



## Certified Master Ongoing Commitment

### What must a Certified Master do to maintain active membership in The Leadership Challenge® Community?

The designation as a Certified Master is earned through satisfactory completion of a rigorous Certified Master process.<sup>1</sup> The process is by design, a thorough demonstration of mastery, and once the designation of Certified Master is earned, it will not be revoked.<sup>2</sup> The appendix is a collection of methods current Certified Masters have used to demonstrate their mastery and is offered here as recommended suggestions.

*Active* membership is a demonstration of your commitment back to the community. Our model of leadership recognizes that we do our best when invited to pursue our passion rather than be managed to a set of arbitrary metrics. We have shied away from rules that call for compliance, and instead invite commitment to be demonstrated in the following ways:

- Attendance at, and participation in, our annual community event is expected. It is understood that frequency may not be practical for some; as such, attendance is required at least once every three years. (It is recognized that annual attendance at the community event can be an expense that some Certified Masters' business and organizational budgets cannot support regularly. To that end, Wiley and the community will revisit the possibility of virtual attendance and other regional gatherings as it makes sense to do so.)
- There is an expectation that Certified Masters demonstrate a commitment to ongoing use of The Leadership Challenge branded materials published by Wiley. Certified Masters commit to using the current versions of materials.
- The above represent minimum commitments to be designated as active Certified Masters. The committees working on these definitions recognized that our community rarely settles for the minimum. Cases may benefit from the appendix at the end of this memo that offers many activities a Certified Master may engage in support our community.
- We also understand that for any number of reasons, a member may no longer feel that being part of the community is part of their life journey. Should that be the case, we ask that you contact us to be voluntarily removed from the *active* Certified Masters list. Additionally, we will lovingly reach out to those in the

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<sup>1</sup> The approved process and requirements for becoming a Certified Master can be found at [http://www.leadershipchallenge.com/UserFiles/Certified\\_Master\\_Program.pdf](http://www.leadershipchallenge.com/UserFiles/Certified_Master_Program.pdf)

<sup>2</sup> \* The authors and Wiley reserve the right to remove a master from the community for exceptional violations of the agreement, such as copyright violations or actions that harm the integrity of The Leadership Challenge® brand.

community not participating in a learning pod (see Mastery) and/or not attending the annual event once every three years to check in on your well-being. That's what community is all about.

### **What must a Certified Master do to maintain and advance mastery in The Leadership Challenge?**

There is not an "enforcement body" for maintaining mastery. As in any professional group, it is an expectation that Certified Masters deliberately practice maintaining a demonstrated level of mastery. When a Certified Master mentors a Certified-Master-In-Training, we must gain their commitment to maintaining their mastery. Certified Masters are a visible demonstration of The Leadership Challenge brand. We have a responsibility to maintain our personal representation of the community's brand. Different than just maintaining active status, mastery involves these expectations:

- Using current The Leadership Challenge branded materials published by Wiley and being expert in their use.
- Certified Masters enable other Certified Masters. "Learning pods" are in the process of being established. These groups of 6 to 10 Certified Masters would meet twice a year (virtually or live). Organized regionally, we envision a mix of new and long term Certified Masters in each pod. The pods are self-managed by volunteers within the pod. A volunteer pod leader will be identified and pods will be advertised so new Certified Masters to the community can join. The focus is on sharing what we have done and learned that increased our mastery and fostering relationships that assist us in maintaining our community feel. These groups may also serve the brand should it have topics that they want input on.
- Advancing mastery is a visible commitment to our leadership philosophy that the best leaders are the best learners. We suggest that one action we each commit to is doing our own LPs every 3 years. Wiley will administer this and the pod members could be used as part of the feedback contributors or coaches.

## APPENDIX: OPPORTUNITIES TO REMAIN ACTIVE AS A CERTIFIED MASTER

*Note: This is not meant to be exhaustive. There may be other options in addition to these.*

- The Leadership Challenge Workshop Delivery Opportunities
  - Clearly show how The Leadership Challenge is the cornerstone of your work by delivering regular The Leadership Challenge Workshop or LPI coaching sessions with clients.
- Annual Community Event Opportunities
  - Attend the annual The Leadership Challenge community event
  - Facilitate/lead a session at the annual event
  - Volunteer to partner with the brand to help organize the annual event
- Mentoring Opportunities
  - Primary Mentor for a Certified Master-in-Training (applies to Certified Masters with 3 or more years' experience as a Certified Master)
  - Secondary Mentor for a CERTIFIED-MASTER-IN-TRAINING
  - Oversight Mentor for a CERTIFIED-MASTER-IN-TRAINING
  - Secondary Mentor for a CERTIFIED-MASTER-IN-TRAINING who has volunteered to co-facilitate MGB The Leadership Challenge Workshop for non-profit organizations
  - Pro bono mentoring to a CERTIFIED-MASTER-IN-TRAINING or candidates who are working on "Certified" designation
- Publication Opportunities
  - Write article for the [www.leadershipchallenge.com](http://www.leadershipchallenge.com) and the monthly *The Leadership Challenge Newsletter* in one of the newsletter sections: *Ask An Expert, Tips & Techniques, Thoughts on The Model, Leadership Reflections, Global Leadership Stories*, Book/movie/TV review, Masters Give Back story, or reflections on a piece of research.
  - Write one or more case studies on individual leaders or specific industry leaders with whom Certified Master has worked for submission as a publication to The Leadership Challenge website and *The Leadership Challenge Newsletter*
  - Write one or more case studies on individual leaders with whom Certified Master has worked for submission to the next edition of *The Leadership Challenge* or other books.
  - Write pieces on supporting research to propose for submission to the next edition of *The Leadership Challenge* or other books.
  - Conduct and share independent research with the authors & the The Leadership Challenge Community
- Program Development Opportunities

- Create new exercises or applications developed for Workshops and/or LPI Coaching shared with The Leadership Challenge Community.
  - Contribute to Wiley product reviews or co-development of new products
  - Test new learning methodologies and exercises
  - Share lessons learned from experience using products with Wiley staff, authors, and other Community members. Provide feedback to brand on how products can be improved.
- The Leadership Challenge Community Opportunities
    - Attend the annual The Leadership Challenge community event.
    - Task Forces – active participation for author-and/or Wiley-sponsored requests
    - Create and facilitate on-line/web-based learning experiences for voluntary participation by Certified Master and Certified-Master-in-Training colleagues
    - Speak pro bono for promotional/marketing events sponsored by Wiley
    - Assist other Certified Masters and Certified-Master-in-Training in preparing for engagements
    - Get to know the Wiley staff and authors by visiting their offices or calling them on the phone
    - Help “onboard” new members of the community
- Personal Development Opportunities
    - Repeat your LPI – Invite a mix of clients, other Certified Masters, and/or Certified-Masters-in-Training s as Observers. Ask another Certified Master or Certified-Master-in-Training to review your LPI data and Observer comments with you and work with you as a Coach.
    - Create a plan for yourself to address the behaviors important for you as an exemplary leader
    - Participate in a The Leadership Challenge-related event such as the Coach Training program.
    - Share how your work has made an impact on others and how it has made a difference
    - Share how you have lived the values and vision with other members of the community
- Service Opportunities
    - Participate in the Masters Give Back initiative which brings The Leadership Challenge Workshop to non-profit/charitable organizations or other deserving individuals with materials funded by Wiley, such as one of the following:
      - Organize and facilitate a public/open-enrollment The Leadership Challenge Workshop.
      - Organize and facilitate a private/on-site The Leadership Challenge Workshop.
    - Participate in the Masters Give Back LPI Coaching for Leaders of non -

profit/charitable organizations or other deserving individuals with materials funded by Wiley, such as one of the following:

- Organize public/open-enrollment event for LPI data collection, Certified Master's analysis of each leader's LPI data and Certified Master's 1-2 hour follow-up of one-on-one LPI coaching with each leader
- Organize private/on-site event for LPI data collection, Certified Master's analysis of each leader's LPI data and Certified Master's 1-2 hour follow-up of one-on-one LPI coaching with each leader.
- Pro Bono volunteer "give-back" which the Certified Master personally funds for a non-charitable organization, group or individual – this may be a choice based on the Certified Master's personal values such as service, giving back, contributions, and so on. Opportunities include:
  - The Leadership Challenge Workshop
  - LPI Workshop/Debrief
  - Individual Leader LPI Coaching
  - Event speaking for which the content is ground in The Five Practices of Exemplary Leadership®