

**CERTIFICATE NAME and Course Number**

Leadership Core Certificate  
XLSC 9016

**DOMAIN**

SOEE Leadership

**CERTIFICATE STATEMENT**

Effective leaders have acquired the necessary skills and knowledge needed to lead others and their organization. They also understand the need to develop a deeper awareness of their own leadership strengths, as well as any development opportunities.

**CERTIFICATE DESCRIPTION**

For organizations to grow and be successful, they need skilled leaders who can confidently lead others while helping the organization achieve their goals and objectives. This certificate provides leaders with skills and knowledge that are necessary to be successful in leading others while increasing their self-awareness to become better leaders.

The Leadership Core Certificate includes six competencies:

1. Self-Management
2. Emotional Intelligence
3. Effective Communication
4. Conflict Resolution
5. Performance Management
6. Unconscious Bias

**CERTIFICATE OBJECTIVES**

Upon successful mastery of this certificate, you will be able to:

- Understand the DiSC Model and discover your primary workplace behavior
- Describe emotional intelligence and identify your personal skills through a self-assessment
- Identify the skills necessary to effectively interact and communication with others
- Define conflict and develop the skills to identify, address, and resolve conflict
- Describe the performance management process and the value of a performance management system
- Practice actionable steps using the RIR protocol to recognize, interrupt, and repair relationships while addressing implicit/explicit biases

## DEMONSTRATING MASTERY

This certificate is comprised of six competencies. Each competency is broken down into **Learning Objectives** and related **Topics**. For each objective, you will participate in **Learning Activities** designed to enhance and reinforce understanding.

**Learning Activities** include readings, video and audio clips, Learning Journal and Discussion Board prompts, practice exercises, demonstrations, as well as links to web and library resources.

As you progress through each competency you will come across **Interactive Discussions**. In these activities, the tutorial faculty member will ask you to respond to a question or series of questions that promote a deeper understanding of the topics covered in the **Learning Objective**. In addition, the question(s) will ask you to apply lessons learned from specific course content.

### Certificate Structure

The table below details the **Learning Objectives** for each competency, which are supported by **Learning Activities** and **Interactive Discussions**.

Certificate Competencies	Learning Objectives
Self-Management	<ul style="list-style-type: none"><li>• Discover your primary workplace behavior</li><li>• Understand the DiSC Model</li><li>• Understand the mix of the four DiSC styles</li><li>• Refine and personalize your DiSC report</li><li>• Understand the synergy of differences</li></ul>
Emotional Intelligence	<ul style="list-style-type: none"><li>• Define emotional intelligence concepts and frameworks</li><li>• Identify personal emotional intelligence skills through self-assessment</li><li>• Describe the connection between emotional intelligence and individual and organization performance</li><li>• Relate emotional intelligence factors to leadership effectiveness</li><li>• Explore strategies to build emotional intelligence into strengths to improve leadership performance</li><li>• Devise an action plan to integrate practices that increase emotional-social intelligence within your work group</li></ul>
Effective Communication	<ul style="list-style-type: none"><li>• Explain the interpersonal communication process</li><li>• Explain the filters and barriers that affect interpersonal communication</li><li>• Identify ways to improve personal communication, including listening skills</li><li>• Analyze how to effectively use communication technologies</li></ul>

Certificate Competencies	Learning Objectives
Conflict Resolution	<ul style="list-style-type: none"> <li>● Define conflict and identify sources of conflict both in and outside of the workplace</li> <li>● Identify the two main dimensions of conflict behavior</li> <li>● Explain the five conflict handling modes</li> <li>● Identify conflict resolution strategies</li> <li>● Formulate the cost of conflict in the workplace</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>● Describe the value of an effective performance management system</li> <li>● Identify the most common elements of, as well as common challenges encountered within, a performance evaluation system</li> <li>● Explain the nature of, strengths and limitations of multiple models for assessing results achieved and behaviors exhibited in achieving planned results</li> <li>● Discuss how to improve the effectiveness of performance feedback conversations</li> <li>● Describe the role of effective performance management in other critical organizational processes (e.g. salary setting, succession planning)</li> </ul>
Unconscious Bias	<ul style="list-style-type: none"> <li>● Explore the concepts of implicit/explicit bias and their impact on personal relationships, communities, and society as a whole</li> <li>● Reflect on individual biases and explore how they impact the way we see others</li> <li>● Review the three major debiasing techniques: cognitive, motivational, and technological</li> <li>● Practice actionable steps using the RIR protocol to recognize, interrupt, and repair relationships while addressing implicit/explicit biases</li> </ul>

## **STUDENT RESOURCES**

### **Brandman Online Library Resources**

Brandman University provides comprehensive online library services including access to books, journals, databases, and other resources. Librarians are available via email and phone to provide support. Students can access the library directly when logged into their courses.

### **Writing and Math Help**

Brandman's Online Writing and Math Center (OWMC) offers subject-specific tutoring services, live workshops, video tutorials, tutorial office hours, and links to top academic sites in order to ensure student success. Students can access the OWMC directly when logged into their courses.

### **Netiquette**

Communicating in an efficient and respectful manner is critical to the learning process. Please view the following clip which provides netiquette guidelines:  
[http://www.youtube.com/watch?feature=player\\_embedded&v=6dRocIqDJh0](http://www.youtube.com/watch?feature=player_embedded&v=6dRocIqDJh0)

### **Standards of Academic Integrity**

Academic integrity is a core Brandman University value which insures respect for the academic reputation of the University, its students, faculty and staff, and the degrees it confers. Students are required to read, understand, and apply the standards set forth concerning academic integrity found in the policy link below.  
<http://www.brandman.edu/current-students/resources/catalogs>

### **Americans with Disabilities Act Statement**

Brandman University is committed to ensuring equal educational access and opportunity for all members of our academic community. Students will be provided timely, efficient, and equitable accommodations and services that are in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA)/Americans with Disabilities Act Amendments Act of 2008 (ADAA). More details are available in the current Brandman University Academic Catalog.  
<http://www.brandman.edu/current-students/resources/catalogs>