



Emerging Leaders and Senior Leaders Institutes

Emerging Leaders Institute Letter of Recommendation Tips

The Emerging Leaders Institute (ELI) is a cohort-based leadership development program designed to prepare future leaders in Minnesota state government. ELI is a highly competitive program and requires employees to submit a well-written application, along with a letter of recommendation from the applicant's chain of leadership, submitted on agency letterhead, and signed by the applicant's supervisor, director, manager, or senior leadership team.

The letter of recommendation is highly considered as part of MMB's selection process. It can make or break an employee's chance at participating in the program. It is important the letter of recommendation is well thought-out and outlines the employee's commitment to the program.

Tips for Leaders Supporting a Prospective ELI Applicant

- Ensure letter of recommendation is written on your agency's letterhead.
- Describe the applicant's job title, how you supervise them, and their role in the organization.
- Provide **specific examples** of their abilities and work ethic.
 - The letter of recommendation will give the enterprise-wide selection panel facilitated by MMB a chance to learn about the employee's specific skills, contributions to the state, leadership abilities, and commitment to Diversity, Equity, Accessibility, and Inclusion.
- Provide support for their dedication to the program and outline how they will apply the information they learn in the ELI program to the agency and the state.
- Be specific; elaborate on applicant's strengths, traits, and skills.
 - Think back to specific projects, or a time when the applicant took the lead on something specific.
 - The more specific facts you have about the applicant's work, the more compelling your letter of recommendation will be.
- Be professional, yet approachable. Your relationship with the applicant and your regard for them should be evident in your writing's tone.
- Ensure the letter of recommendation is signed before returning it to the applicant.