

# **The Leadership Challenge® — Certified Master Program**

## Description

The designation of Certified Master exists to support and maintain the standard of excellence linked with the work of James M. Kouzes and Barry Z. Posner, The Leadership Challenge® brand, and the authors' commitment to liberating the leader in everyone. The Certified Master label indicates the highest level of expertise in all applications of The Leadership Challenge model. Just like the designations of mastery in other fields (M.D., Ph.D., J.D.), the Certified Master status is granted to those who demonstrate over time a commitment to, and a deep mastery of, The Five Practices of Exemplary Leadership® and the Leadership Practices Inventory (LPI). This commitment and mastery is evidenced through high level delivery and facilitation of workshops, LPI coaching competence, a wide range of organization development experiences, established client credibility, a global mindset, and a collaborative, curious spirit that leads to ongoing, innovative product development.

Candidates for this program have already established a level of interest and experience with The Leadership Challenge and the Leadership Practices Inventory (LPI). Evidence of this may be, but is not limited to, authorized Certification from Leadership Challenge Training Partners in The Leadership Challenge® Workshop facilitation.

The Certified Master Program is designed to provide opportunity and guidance for those who wish to pursue the top level of mastery. All candidates will be required to demonstrate expertise in the competency areas described above. Candidates may choose an area of specialization (Workshop Facilitation, Coaching, or Consulting) that aligns with their professional and personal goals. Their Certified Master program plan will be designed to provide the opportunity and guidance required to support the development of that area of expertise while also providing opportunity to demonstrate mastery in the other areas required.

## Benefits

The designation of Certified Master offers the general public a mechanism by which they can distinguish the skill level of The Leadership Challenge practitioner. With a commitment to deeper learning and development, the learning professionals who choose to enter the Certified Master program will gain a high level of expertise and will be surrounded by a supportive community of passionate, like-minded leadership development professionals. Therefore, once an applicant is accepted into the program, they are immediately entitled to use the title of **Certified Master Candidate**, indicating their commitment to and endorsement by the Leadership Challenge community. Benefits of achieving this level of mastery include:

- The ability to promote their expertise and knowledge.
- The ability to promote their intended area of specialization.

- An endorsed profile as a Certified Master Candidate on [www.leadershipchallenge.com](http://www.leadershipchallenge.com) that will provide an opportunity to gain exposure for your business.
- Previews of new materials and services offered by publishers and authors.
- The opportunity to provide input on the development of new products and services.
- Access to the Certified Master Network, providing a strong link to a collaborative group of highly skilled and richly experienced practitioners.
- The ability to partner and drive business with other Certified Masters.
- Access to the Pfeiffer Partner Program that can provide marketing support, discounted materials, and much more in support of your growing business.
- The opportunity to present at the Leadership Challenge® Forum, the annual learning and business development event for the Leadership Challenge® community.
- Access to the authors, Jim Kouzes and Barry Posner.

Once the candidate is awarded the Certified Master designation, additional benefits include:

- Opportunities to actively develop other Certified Masters.
- An endorsed profile as a Certified Master at The Leadership Challenge website.
- Opportunities to work with Training Partners and others in the Certified Master network in delivering The Leadership Challenge® Public Workshops, Facilitator Training as well as other events and coaching.

### Program Description:

The program specifics are shaped by the candidates and their mentors to provide the experience and coaching needed to achieve the level of expertise associated with the Certified Master status. The minimum requirements for indicating mastery in each of the areas required are described below. However, just like a MD must do a residency in a specialty area or with a Ph.D. candidate who must deliver a thesis, the Certified Master candidate must demonstrate excellence in their chosen application. This happens over time. Author Jim Kouzes speaks of a metric for mastery of ten years or 10,000 hours. With this in mind, the candidate should fully understand the rigorous demands of pursuing this designation when stepping into the program. While it may not take ten years to achieve Certified Master status, a candidate should anticipate that a substantial amount of time will be required to achieve the breadth and depth of expertise expected of the Certified Master.

## Application Process

**Step 1:** Applicants must submit the following to Fine Points Professionals, 513.793.9144, [clientcare@finepointspro.com](mailto:clientcare@finepointspro.com):

- A completed application form (including personal statement of intent described below).
- A current resume.
- A recommendation from a Certified Master. If you do not know a Certified Master, please submit a recommendation from a colleague or client who is familiar with your work.
- A nonrefundable administrative fee of \$300.
- A personal statement of intent describing: 1) How your professional background makes you a suitable candidate for the Certified Master program. 2) How the Certified Master designation will strengthen your future career plans and will benefit The Leadership Challenge community. 3) The area of specialty on which you intend to focus.

**Step 2:** The applicant will be informed within 3 weeks of submitting their application if they qualify for the program. If they qualify, applicants must arrange a meeting in person with the authors and the publishers who may also designate any representative from the Certified Master Network they would like to include. **Travel expenses for this meeting will be the responsibility of the applicant.**

**Step 3:** Once accepted into the program, the authors and publisher representative will work with the candidate to find an appropriate Certified Master to coach/mentor the applicant through their development process. Candidate should then:

- Formalize the mentor relationship with the Certified Master using the Mentor Agreement Form.
- Submit a nonrefundable fee of \$2000 payable to the Certified Master who has agreed to coach applicant through their development process.
- Create an initial Certified Master Development Plan (samples provided) to be submitted to Fine Points Professionals and the publisher representative within 30 days of being accepted into the program. This document serves as a map and reference point for all the members of the candidates' support team within the program. It is subject to change and frequent review to establish milestones and progress and annual review by the Certified Master Program Team.

## **Program Requirements (Minimum)**

Certified Masters must demonstrate their expertise in all areas of application—including coaching, workshop delivery, consulting, organizational development, speaking, and publishing—at a level that represents the integrity of the brand. Minimum requirements for each area of expertise are listed below, however significantly more may be required to demonstrate mastery for the candidates'

area of expertise. The specific number of engagements required to achieve Certified Master status will vary from candidate to candidate and will be determined by their Certified Master coach and publisher advisor in conjunction with the candidate and Certified Master Program Team.

**Choose One or More Areas of Expertise:**

- LPI Coaching
  - Attendance at an authorized LPI Coaching Workshop
  - Ten coaching sessions with at least 5 different clients
  - Two coaching sessions observed (either in-person or through audio or video recording) by Certified Master mentor (candidate is responsible for coaching fee TBD by Certified Master)
- The Leadership Challenge Workshop/Event Facilitation
  - Attendance at an authorized Leadership Challenge Public Workshop and Facilitator Training
  - Facilitation of ten workshops or events
  - Two of above facilitations co-led with a Certified Master (candidate is responsible for facilitation fee TBD by Certified Master)
- Consulting/Organizational Development
  - Minimum requirements outlined above for LPI Coaching and The Leadership Challenge Workshop/Event Facilitation
  - Documentation of one consulting or OD engagement submitted to Certified Master mentor
  - Co-lead at least one consulting or OD engagement with a Certified Master (candidate is responsible for fee TBD by Certified Master)
  - Documentation of a successful co-led consulting or OD engagement validated by Certified Master

**Additional Requirements for All Candidates:**

- Client interaction experience
  - Documentation of a wide range of client interaction submitted to and approved by Certified Master mentor
- Established client credibility
  - Five client recommendations with specific reference to Leadership Challenge or LPI work
- A collaborative curious spirit that leads to ongoing innovative product
  - Participation in the Leadership Challenge Forum
  - Contribution to Pfeiffer product review process
  - Contribution to new exercise or application for workshop or coaching

- Publishing/Public Speaking
  - Publish at least three articles that explore some aspect of The Five Practices of Exemplary Leadership and share it with the Leadership Challenge community
  - Public presentation (speech, seminar, webinar, etc.) as a recognized practitioner of The Leadership Challenge

Candidate is required to work with their Certified Master mentor for a minimum of ten sessions. Growth in expertise must be documented using the Certified Master Development Plan, summarized in the Certified Master Candidate Progress Report, validated by the Certified Master mentor and submitted annually to the Certified Master Program Team.

Candidate must work with at least two Certified Masters during tenure as a candidate. This insures exposure to more than one approach to this very robust material. The primary Certified Master mentor will make a recommendation for a second mentor. The candidate will be responsible for any fees required for service for the secondary Certified Master.

Once the candidate has demonstrated and documented mastery in all the areas of expertise and has completed the recommendations from their mentor and clients, the candidate can request that their mentor and publishers rep complete the Recommendation for Certification form. This will serve as final recommendation to the Master Certification Program Team that has final authority on awarding of the Certified Master designation.

A candidate will be informed of the decision of the committee within four weeks of submitting the final recommendation.

### **Certified Master Maintenance Requirements**

The Certified Master designation signifies membership in a community of professionals committed to the philosophy of The Leadership Challenge and to excellence in delivery of leadership development focused on The Five Practices of Exemplary Leadership® and the LPI. It is an organic community, one that grows with the changes in our society and the clients to whom we are committed. As such, it requires all members to be committed to ongoing learning and development as well as giving back to the community to which they belong. Certified Masters are held to the highest possible standards and must provide ongoing evidence of their expertise and commitment. Indications of this continued growth and expertise will be required to maintain membership in this prestigious community. Evidence of commitment to the Leadership Challenge community is also required.

**Requirements:** Certified Masters must provide evidence of the innovative collaborative spirit required of this community every three years. They should be prepared to document their commitment to working collaboratively and giving back to the community in which they belong and include it on the Certified Master Review Form which will be distributed prior to the meeting of the Certified Master Program Team. They will also be required to submit evidence of their continued learning and developing expertise including practical experience such as leading workshops or public speaking, publishing, or product development. Examples might include:

- Published articles about The Five Practices
- New exercises or applications developed for workshops
- Leading a session at The Leadership Challenge Forum on a deeper dive about the model, a Practice, or related leadership development topic
- Independent research conducted and shared with Certified Master Network
- Contribution to The Leadership Challenge e-newsletter or blog
- Summary of a book, article, or piece of research that was read and shared with network
- Writing, reviewing, or co-developing new products
- Pro bono speaking for promotional events
- Documentation of “what have you learned about leadership over the past couple years?” with answers being posted across network

Documentation will be reviewed by the Certified Master Program Team. This group will be comprised of Jim Kouzes, Barry Posner, a representative from the publisher and two Certified Masters. Certified Masters will receive stipend \$1,000 per year for service on this team. If it is determined that the review team needs to meet in person (outside of the annual meeting held just adjacent to The Leadership Challenge Forum), Wiley will provide travel and accommodation.

Certified Masters are required to attend the annual Leadership Challenge business meeting held in conjunction with The Leadership Challenge Forum. We understand there are occasionally circumstances that will keep Certified Masters from attending. In those situations, Certified Masters should formally request to be excused from attending and understand that attending every other year at a minimum is a requirement for maintaining their Certified Master status.

Certified Masters are required to make themselves available for mentoring candidates according to the program described above.

### **Certified Master Program Fees**

- \$300 application fee, payable to Fine Points Professionals, administrators of the Certified Master Program
- \$2,000 program fee payable upon formal acceptance into the program

and signing of the Mentor Agreement Form. Fee is payable to the designated Certified Master mentor to cover the ten coaching sessions required

- The candidate is responsible for providing any fees for additional services for the Certified Master. Those fees will be determined by the service required (i.e. the fee for co-facilitation of The Leadership Challenge Workshop may be different than fees associated with observing consultation work). These fee guidelines are found in the Mentor Agreement Form.
- Fees for any services required by the assigned secondary mentor will be paid to the secondary Certified Master directly in accordance with the service fee guidelines outlined in the Mentor Agreement Form.

### **Certified Master Program Forms**

1. Certified Master Application (Form A)
2. Certified Master Application Recommendation (Form B)
3. Certified Master Mentor Agreement (Form C)
4. Certified Master Development Plan Template (Form D)
5. Certified Master Candidate Progress Report (Form E)
6. Certified Master Candidate Qualification Documentation (Form F)

In addition to the forms listed above, Fine Points Professionals will also provide you with three development plan examples and a document that outlines mentor responsibilities and fees.