

The Mid-Level Enrichment (MLE) Program



Overview

Mid-level leaders serve as vital links between executives and frontline team members, and investing in the development of their business acumen, coalition-building, and strategic thinking yields significant benefits. The Mid-Level Enrichment (MLE) program spans 15 weeks, offering mid-career leaders (GS-13 to GS-15) exposure to specialty areas like Financial Management, Acquisition & Contracting, and Data Analytics, alongside experiential opportunities to develop leadership skills that are relevant for federal employees. The MLE program aims to foster cross-functional leaders capable of seamless transitions within and across agencies. Featuring in-person sessions and concluding with a service project, learners undergo a structured journey from *learning* about leadership to *being* leaders. Emphasizing OPM's Executive Core Qualifications (ECQs), the MLE program uses adult-learning principles, augmented by positive organizational psychology, to equip graduates with advanced skills to shape organizational culture, make strategic decisions, and guide others during complex challenges.



Audience

The MLE program is designed for managers in GS-13 to GS-15 levels. Ideally, learners bring with them 3–5 years of management experience and completion of an in-agency leadership development program (LDP) or federally-focused leadership certificate program. Cohorts are formed from learners within an agency, which allows for tailoring of the experience to the agency's specific needs.

SoFLE has leadership programs for other GS levels.
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Why This Matters

Federal agencies need cross-functional leaders who can seamlessly navigate within, and between, agencies to facilitate relationship building and information sharing. At the individual level, mid-level leaders need portable and broadly applicable skills that empower them to be more strategic, decisive, and influential in leading people and driving business outcomes in different contexts.

At the agency level, mid-level leaders play a crucial role in driving innovation and fostering accountability within their agencies, leading to more effective solutions and enhanced performance. Equipped with more personal and professional resilience, MLE program graduates can more effectively contribute to agency success by adeptly managing conflict, promoting inclusion and belonging, and facilitating consensus building.



*For more information about applications, travel, logistics, and other MLE program details, visit [SoFLE.ManagementConcepts.com/MLE](https://www.sofle.com/ManagementConcepts.com/MLE) or call **800.506.4450**



Customizable Program Elements

The MLE program features elements specifically designed to address both the individual learner and the agency's challenges. These program elements allow Management Concepts to customize the program to address the learner's and agency's needs.

Agency Level – Action Learning Project

Throughout the program, learners will focus on an agency-specific issue, chosen in collaboration with the agency's program sponsor. Using the Action Learning methodology, learners will actively engage with the agency-specific issue under the guidance of a certified Action Learning Coach. This project will culminate in a final presentation back to the agency's program sponsor, featuring the cohort's findings and recommendations.

Agency or Individual Level – Service Project

Depending on the agency's preferences and policies, the cohort or individual learners choose a service project. The service activity aims to reinforce leadership skills for individual learners as well as provide an agency-wide perspective on leadership. It's important to note that the service project, whether chosen by the agency or individual, must be compliant with the agency's guidelines and OPM's policies.

Individual Level – Independent Research Assignment (IRA)

Each learner selects a thought leader, and conducts research into their methodologies, teachings, and messages. This involves reading blogs, listening to podcasts, and watching videos and recorded presentations. The insights gained from this research contribute to the IRA and offer the learner valuable opportunities to apply their findings in both their professional and personal lives. At the end of the program, learners will craft a paper based on their research findings, which they will present to conclude the program.

Program Outcomes

- » **Become a skilled negotiator and confident leader in conflict resolution**, effectively bridging the communication gap between senior management and technical/operational teams.
- » **Develop a deep understanding of your leadership style**, leveraging insights from assessments, executive coaching, and independent projects to enhance your leadership effectiveness.
- » **Demonstrate the transformative power of leadership** by building coalitions through community service, group activities, and observing the resulting positive changes.
- » **Master business acumen**, formulating a robust action plan that incorporates exposure to best practices in acquisition, financial management, strategic planning, and data analysis.
- » **Lead organizational change with confidence**, gaining practical experience that boosts your capability and confidence in steering transformations within the organization.

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Quick Facts



Length

15 weeks in length, featuring approximately 190 hours of live instruction and facilitation (in-person and virtual instructor-led (vILT)), executive coaching, job shadowing, Action Learning, service project, and independent study. Program includes one 3-day and one 2-day in-classroom sessions held at either the client location or Management Concepts' Washington, D.C. facility.



Prerequisites and Application Requirements*

Prerequisites:

- 3-5 years of management experience
- Completion of an in-agency LDP or federally-focused leadership certificate program

Application Requirements:

- Learner's application essay
- Letter of commitment



Facilitator and Faculty

Several facilitators with experience in the federal workplace will facilitate hands-on experiential activities and small group projects. Learners also meet one-on-one (1:1) with their ICF-credentialed executive coaches.



Assessments

- Pre- and Post-Competency Assessments (based on the MLE's OPM-Aligned Executive Core Qualifications)
- Hogan Personality Inventory (HPI)
- Hogan Development Survey (HDS)
- Envisia EIV 360



Delivery Methods

In-person and virtual instructor-led (camera and microphone required), and independent study.



Tuition

MLE is available for private group training only.

Please call **800.506.4450** for pricing.



Class Size

Up to 24 learners; 1:24 ratio with facilitators.



Program Pre-Work

- Envisia EI 360 assessment



Deadlines












Learners' application essays and letters of commitment must be received no less than 6 weeks prior to cohort kickoff. Funding documents and final participant roster must be received no later than 4 weeks prior to desired program start date, and to guarantee cohort kickoff date. This is due to the amount of time normally required for learners to complete assigned pre-work (including assessments).





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High-Level Program Timeline

Application Deadline	6 weeks prior to cohort kickoff	Learner essays and letters of commitment must be received no less than 6 weeks prior to cohort kickoff date.*	
Registration Close Date	4 weeks prior to cohort kickoff	IMPORTANT: Funding documents and final participant roster must be received by this date to begin program and guarantee cohort kickoff date. Welcome email sent to learners outlining travel and assessments directions.	
Cohort Kickoff	Program Start	60 minute vILT program orientation for all cohort learners and primary facilitator; independent study	
Build Cohesion/ Focus on Leadership	Week 1	3 consecutive in-person classroom days at client site or Management Concepts' Washington, D.C. classroom facility.* Includes: 1-hour executive coaching session and classroom instruction	
Apply Learning/ Focus on Specialty Area	Weeks 2–3	Week 2: 4 hours of independent study and action learning (throughout the week) Week 3: 1-day vILT	
Apply Learning/ Focus on Application	Weeks 4–5	Week 4: 8 hours of independent study and job shadowing (throughout the week) Week 5: 2-day vILT	
Grow Cohesion/ Focus on Leadership	Weeks 6	1-day assessment debrief (vILT), 2-day vILT, and 1-hour executive coaching session	
Increase Knowledge/ Focus on Specialty Area	Weeks 7–8	Week 7: 8 hours of independent study and job shadowing (throughout the week) Week 8: 1-day vILT	
Continue Agency Mission/Focus on Application	Weeks 9–11	Week 9: 8 hours of independent study and job shadowing (throughout the week) Week 10: 2-day vILT Week 11: 8 hours of independent study and job shadowing (throughout the week)	
Increase Knowledge/ Focus on Leadership	Week 12	3-day vILT	
Share Best Practices/ Focus on Leadership	Weeks 13–14	Week 13-14: 8 hours of independent study, action learning, and final executive coaching session	
Share Key Learnings/ Focus on Application	Week 15	2 consecutive days in classroom. Includes: group activities, Action Learning and IRA presentations, and graduation.	
MLE Content Availability Ends	One year after program completion	MLE materials will be available on our learning platform for one year after program completion.	

 **Live In-Person** classroom activities are held on consecutive days. In-classroom portions of the program are required for all learners.

 **Self-Guided Study** are important activities to be completed by learners alone using the MC Learning Hub. Not a live, virtual, or face-to-face activity.

 **vILT is live**, online/virtual instructor-led training and facilitation. Attendance in vILT sessions is required of all learners.

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