



Leadership Excellence Certification (LEC)[™]

Certification Process and Requirements

The **Leadership Excellence Certification (LEC)** is a three tier process.

Tier one is **Supervising Excellence**. Tier two is **Organizational Excellence**. Tier three is **Strategic Excellence**. Upon completing all three tiers, evaluations, and a Personal Leadership Development Plan, Leadership Excellence Certification will be awarded.

Those who complete certification will be recognized at the Governor's Conference as having attained **Leadership Excellence Certification (LEC)** and presented with a Leadership Institute certificate, appropriate for display.

TIER 1 Supervising Excellence

- Foundations of Leadership
- DISC Model of Communication
- Supervising & Empowering
- Priority Setting

TIER 2 Organizational Excellence

- Enhancing Leadership Effectiveness Using Myers-Briggs
- Conflict Resolution
- Leading a High Performance Team
- Leading Change

TIER 3 Strategic Excellence

- Get The Big Things Right - Strategic Thinking/Planning
- Communicating the Vision/Purpose/Values
- Developing the Leader Within
- Creating a Culture of Engagement

In 2015, Tier one **Supervising Excellence** sessions will be offered at the Winter Meeting. Tier two **Organizational Excellence** sessions will be offered at the Governor's Tourism Conference and the 2016 Winter Meeting. Sessions may be completed in any order.



NOTE: Titles of classes listed below are subject to change in order to fit the “theme” of the Governor’s Conference and/or Winter Meeting, the content of each course will remain the same.

Supervising Excellence – Tier 1

Foundations of Leadership

Introduction to the key areas of leadership development and establishes a baseline for leadership growth and enhancement. Participants will gain an appreciation of core leadership principles, learn about different leadership styles, and have a foundation for leadership development and professional growth.

Not Right or Wrong, Just Different: Understanding Yours and Others Behavior & Personality through DISC

People are influenced and motivated differently! Have you ever wondered why you can say one thing to one person, and get a certain response, then say exactly the same thing to another person, and get a different response? The basic reason is because people have different personality styles, and each personality has a different priority. Knowing personality styles helps you to understand yourself and others! This session will introduce attendees to DISC (“D” is the Dominant type; “I” is the Inspiring type; “S” is the Supportive type; “C” is the Cautious type). This information will help attendees to better understand themselves and others as a first step towards better communication and understanding in the workplace and at home.

Setting Priorities from the Inside Out

Why is it so hard to follow through on time management/priority setting advice? Most programs or books offer tips and advice but gloss over the practical implementation. They say, “Increase your productivity and fill each moment with activity” or “simplify, simplify, simplify”. We know everyone is different - some like a fast pace; others like a slower one; some people are night owls; others are at their best in the morning; some people love structure; others thrive on spontaneity and flexibility. In this session we will learn about and use a system created by Julie Morgenstern dubbed “The Queen of putting people’s lives in order” by *USA Today* to develop your big picture view, find out what’s holding you back, design a plan that fits your personality, makes choices about & take ownership in your schedule and your life.

Supervising and Empowering

This session encourages leaders to develop direct reports through empowering assignments and leadership development exercises that result in professional growth and competence. Participants will know the difference between a boss and a leader and will be enabled to develop others.



Organizational Excellence – Tier 2

Enhancing Your Leadership Effectiveness

Leaders for the 21st Century must understand that leadership requires enhancing relationships and creativity among team members. Caring, showing interest, fairness, demonstrating trustworthiness, and understanding while at the same time managing ambiguity, diversity, and system complexity are directly related to the success of the 21st century leader. Using MBTI (Myers-Briggs Type Indicator) participants will understand their own leadership psychology. Participants will gain insights into the needs of those around them who are essential to fulfilling organizational goals. Participants will learn that failure and success are primarily tied to developing constructive relationships among members of the team; having effective communication between leader and team members; and demonstrating the value of human differences.

Working with You is Killing Me – Conflict Resolution

People don't leave work, they leave people. The toughest part of any job is dealing with the people around you. Using Thomas-Kilmann *Conflict Mode Instrument* participants will understand the process of conflict and its resolution. Conflict is not fun for most of us but avoiding it can cause irreparable damage to you and your team. Clarifying the facts, the players, and the positions in the conflict are key to the start of a REAL discussion on the most workable options to move to the most positive outcome and answer what are the legitimate needs and concerns of the people involved.

Leading a High Performance Team

Trust, agility, communication, and systematic encouragement are the pillars of high performance teams. Participants will have the opportunity to diagnose and rate the equalities that make a team effective. We will also discuss Lencioni's '*Five Dysfunctions of a Team*' that will diminish performance and effectiveness.

Change is Good, You Go First! – Leading Change

Using John Kotter's, '*The Heart of Change*' participants will focus on the impact of change, review the 8 steps in the change process, be equipped to be proactive rather than reactive to change, enabled to better lead an organization in a rapidly changing environment and understand the skills necessary to take charge of change.



Strategic Excellence – Tier 3

Get the Big Things Right - Your Future Depends on It

Participants will work through the elements of strategic planning: Vision, Strategy, Leadership (Direction, Movement, and Alignment) and Measurement. The ability to recognize the difference between tactical and strategic planning and thinking will become clear. Participants will gain a deeper appreciation for the impact of vision. This session will provide the building blocks for a strategic plan for your CVB.

Get Engaged Without the Ring - Creating a Culture of Engagement

According to Gallup 7 out of 10 workers are apathetic or totally disengaged. The root cause – Dysfunctional organizational culture. Participants will learn about the impact culture has on an organization and discuss how to create an engaging environment that motivates, stretches and inspires your team. The climate and culture of an organization is determined by a variety of factors, including artifacts, espoused beliefs and values, and underlying assumptions. Participants will understand what organizational culture means, what influence culture has on an organization, and discuss how one goes about building, influencing, or changing an organization's culture.

Walk the Talk - Communicating Vision, Purpose, & Values

A successful organization has a carefully crafted vision, a clearly articulated core purpose, and a code of values that are non-negotiable. The leader must systematically communicate vision, purpose, and values in a way that will inspire, motivate and align the team.

What Got You Here Won't Get You There - Developing the Leader Within

A personal commitment to individual leadership development is essential for growth and advancement. Your present have are unlikely to be enough for the challenges in the future. The bottom line is, those who are personally committed to grow and adapt will be the most successful and have a greater sense of well-being. Participants will gain a renewed personal commitment to actively and continuously work at leadership development; an understanding that different situations and levels of responsibilities will call for different skills and approaches; create an ACTION strategic developmental plan that enhances strengths and compensates for weaknesses and establish a system of feedback and accountability.



Leadership Excellence Certification Maintenance

Leadership Excellence Certification (LEC) recipients are required to complete annual leadership training in order to maintain certification. Four hours annually must be completed in order for **LE** certification to remain valid. The Cunningham Center for Leadership Development and the **LEC** committee recognizes five methods of satisfying this requirement:

- Submission of Outside Course Materials to the **LEC** committee for review:
 - Submit materials from any leadership development course, conference, seminar or workshop, online or in person, taken outside of The Cunningham Center for Leadership Development related to Leadership Development to the **LEC** committee for review and approval towards certification maintenance.
- Annual Course Offerings at Governor's Conference/GACVB Annual Meeting:
 - Participate in advanced leadership development courses offered by The Cunningham Center for Leadership Development at the annual Governor's Conference and/or the GACVB Annual Meeting.
- College or University Courses:
 - The successful ('B' or better) completion of a College or University course related to Leadership Development.
- Petition
 - Submit petition along with appropriate materials to be reviewed by the **LEC** committee for possible acceptance as **LEC** maintenance hours.

Lapsed Certification:

If an individual does not complete the four required hours of certification maintenance their LE certification will go into an "Inactive" status.

- While "Inactive" the individual is not permitted to use the **LEC** credential.
- An individual may return to an "Active" status by applying for reinstatement.
- In order to have certification reinstated, the individual must pay a reinstatement fee of \$65 and submit documentation of 4 hours of leadership development maintenance work.
- If no reinstatement application or payment is received within the nine months following the notification of "Inactive" status, certification is lapsed and the individual is notified by a method that requires a signature upon receipt that he/she is no longer Leadership Excellence Certified.
- To regain the **LEC** credential, an individual with a "Lapsed" certification status must participate in 8 hours of Leadership Development offered through GACVB at the annual Governor's Conference and winter meeting by The Cunningham Center for Leadership Development.