



National League of Cities



LEADERSHIP TRAINING INSTITUTE



Certificate **Achievement in** **Leadership** *PROGRAM*



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Overview and Purpose

The National League of Cities (NLC) is committed to strengthening and promoting the leadership capacity of our nations' local officials. As part of the NLC mission to create stronger communities, the Leadership Training Institute (LTI) was established to provide local officials with professional development opportunities that enhance the vital personal skills and abilities needed to facilitate positive change and innovation within their communities.

Promoting excellence and innovation in local officials' leadership is the foundation of the Leadership Training Institute. As part of an ongoing commitment to recognize and acknowledge excellence in leadership, LTI developed the Certificate of Achievement in Leadership Program.

Local officials participate in a variety of leadership development programs and activities offered by LTI to earn a Certificate of Achievement. These programs include the LTI seminars conducted at the Congress of Cities and the Congressional City Conference, the Leadership Summit, and 2-day Leadership Training Institute Programs, as well as other NLC sponsored national conferences and seminars.

Participation in this program allows local officials to organize their professional development around the critical skills necessary for excellence in leadership. Leaders who participate in the Certificate of Achievement in Leadership Program receive the on-going training necessary to lead their communities in the 21st Century.

Program Outline

The underlying philosophy of the Certificate of Achievement in Leadership Program is that leadership cannot be learned and developed solely in the classroom. Leadership skills and effectiveness are honed through application. True leadership is seeing what is needed and taking the action to make it happen.

Certificate of Achievement in Leadership Program participants must officially enroll in the program by completing the form in this brochure. Participants are not charged a fee to participate in the program; however, you must notify your State Municipal League of your enrollment.

Each LTI seminar is allocated a specific number of credits in a defined competency area. The number of credits offered for different LTI seminars varies depending upon the length and concentration of each individual training seminar. Additionally, some of the LTI seminars may cover more than one competency area.

The Certificate of Achievement in Leadership Program provides increasing levels of recognition for participants. As such, each level of achievement requires that a specified number of credits are earned across all competency areas. As a local leader attains a higher level of achievement, the certificate program also requires applied leadership on a Regional, State and National level, as well as in the Leadership Mentor program.

“LTI seminars have enhanced the practical skills and strategies, as well as developed my confidence and the personal abilities that I need to properly address the issues in my community.”

Kathleen Novak, Mayor
Northglenn, CO
2009 NLC President



Leadership Development Competencies

The Certificate of Achievement in Leadership Program is built on five core leadership competency areas that are essential for local leaders. The five competency areas are...

CORNERSTONE: Personal Leadership Growth and Development

General leadership theory, personal leadership qualities and characteristics.

Leadership skills that are necessary to build personal character, courage and credibility; make decisions and exercise sound judgment. Skills that focus on general leadership theory; personal leadership qualities and characteristics including the development of strong values and means to achieve balance in your personal, political and professional life.

COMPETENT PRACTITIONER: Leading Effective Governance

Technical skills and knowledge specific to local government leaders.

Technical leadership skills and knowledge needed to assess and understand particular issues, challenges, and opportunities that affect local governance. Proven techniques of effective leadership in municipal government, strengthening council effectiveness, council-manager relations and promoting your community.

COMMUNICATOR: Effective Communications and Media Relations

Skill in effective interpersonal interaction.

Skills that expand and enhance a leader's ability to effectively communicate a clear message, crucial values and priorities of the individual as well as the full governing body and entire community. Provides both the tools and the skills to improve personal and interpersonal communications, public speaking and individual listening skills. Presents successful techniques to handle tough interviews, difficult situations, as well as a local official's guide to effective media relations including TV, radio and print.



Skill in developing and promoting partnerships.

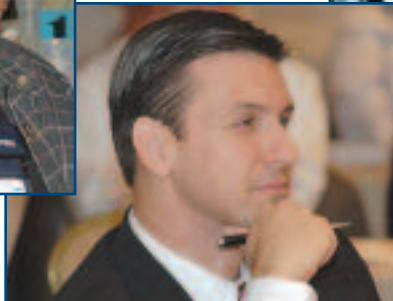
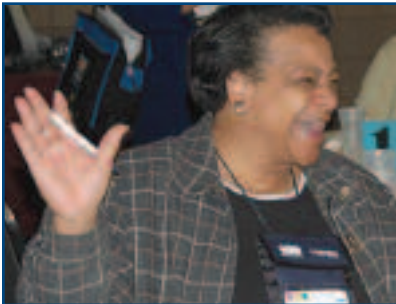
Leadership skills that bring about the ability to influence and inspire others to build partnerships, resolve conflicts, achieve objectives, and effectively communicate the values and priorities of the governing body and the constituents as a cohesive community. Skills that expand the ability to develop meaningful, relevant and exceptional experiences for peers and constituents while integrating exemplary public service, high quality programs and services and personalized benefits.

COLLABORATOR:
**Building Communities
through Inspiration
and Empowerment**

Skill in motivating, promoting change, and future orientation.

Leadership skills that foster innovation within individual leaders and others; ability to identify trends, practices, and opportunities that can affect the future of your community; ability to manage change and be a change agent; ability to stay ahead of changing needs and desires of peers and constituents.

CATALYST:
**Leading Innovation
and Managing
Change**



Leadership Development Credits

Credits are earned through participation in leadership development programs offered by LTI. The number of credits earned is appropriate to the scope and intensity of the training. The Certificate of Achievement in Leadership Program issues credits as follows:

Leadership Training Programs	Number of Credits
Annual Leadership Summit.....	10
LTI 2-day seminar.....	8
LTI 1.5-day seminar.....	6
LTI 1-day seminar.....	4
LTI .5-day seminar.....	2
Submission of a Leadership Article.....	1



“As a lifelong learner, I believe that if I take away one item that I can use in my daily life, that the session has been worth it. With LTI programs, I have always been able to adapt many lessons to my daily role as an elected official.”

James Hunt, 2006 NLC President
Councilmember, Clarksburg, WV

Quick Guide to Your LTI Transcript

Date of enrollment in Certificate Program points to the 'Enrolled Since' field.

Date Certificate was awarded points to the 'Bronze' award date.

Date left blank until the Certificate is achieved points to the 'Silver', 'Gold', 'Platinum', and 'Diamond' award fields.

Program or seminar title points to the 'Session' column in the table.

Competency Category that credits are applied toward (may be more than one) points to the 'Core Competency' column in the table.

Year and event points to the 'Event' column in the table.

Total credits earned for seminar points to the 'Credits' column in the table.

Event	Session	Core Competency	Credits
2007 Regional	Building and Renewing 'Green,' Why It Makes Cents for Local Government	Catalyst	2
2007 Regional	The Power of Interest Based Negotiation Skills and Strategies	Collaborator	4
2007 CoC	Leadership in a Diverse Community	Collaborator	2
2007 CCC	Perfecting Your Message: A Guide for Elected Officials	Communicator	2
2007 CCC	Crisis Communications Planning and Preparation: Dealing with Risk, Facing Responsibilities	Communicator	2
2006 CCC	Managing Communication Style Differences	Communicator	2
2007 Regional	Performance Budgeting in Government	Competent Practitioner	2
2007 CoC	Local Economic Development: The Good, Bad, and Ugly	Competent Practitioner	2
2007 CoC	Time Management Skills for Effective Leadership	Cornerstone	2
2007 CoC	Leading with the Brain in Mind	Cornerstone	2
2006 CCC	Five Steps to A Great Meeting with Effective Parliamentary Procedure	Cornerstone	2
2007 Summit	15th Annual Leadership Summit	Cornerstone/Catalyst	10
Total credits:			34

Enrolled Since: 3/6/2007
Bronze: 11/14/2007
Silver:
Gold:
Platinum:
Diamond:

Mayor
 One Civic Center
 Your City, WA 90000
 council@ci.yourcity.us
 (425) 398-0000

Email
Phone

Leadership Training Institute
Achievement in Leadership Program

If you have any questions regarding your status in MLC's Certificate of Achievement in Leadership Program please contact the Leadership Training Institute, at (202) 625-3170 or lti@mlc.org

National League of Cities
 1501 Pennsylvania Avenue, NW
 Washington, DC 20004-1743

Certificate Levels of Achievement Requirements

The Certificate of Achievement in Leadership Program offers five levels of achievement and recognition in an effort to make the program both obtainable and engaging to local officials at any point during their term of public service. Recognition levels within the Certificate of Achievement in Leadership Program are:

- ★ **Bronze:** Leadership Fellow
- ★ **Silver:** Leadership Executive
- ★ **Gold:** Leadership Ambassador
- ★ **Platinum:** Leadership Statesman
- ★ **Diamond:** Leadership Regent

Level of Achievement	Number of Credits	Each of the 5 Competency Areas	Estimated Time to Complete
BRONZE: LEADERSHIP FELLOW	16	Min. 1 each	1 year
SILVER: LEADERSHIP EXECUTIVE	36	Min. 2 each	2 years
GOLD: LEADERSHIP AMBASSADOR <ul style="list-style-type: none"> • NLC member City* • State or Regional Leadership role 	50	Min. 3 each	3 years
PLATINUM: LEADERSHIP STATESMAN <ul style="list-style-type: none"> • NLC member City* • National Leadership role 	67	Min. 4 each	4 years
DIAMOND: LEADERSHIP REGENT <ul style="list-style-type: none"> • NLC member City* • Active NLC Mentor role 	80	4 credits annually in any competency area	On-going; Renewable annually

You must complete the Platinum leadership level prior to obtaining the Diamond level.

* In order to achieve the Gold, Platinum, and Diamond levels, your city must be a member of the National League of Cities.

NLC tracks enrolled participants' involvement in the Certificate program. An enrolled participant may request a transcript of their completed Leadership Training Institute seminars and credits earned at any time.

Program participants will be notified by the Leadership Training Institute when they have attained the Bronze, Silver, Gold, Platinum, and Diamond levels of achievement. Once participants are notified, they are required to complete and return the *Certificate Requirement Form* to the National League of Cities.

Additional Requirements for Gold, Platinum and Diamond Levels

Once participants have reached the Gold, Platinum, and Diamond Levels, they are required to put leadership into action and complete additional leadership requirements outside of the classroom in a demonstrated leadership capacity.

In addition to the *Certificate Requirement Form*, program participants qualifying for the Gold, Platinum, and Diamond levels of recognition must submit a resume outlining their leadership activities that fulfill the additional requirements for those levels. A Leadership Training Institute sub-committee will review and approve the submissions.

Requirements vary by level as follows:

Gold: Serve in a state or regional leadership role, outside of your role as a elected official in your city or town.

Examples of past accepted roles include:

- Regional Board or Commission
- Leadership role in State Municipal League

Platinum: Serve in a national leadership role, outside of your role as a local official beyond the regional and state level.

Examples of past accepted roles include:

- National League of Cities Policy, Steering, or Standing Committee
- Board Member or Trustee for a national organization/association

Diamond: Serve as a National League of Cities Mentor each year to maintain your Diamond level status.

Contact the Leadership Training Institute to discuss mentoring opportunities.

The Diamond Level was established in 2007, for participants to continue their educational journey and mentor newer members in a direct one-on-one relationship.



Leadership Mentor Program

Established in 2007 by the Leadership Training Council, the Mentoring Program is a means for members to experience direct contact with other members, and to ensure a strong connection with the Leadership Training Institute and the National League of Cities.

Why Mentoring is Important to LTI and NLC

As a leader, you have a unique opportunity to bring the power of mentoring to peers within your state and across the country. The National League of Cities commitment to direct member-to-member contact can be attained through the Leadership Training Institute's Leadership Mentor Program.



Mentors provide those they mentor with an experienced friend who is always ready to help. By taking the time to guide another member through the Leadership Training Institute Mentor Program, you provide them with a one on one relationship they may not have otherwise had the opportunity to experience. An experience that is sure to leave a positive impact to resonate within their entire community.

Role of a Mentor

All mentors have one thing in common: they care about helping people achieve their potential. By sharing your experiences with colleagues through the Leadership Training Institute Mentor Program, you can encourage positive choices, promote continuing educational achievement, and introduce your peers to new ideas.



When the tool of change and growth involves a close relationship — as is the case with mentoring — those involved should proceed with care. The risks, growth, and advancement are proportional to how long the relationship endures. The longer a relationship lasts, usually the closer the bond and the greater benefit.

Mentoring: Diamond Level Requirements

Once participants have reached the Diamond level, they have gained a vast amount of knowledge and have built strong peer relationships that have blossomed into supportive friendships. All of which could be beneficial to share with someone who is new to the program.

The Diamond Level in the Certificate of Achievement in Leadership program requires that participants be involved in the Leadership Training Institute Mentor Program. For more information on how to become involved in the Leadership Mentor program, please contact the Leadership Training Institute.

All mentors have one thing in common: they care about helping people achieve their potential.



Recognition

The five levels within the Certificate of Achievement in Leadership Program and the attendant recognition they offer include:

BRONZE: LEADERSHIP FELLOW

Bronze Certificate of Achievement and press release prepared for the local community newspaper.

SILVER: LEADERSHIP EXECUTIVE

Silver Certificate of Achievement, Proclamation from the National League of Cities, and press release prepared for the local community newspaper.

GOLD: LEADERSHIP AMBASSADOR

Gold Certificate of Achievement, Proclamation from the National League of Cities, and press release prepared for the local community newspaper.

PLATINUM: LEADERSHIP STATESMAN

Platinum Certificate of Achievement, Proclamation from the National League of Cities, a press release prepared for the local community newspaper, and an article in *Nation's Cities Weekly*.

DIAMOND: LEADERSHIP REGENT

Diamond Certificate of Achievement, Proclamation from the National League of Cities, a press release for the local community newspaper, article in *Nation's Cities Weekly*, and the Diamond level pin.

The Leadership Training Council will recognize those recipients who have completed certificate requirements at either the Congressional City Conference or the Congress of Cities, whichever follows the enrollees' completion of certificate requirements. Diamond certificate recipients will be recognized once a year at NLC's annual Congress of Congress of Cities.

Enrollees will not be recognized at the same conference where they have completed the certificate requirements.



Enrollment Form

Enrollment in NLC's Certificate of Achievement in Leadership Program is required. Please fill out the enrollment form below. *[Please Print]*

Enrollment Form

Certificate
Achievement in
Leadership
PROGRAM

Name: _____

Title: _____

Address: _____

City: _____

State: _____ Zip Code: _____

Telephone: _____

Fax: _____

E-Mail: _____

Please complete this form and fax to: National League of Cities.
Attn: LTI Certificate Program • (202) 626-3043

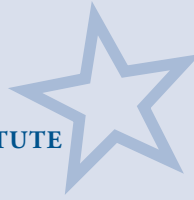
For further assistance, please call the LTI Hotline at (202) 626-3170.



National League of Cities

1301 Pennsylvania Avenue, NW, Suite 550
Washington, DC 20004
www.nlc.org

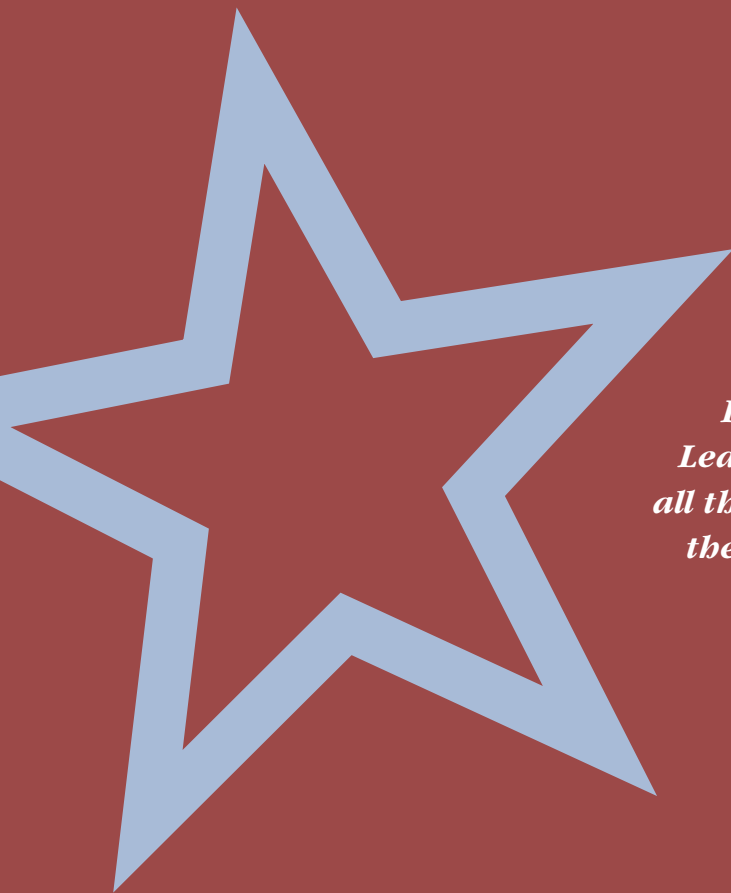
LEADERSHIP
TRAINING INSTITUTE



The principal mission of the Leadership Training Council (LTC) is to provide guidance and direction to National League of Cities' Leadership Training Institute and serve as a vehicle for National League of Cities Leadership positions.

“The Leadership Training Institute has provided me the necessary skills to become a more effective, accountable, and visionary elected official. LTI is providing the Elected Official the skills to provide public service to their citizens by improving quality of life, and the city they represent.”

James Mitchell, Jr.
Councilmember, Charlotte, NC



*For more information on the
Leadership Training Institute and
all that it has to offer, please contact
the LTI Hotline at (202) 626-3170
or go to the NLC website at
www.nlc.org.*



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