

**CERTIFICATE NAME and Course Number**

Leadership Transformation Certificate  
XLSC 9017

**DOMAIN**

SOEE Leadership

**CERTIFICATE STATEMENT**

Leadership development is an ongoing process, regardless of your level within an organization or how long you've been leading others. Developing leadership skills and acquiring new capabilities will make you more successful leading others.

**CERTIFICATE DESCRIPTION**

Effective leaders know they cannot achieve extraordinary results on their own. They must also lead a team while developing their own skills and creating an environment that fosters growth, creativity, and innovation. The Leadership Transformation Certificate will help students build skills to lead effective teams, while expanding their own skill set at becoming a more effective leader.

The Leadership Transformation Certificate includes six competencies:

1. Employee Engagement
2. Team Development
3. Giving and Receiving Effective Feedback
4. Effective Delegation
5. Leading Change
6. Coaching Fundamentals

**CERTIFICATE OBJECTIVES**

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

- Define employee engagement and understand the conditions that foster engagement
- Analyze team performance through the various stages of team development
- Describe the process of giving and receiving effective feedback and the benefits it brings to an organization
- Understand the need for delegation and the difference between effective and ineffective delegation
- Identify the forces that drive change and develop an action plan to effectively lead change
- Describe the principles and foundational skills of coaching

## 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
Employee Engagement	<ul style="list-style-type: none"><li>• Define what is meant by employee engagement</li><li>• Define the relationship between employee engagement and motivation</li><li>• Understand conditions that foster engagement</li><li>• Understand how leadership fosters engagement</li><li>• Understand the role of measuring employee engagement</li><li>• Examine the expanding scope of employee engagement</li></ul>
Team Development	<ul style="list-style-type: none"><li>• Assess team dynamics at different stages of team development as they impact the workplace environment</li><li>• Analyze the needs, motivational factors, and performance of a team</li><li>• Develop strategies to effectively communicate and manage conflicts that occur in teams, providing recommendations for conflict resolution</li><li>• Assess team leadership effectiveness to determine strengths and opportunities</li></ul>
Giving and Receiving Effective Feedback	<ul style="list-style-type: none"><li>• Identify the benefits to an organization of giving effective feedback</li><li>• Describe the conditions that make feedback effective</li><li>• Explain a process for giving feedback</li><li>• Understand how to ready oneself to receive feedback</li></ul>

<b>Certificate Competencies</b>	<b>Learning Objectives</b>
Effective Delegation	<ul style="list-style-type: none"> <li>• Understand the need and benefits of delegation</li> <li>• Learn your pattern of delegation</li> <li>• Understand the difference between effective and ineffective delegation</li> <li>• Learn to break your personal barriers to delegation</li> <li>• Develop, implement and manage a delegation plan</li> </ul>
Leading Change	<ul style="list-style-type: none"> <li>• Identify the forces that drive successful change</li> <li>• Develop action plans using a framework to effectively lead change</li> <li>• Assess leadership strategies to manage organizational culture and team members through changes</li> <li>• Evaluate the role communication has on leading effective change</li> </ul>
Coaching Fundamentals	<ul style="list-style-type: none"> <li>• Define the principles of coaching and identify why coaching can be the gateway to individual and organizational success</li> <li>• Explain the benefits of coaching as a leader and describe how coaching can positively impact employee engagement</li> <li>• Describe the foundational skills of coaching and the various models used in the coaching process</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>