

# Leader Certificate Program



FRANZ CENTER FOR LEADERSHIP  
ENTREPRENEURSHIP & INNOVATION



## University of Portland's Definition of Leadership:

*"Leadership is the intentional process of inviting others to join together in addressing vital needs and goals within our relationships and communities."*





# Leader Certificate Program

The Leader Certificate Program is designed to prepare students to lead confidently in complex situations through real world experience, instruction, practice, and reflection. Students are further supported by their personal leader coach, who will be paired with them to serve as their mentor throughout the program. This unique, multi-faceted opportunity enables students to develop the leadership skills and competencies that will enhance their professional and personal lives as well as their contribution to the world.

Coursework begins with an introductory class on theory and application of leadership and concludes with a capstone class, which culminates the leadership development process. Faculty and coaches are selected from across the UP community and given special training to provide students with a comprehensive look at leadership's role through diverse academic perspectives.

Students have the opportunity to participate in three tangible leadership experiences, which may include roles such as serving as a resident assistant, athletic team captain, officer in a student-run club, or a unique leader experience crafted by the student.

Throughout the duration of the program students are encouraged to engage in challenging conversations with a certified coach who is invested in each student's personal leadership development.

## Our Foundation

Education is the work of resurrection and transformation. Following Blessed Basil Moreau, founder of the Congregation of Holy Cross, we believe education is not only a tool used by young people to form a whole vision of themselves, but that it raises them up to build a new life. Genuine hearts and minds can foster real change through the support from the communities built along the way, the zeal to passionately chase after their goals, and the positivity of hope to deal with set-backs and persevere through conflict. The Leader Certificate Program follows the University's Head, Hands, and Heart framework, which intertwines the importance of instruction, practice, and reflection to create a well-rounded, prepared servant leader able to make a difference locally, nationally, and globally.

# How to Get Involved

To get involved in the Leader Certificate Program, students must register for the first class in a series of three one-credit classes. Over the course of these classes, students will be taught the values and practices of an ethical leader and be given the mentorship and skills needed to fully develop the leader within. This program is open to all students. The fee for LDR 225 is \$250 and the fee for LDR 325 is \$750. There is no fee for the third class. Scholarship opportunities may be available. Please inquire for more information.

## Program Overview

### LDR 225: Foundations of Leadership

Foundations of Leadership prepares students by defining leadership and exploring various leadership theories, including the seven Leader Habits, the Common Leader Vocabulary, and the Leader Habit Development Model. In addition, students will create a leader development action plan that consists of three leader habit development opportunities.

### LDR 325: Leadership Practice

Building upon the terms and theories covered in LDR 225, Leadership Practice further demonstrates the leader habits and competencies articulated in the Common Leader Vocabulary as well as the Leader Habit Development Model. Students work with a leadership coach through a series of leadership experiences intentionally designed to help the student develop the competencies and leadership habits to grow as a leader.

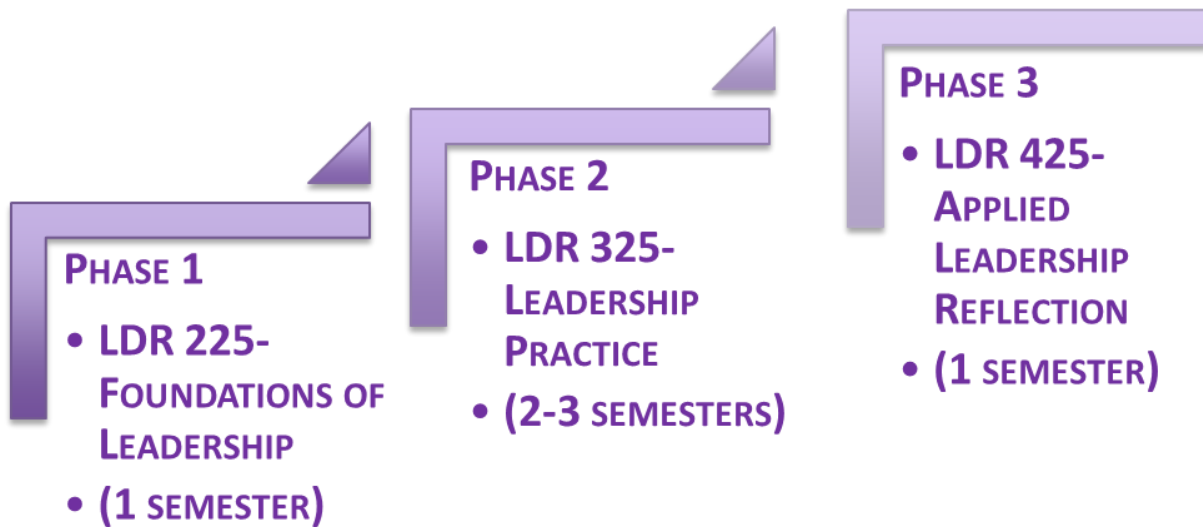
### LDR 425: Applied Leadership Reflection

Students will be able to define leadership and what it means to be a leader by demonstrating an understanding of the intentional process of instruction, practice, reflection, and the 7 Leader Habits. Students will also create and implement a leadership philosophy and demonstrate an understanding that every failure is a learning opportunity.

## Leader Habit Development Model



# ***Program Pathway***



## ***Our Language***

### **A PILOT Leader is...**

Resilient

Courageous

Reflective

Prudent

Motivational

Empathic

Purposefully Engaged

# Resilient:

*Persist in the midst of adversity;  
positively cope with stress*

## Competencies (A PILOT Leader...):

### Displays drive and purpose (Success):

- Shows some evidence of will, initiative, and confidence
- Adequately copes with obstacles or difficulties; handles a fluid environment
- Adequately shows self-confidence and positive attitude
- Pauses, but remains decisive after learning a decision was incorrect
- Perseveres in face of adversity, completes the most demanding endeavors
- Occasionally views failure as a learning opportunity

### Manages change well (Success):

- Faced with multiple demands, handles most of them effectively
- Tries, with some success, to be calm and effective under pressure; rarely complains
- Functions under stress or amid chaos and rapid change
- Attempts to balance competing demands with priorities and resource allocations; has some flexibility
- Shows ability to adopt better ideas
- Adapts to changing environments and situations over time

### Displays drive and purpose (Excellent):

- Demonstrates strong will, initiative, and confidence
- Overcomes obstacles and difficulties; thrives in a fluid environment
- Strong self-confidence and positive attitude
- Recovers quickly after learning a decision was incorrect
- Refuses to quit; reliably completes demanding endeavors
- Consistently views failure as a learning opportunity

### Manages change well (Excellent):

- Skillfully handles multiple demands
- Remains calm; under control, effective under pressure; never complains
- Unaffected by stress, chaos, and rapid change
- Balances competing demands with priorities and resource allocations; thoroughly addresses contingencies
- Recognizes, readily adopts better ideas
- Quickly adapts to changing environments and situations

# Courageous:

*Stand up for what you believe*

## Competencies (A PILOT Leader...):

### Demonstrates authenticity and integrity (Success):

- Behavior usually matches thought and words
- Usually reliable and trustworthy
- Usually accepts responsibility for mistakes, decisions, and actions
- Usually puts right ahead of being popular or easy
- Acts to determine misunderstandings and clearly resolves them to a large extent
- Usually exerts influence by personal example and presence

### Takes risk and innovates (Success):

- Can function in realm of ideas
- Readily understands and follows the plan
- Attempts to balance resolve and flexibility; not afraid of better ideas from other sources

Demonstrates authenticity and integrity (Excellent):

- Behavior consistently matches thoughts and words
- Reliable and trustworthy
- Always accepts responsibility for mistakes, decisions, and actions
- Make the 'hard, right decision' rather than the 'easy wrong'
- Recognize misunderstandings and resolves them in a positive manner
- Continuously exerts influence by personal example and presence

Takes risk and innovates (Excellent):

- Comfortable in the realm of ideas; innovates
- Improvises within the intent of the plan
- Balances firm resolve and flexibility; recognizes a better way and incorporates into own decision

# ***Reflective:***

***Unlock your potential through  
careful thought and consideration;  
life long learning***

## **Competencies (A PILOT Leader...):**

Makes a habit of assessing (Success):

- Listens; asks sound questions
- Usually thinks before speaking and expressing thoughts
- Shows evidence of using in-progress reviews during long-term projects and work
- Accepts feedback from others; seeks to improve performance with it

Increases capacity to learn (Success):

- Attempts to expand personal and organizational knowledge and capabilities
- Generally observes, records, and gives feedback on completed work and projects in progress
- Usually conducts root-cause discussion and often identifies lessons learned

Integrates lessons learned (Success):

- Attempts to find ways to apply lessons learned
- Attempts to improve the collective performances of a team or achieve a goal

Makes a habit of assessing (Excellent):

- Consistently listens actively and asks incisive questions
- Thinks before speaking and expresses thoughts completely
- Conducts systematic and orderly in-progress reviews during long-term projects and work
- Actively seeks feedback on performance from supervisors, peers, and subordinates

Increases capacity to learn (Excellent):

- Expands personal and organizational knowledge and capabilities
- Systematically observes, records and offers feedback on completed work and projects in progress
- Conducts and facilitates root-cause analysis; clearly identifies lessons learned and sorts out actions

Integrates lessons learned (Excellent):

- Readily applies lessons learned/self-improvement
- Effectively improves the collective performance of a team and goal achievement

# Prudent:

*The ability to discern, decide,  
and act ethically*

## Competencies (A PILOT Leader):

### Sees what needs to be done and takes initiative (Success):

- Originates some ideas or actions
- Usually or adequately shows common sense
- Readily reacts to requirements and contingencies
- Maintains an adequate awareness of the situation; notes when conditions change
- Eventually recognizes need to decide / acts with appropriate guidance and does so
- Delegates adequately; sufficiently allocates resources
- Usually correctly judges work in progress based on appropriate factors
- Generally meets minimum standards

### Sets vision and strategy (Success):

- Adequately defines requirements and guidance
- Generally shows good judgement, sound thinking, and reasoning
- Usually generates reasonable plans through analysis of situations
- Generates logical, appropriate simple, readily understood plan that likely clearly would accomplish the task

### Solves problems and makes ethical decisions (Success):

- Occasionally demonstrates good moral judgement and behavior
- Makes decisions; keeps pace with events
- Sets adequate priorities
- Adequately considers probable impacts and consequences of decisions
- Adequately assesses situation; sorts out important aspects and decides accordingly
- Attempts to sort out the important problems

### Sees what needs to be done and takes initiative (Excellent):

- Dynamic self-starter, originates ideas and actions
- Demonstrates common sense
- Anticipates requirements or contingencies
- Maintains a thorough awareness of the situation; anticipate when conditions change
- Quickly recognizes need and decides / acts in the absence of guidance
- Delegates skillfully and appropriately; uses resources effectively
- Consistently correctly judges work in progress and determines causes, effects, and contributing factors
- Exceeds some standards

### Sets vision and strategy (Excellent):

- Clearly and positively articulates expectations
- Demonstrates strong judgement; critical/creative thinking and reasoning
- Analyzes situations; combines complex ideas into feasible plans
- Generates logical, appropriately simple, readily understood plan that clearly would accomplish the task

### Solves problems and makes ethical decisions (Excellent):

- Consistently demonstrates good moral judgment and behavior
- Drives events through smart, timely decisions
- Sets smart priorities
- Thoroughly considers probable impacts and consequences of own decisions
- Thoroughly assesses situation; acts on key issues and contingencies/consequences
- Clearly sorts out important actual and potential problems



# Motivational:

*Inspires others to improve and strive towards a desired goal, outcome, or behavior*

## Competencies (A PILOT Leader):

### Is a collaborator (Success):

- In most cases actions and words engender trust
- Gets own share of work done
- Makes some use of feedback to modify work in progress when needed
- Contributes to a positive culture
- Applies creative thinking while working with others
- Attempts to build upon successes and improve upon weaknesses
- Frequently coaches others; occasionally encourages initiative

### Is a team builder (Success):

- Contributes, when asked, to problem-solving process
- Remains positive when situations are confusing or changing
- Attempts to understand skills and abilities of team members
- Sets a good example for teammates and coworkers, works well with others; actively participates in team efforts; effective team player
- Attempts to improve the collective performance of the team
- Acts to determine misunderstandings and resolves them to a large extent

### Communicates effectively (Success):

- Expressions generally achieve stated purpose; reasonably simple
- Generally conveys ideas, feelings, and sincerity
- Expressions are usually well conceived with evidence of some organization; generally interesting and convincing
- Adequately uses visual aids; few distracting gestures or sounds; makes adequate use of inflection
- Adequately adjusts communication style to connect with intended audience

### Is a collaborator (Excellent):

- Actions and words engender trust
- Helps others after or while completing own work
- Actively listens, seeks feedback, and makes smart, timely adjustments to work or projects
- Actively creates or contributes to a positive culture
- Quickly applies creative thinking while working with others
- Builds on success, actively seeks to improve upon weakness
- Consistently guides and coaches others, and in doing so encourages initiative

### Is a team builder (Excellent):

- Actively contributes to the problem-solving process
- Spurs team to remain positive in confusing and changing situations
- Leverages skills and abilities of team members
- Sets an excellent example for teammates and coworkers, inspires people to work together; promotes and participates in team achievement, effective team leader
- Effectively improves the collective performance of the team
- Recognize misunderstandings and resolves them clearly in a positive manner

Communicates effectively (Excellent):

- Expressions consistently achieve purpose; style varied, simple, to the point
- Conveys ideas and feelings concisely in a single transmission
- Expressions are well-planned, organized, and suited to audience and situation; inspires ownership, attention, and conviction
- Clear, concise visual aids; smooth presentation; uses inflection to advantage
- Consistently explains concepts and tasks in multiple ways to connect with audience

# ***Empathic:***

***Responsive to the emotional experience of self and others***

**Competencies (A PILOT Leader):**

Demonstrates self-regulation and self-awareness (Success):

- Exhibits some elements of reasonable self-awareness
- Occasionally understands how one's actions are perceived by others and recognizes their impact on relationships
- Generally able to recognize other people's emotions and perspectives as a result of other's actions

Respects Others (Success):

- Adequately interacts with others
- Gets along with most peers
- Listens and watches attentively
- Attempts to be considerate in offering criticism
- Attempts to handle controversy with civility

Demonstrates self-regulation and self-awareness (Excellent):

- Shows mature level of self-awareness
- Consistently able to read and understand how one's actions are perceived by others as well as recognize the impact on relationships
- Able to recognize other people's emotions as a result of other's actions, understand other's perspective, and demonstrate an active interest in other's concerns

Respects others (Excellent):

- Readily interacts with others
- Gets along well with others
- Always attentive; supportive listener
- Considerate in offering criticism
- Demonstrates respect for others, a willingness to hear other's views, and exercise restraint in criticizing the views and actions of others

# ***Purposefully Engaged:***

***Responsibly connected to the community and society through relationships and active involvement***

## **Competencies (A PILOT Leader):**

### Builds and maintains relationships (Success):

- Attempts to take others' perspectives
- Attempts to ensure differences are valued
- Follows through on actions related to expectations of others
- Attempts to gain cooperation and support when working with others

### Utilizes personal gifts in the community (Success):

- Attempts to identify personal gifts, skill, and talents
- Demonstrates desire and purpose to use skills to serve the community
- Is aware of and attempts to use gifts and talents in the community

### Demonstrates inclusivity and intercultural effectiveness (Success):

- Attempts to foster ethical climate and treat people fairly
- Attempts to enhance self-confidence, competence, or self-esteem of others
- Attempts to recognize the common purpose and concerns for those affected
- Attempts to interact with people of other cultures with an open mind
- Occasionally seeks opportunities to engage people from other cultures
- Sometimes adapts behavior in response to cultural differences or commonalities

### Builds and maintains relationships (Excellent):

- Demonstrates ability to take on another perspective
- Understands that different viewpoints are inevitable and works to ensure differences are valued as an asset
- Consistently follows through on action related to expectations of others
- Easily gains cooperation and support when working with others

### Utilizes personal gifts in the community (Excellent):

- Clearly and accurately discerns personal gifts, skills, and talents
- Consistently finds new ways to put skills to work for the community
- Actively uses skills, gifts and talents in the community

### Demonstrates inclusivity and intercultural effectiveness (Excellent):

- Fosters ethical culture; ensures all people are treated fairly
- Effectively expands and enhances the self-confidence, competence, and self-esteem of others
- Acknowledges the interdependence of all involved in or affected by group effort; recognizes the common purpose of the group must incorporate a sense of concern for all those effected by the group's efforts
- Demonstrates an open mindedness when interacting with people from other cultures
- Actively seek opportunities to engage with other cultures
- Consistently adapts behavior in response to cultural differences or commonalities

## For More Information

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