’s legal counsel.



Program Calendar

The **boldface** indicates an on-site session. All Times Eastern. Dates subject to variation.

Date and Location	Activity*	Content
April 30, 2024, Virtual	Kickoff	Introduction to Sterling Core values and Concepts; Introduction to Organizational Profile
May 28-31, 2024, Hyatt Regency Orlando, FL	2024 Pre-conference and Annual Conference and Banquet	Pre-conference workshop Criteria 101; Registration in Managing for Excellence Certification Track; Board Reception
June 25, 2024, Virtual	Theme: Visionary leadership	Networking; Leader vs. Manager presentation; Organization profile presentations from Fellows with feedback; Capstone Project Selection
July 23-24, 2024, Marietta, GA	Theme: Systems Perspective	Networking Dinner; Systems Perspective presentation; WellStar Health System Role-Model Strategic Planning; Capstone Project framework presentation and Sample; Performance improvement Training
August 27, 2024, Virtual	Theme: Agility and resilience	Networking; Agility and resilience presentation; Capstone project Proposal, updates and feedback
September 25, 2024, Virtual	Theme: Managing by Fact	Networking; Managing by Fact presentation; Capstone project updates and feedback
October 22-23, 2024, Tampa, FL	Theme: Customer-Focused Excellence	Networking Dinner; Customer-Focused Excellence presentation; USF Credit Union Role-Model Customer Service Activity; Capstone project updates and feedback
November 19, 2024, Virtual	Theme: Organizational Learning	Networking; Organizational Learning presentation; Capstone project updates and feedback
December 10, 2024, Virtual	Theme; Focus on Success & Innovation	Networking; Focus on Success & Innovation presentation; Capstone project updates and feedback
January 22-23, 2025, Miami, FL	Theme: Valuing People	Networking Dinner; Sterling South Florida Summit; Valuing People presentation; Miami-Dade Parks & Recreation Role-Model Valuing People Activity; Role Model Tour; Capstone project updates and feedback
February 18, 2025, Virtual	Theme: Societal Contributions	Networking; Societal Contributions presentation; Capstone project updates and feedback



Date and Location	Activity*	Content
March 25, 2025, Virtual	Theme: Ethics & Transparency	Networking; Ethics & Transparency presentation; Capstone project updates and feedback
April 29-30, 2025, Central Florida	Theme: Delivering Value & Results	Networking Dinner; Delivering Value & Results presentation; Role-Model Delivering Value & Results Activity; Role Model Tour; Final Capstone project presentation and feedback
May 28-31. 2025, Hyatt Regency Orlando, FL	Graduation; 2025 Annual Conference and Banquet	Registration in Leadership Certification Track; Board Reception; Cohort 1 and 2 Round Table and Reception Networking Event; Graduation Ceremony; Executive Round Table



Logistics and Pertinent Information

Please mark your calendars for the events listed in the program calendar above. Logistics details will be provided in advance of each session.

Sterling Leadership Fellows Investment Fee: \$12,000

(Inquire for Available Payment Options)

Fee Includes:

- 14 Monthly Sessions
 - Six In-Person
 - Eight Virtual
- Program Materials
- Full 2024 Annual Conference Registration, including Annual Sterling Awards Banquet
- 2024 Pre-Conference Registration
- Full 2025 Annual Conference Registration, including Annual Sterling Awards Banquet
- 2025 Invitation-Only Sterling Executive Round Table
- 2025 South Florida Summit Registration
- Networking Dinners & Receptions
- Unlimited Telephone Support
- Support to develop or update the Organizational Profile of the Home Organization
- Support for developing and completing Capstone Project addressing the strategic needs of home organization.
- Opportunity for knowledge sharing with co-workers and teammates at home organization.
- Process improvement training.
- Exposure to regional Role Model Organizations.
- Presentations from and discussions with Role Model Leadership Experts.
- Fellows Mentoring and Coaching from Sterling Master Examiners



- Graduation and Sterling Fellows Certification
- Sterling Fellows Alumni Network Access

On-Site Sessions

- Transportation, lodging, and meals** are the responsibility of individual Fellows. Meal exceptions include continental breakfasts, networking lunches and receptions with each Sterling Annual Conference and South Florida Summit, and networking dinners at the start of each in-person session. As able, The Sterling Council will arrange hotel availability and discounts in each in-person venue.
- Arrival and departure times:** Ensure you arrive at each on-site session in time to check in, join the group at the arranged times, and attend the events. Please plan to stay until the actual end time for each in-person session.
- Networking Dinners:** For most sessions, the Fellows program will arrange a time and place to meet the evening before the meeting for networking.



Capstone Project

Purpose

The leadership capstone project is intended to support you in driving a strategic results improvement with significant, systemic impact in your organization. You will accomplish this by integrating Sterling concepts and the best practices of Award recipients that you learned throughout your experience in the Sterling Leadership Fellows Program.

Description

In collaboration with your sponsor, you will identify and define a problem or issue that originated in what you learned when completing the Organizational Profile, develop an approach that taps the learning and leadership skills you gain from the Fellows Program, and produce actionable results. Sterling mentors and coaches will serve as advisers during the project.

You will design your capstone project to fit your interests, leadership focus, and your organization's distinctive needs. Most likely, your project will require substantial personal effort and incorporate the work of others under your direction. The project, or a well-defined portion of it, must be achievable within the time frame of the Fellows Program. You will

- Identify a problem or issue originating in the Organizational Profile.
- Define clear goals and specific objectives.
- Create a team at your home organization to work with you on the project.
- Develop a detailed proposal with a timeline for completion.
- Conduct primary and secondary research as needed.
- Perform quantitative and qualitative analyses.
- Develop and test solutions.
- Formulate options and recommendations.
- Produce a written product for your organization.
- Deliver a 15-20-minute presentation at the Fellows April 29-30, 2025, in-person session written with a focus on your intended audience (e.g., board of directors, employees).
- Develop a storyboard and deliver a more detailed presentation within your organization.

Preparing for the Project (June 2024)

It would be best to begin planning your capstone project by reviewing your organization's current Profile to identify a strategic challenge or issue that significantly impacts organizational results. In collaboration with your sponsor, you should select the focus of your capstone project before the in-person session on July 23-24, 2025.

Developing Your Proposal (June-August 2024)

Be sure to develop your ideas and write the proposal with your sponsor, who will be asked to approve and commit to supporting the project. Obtain input from the Sterling staff and

mentors/coaches, as appropriate. Once you have agreed, write a project proposal for submission to the Fellows Program. Be brief but specific, with measurable goals. In your proposal,

- Describe what the project will entail, how it relates to one or more of your organization’s strategic challenges, advantages, core competencies, or strategic issues, and how you will do so. Please describe the problem and briefly describe the phases in the project and their time frames.
- Describe the desired outcome.
- Identify your home organization team which will work with you on this project.
- You will submit the written plan to Sterling staff and present a brief overview to the other Fellows at the August 2024 virtual session.

Reviewing the Proposal and Project (August 2024 and ongoing to April 2025)

A critical source of learning during the capstone project is the substantial individualized feedback you will receive. You will benefit from regular feedback on all aspects of the project and its implementation and from the opportunity for self-assessment.

The feedback process begins in the design phase of the project. As you design your project and develop your proposal, you will receive significant input from your sponsor, Sterling staff, mentors, and coaches. You will provide a brief update presentation to the cohort at each following session to gain outside perspectives throughout the project. It is suggested your presentation answer the questions shown in the format below. At the April 29-30, 2025, in-person session, you will present your final project results to the other Fellows. You will develop a Storyboard for entry into the Sterling Storyboard showcase at the 2025 Annual Sterling Conference.



Deliverables

For Session...	Task	Deliverable	Due
April 30, 2024	<input type="checkbox"/> N/A	<input type="checkbox"/> N/A	<input type="checkbox"/> N/A
May 28-31, 2024	<input type="checkbox"/> View Sterling Organizational Profile series on YouTube (links on the last page of this Information Packet).	<input type="checkbox"/> Complete viewing Organizational Profile series	<input type="checkbox"/> May 28, 2024
June 25, 2024	<input type="checkbox"/> Complete your Organization's Profile	<input type="checkbox"/> Completed Organizational Profile	<input type="checkbox"/> June 25, 2024
July 23-24, 2024	<input type="checkbox"/> Select focus of Capstone Project (i.e., strategic challenge or potential new system/process design with strategic impact on organization).	<input type="checkbox"/> Capstone Project Topic Selection	<input type="checkbox"/> July 23, 2024
August 27, 2024	<input type="checkbox"/> Draft initial Capstone Project plan/proposal.	<input type="checkbox"/> Project plan/proposal. <input type="checkbox"/> Present Plan to cohort using "Capstone Project: Format for Updates" questions above.	<input type="checkbox"/> August 27, 2024
September 25, 2024	<input type="checkbox"/> Continue Implementation of Project Plan	<input type="checkbox"/> Update Presentation	<input type="checkbox"/> September 25, 2024
October 22-23, 2024	<input type="checkbox"/> Continue Implementation of Project Plan	<input type="checkbox"/> Update Presentation	<input type="checkbox"/> October 22, 2024
November 19, 2024	<input type="checkbox"/> Continue Implementation of Project Plan	<input type="checkbox"/> Update Presentation	<input type="checkbox"/> November 19, 2024
December 10, 2024	<input type="checkbox"/> Continue Implementation of Project Plan	<input type="checkbox"/> Update Presentation	<input type="checkbox"/> December 10, 2024
January 22-23, 2025	<input type="checkbox"/> Continue Implementation of Project Plan	<input type="checkbox"/> Update Presentation	<input type="checkbox"/> January 22, 2025

February 18, 2025	<input type="checkbox"/> Continue Implementation of Project Plan	<input type="checkbox"/> Update Presentation	<input type="checkbox"/> February 18, 2025
March 25, 2025	<input type="checkbox"/> Continue Implementation of Project Plan	<input type="checkbox"/> Update Presentation	<input type="checkbox"/> March 25, 2025
April 29-30, 2025	<input type="checkbox"/> Complete Implementation of Project Plan	<input type="checkbox"/> Completed Plan and Presentation. Present your capstone project (25 minutes, followed by brief discussion). Please include these elements: <ul style="list-style-type: none"> ○ Organizational Profile context ○ Problem statement ○ Strategic significance to Organization. ○ Relevant areas of the Sterling Framework and Core Values you considered. ○ Discoveries, obstacles, solutions. ○ Project result. 	<input type="checkbox"/> April 29, 2025
May 28-30, 2025	<input type="checkbox"/> Complete Project Storyboard for entry to Sterling Storyboard Showcase	<input type="checkbox"/> Completed Storyboard	<input type="checkbox"/> May 28, 2025



Roles and Responsibilities for the Capstone Project

As an organization sponsor ...

You support the Sterling Leadership Fellow by ...

- participating in the selection of the project and project team.
- ensuring that the Fellow has sufficient resources to complete the project.
- serving as a sounding board for ideas.
- offering insights and advice.

Your organization gains ...

- attention to and potential solutions for a strategic issue facing your organization.
- The leadership skills, knowledge, and insight gained by the Fellow, with potential knowledge transfer to the project team and others in your organization.

To be a successful sponsor, you need to ...

- participate in discussions with the Fellow to identify the project, its expected outcomes, and the expected learning for the Fellow and project team members.
- provide periodic feedback.
- commit to helping the Fellow achieve project goals.

As a Sterling Leadership Fellow ...

You support your own development by ...

- applying your learning from the Fellows program to a project with the potential for significant impact on your organization.
- listening to the thoughts and experiences of your sponsor and project teammates and sharing your own.

You gain ...

- insights and counsel on an area of critical interest to you and your organization from experienced senior executives, your fellow participants, Expert presenters, and Sterling staff.
- an opportunity to apply Sterling concepts to an issue within your organization.
- accelerated professional development with relevance to your organization.

To benefit from the project, you need ...

- the desire and initiative to tackle a significant issue within your organization.
- the personal responsibility to execute the project plan.



Meeting with Your Sponsor on the Capstone Project they sponsor

Sponsor

Before you meet with the Fellow, consider

- your organization’s needs, current issues, and areas for improvement.
- your expectations for the project.
- your expectations for the Fellow.
- your ability to support the Fellow.
- the Fellow’s goals for participating in the program.

During the initial meeting, you might explore

- what the Fellow’s background, experience, and strengths are that could be best applied to a capstone project.
- what business impact and learning objectives the Fellow wants to achieve.
- what the Fellow thinks may inhibit achievement of the goal(s) of the Fellows Program.
- what the Fellow needs to remove those inhibitors.
- where the Fellow thinks he or she needs the most help.
- which one or two things would ensure a positive capstone project experience for the Fellow.

Sterling Leadership Fellow

Before you meet with your sponsor, consider

- your goals, expectations, and learning objectives.
- Whether an Organizational profile already exists and whether it needs to be updated.
- potential projects and their impact, possibly based on answers to questions in the Organizational Profile or on an internal organizational tool, such as a balanced scorecard.
- support you may need from your sponsor including creating a project team.

During the initial meeting, you might explore

- the sponsor’s ideas for a project with potential for a significant impact on the organization.
- the sponsor’s general expectations of the people he or she sponsors, if applicable.
- help that the sponsor can provide in mitigating obstacles or the like.



Sterling Organizational Profile Series YouTube Links

Part 1: <https://www.youtube.com/watch?v=8qKoDnY-REM&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=1&t=4s>

Part 2:
<https://www.youtube.com/watch?v=6h6N0Vc61Lc&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=2>

Part 3:
<https://www.youtube.com/watch?v=SlgTNG3xppc&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=3>

Part 4:
<https://www.youtube.com/watch?v=NIXMzNxz58Y&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=4>

Part 5:
https://www.youtube.com/watch?v=v2TO_iEUevE&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=5

Part 6:
<https://www.youtube.com/watch?v=BWyU1eeh3ZA&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=6>

Part 7:
<https://www.youtube.com/watch?v=XsUtfCGurnc&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=7>

Part 8:
<https://www.youtube.com/watch?v=GtEjxqgsWec&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=8>

Part 9:
<https://www.youtube.com/watch?v=FKmRJysfDWA&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=9>

Part 10: <https://www.youtube.com/watch?v=LifApc4sV-c&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=10>

Part 11:
<https://www.youtube.com/watch?v=qlpyXoxhPCQ&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=11>

Part 12:
<https://www.youtube.com/watch?v=mZYf1sa4nDI&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=12>

Part 13:
https://www.youtube.com/watch?v=oU_pZrzs0MY&list=PL6hk46p1g7bQtxvGIWjKsy4k7AO9aNDAx&index=13