

PHS Leadership Development Certificate Programs

The PHS Leadership Development model is based upon the cumulative building of skills and knowledge. Levels are as follows:

- Level I: Leaders without direct reports, and front line staff that want to develop leadership behavior
Complete within 1 year
Leading the Self
- Level II: Supervisory positions which hire and have performance management responsibilities
Complete within 2 years
Leading Others
- Level III: Managers, department heads, QST (as appropriate)*
Complete within 2 years
Leading your Department or Community
- Level IV: Site Leaders
Complete within 3 years
Leading the Organization
- Level V: CQST
Complete within 2 years
Leading the Industry

*Some QST members may not have direct reports (some Housing Directors and Pastoral Care Directors, for example). In those circumstances, it is up to the campus administrator and the QST member to jointly determine which courses and other educational activities are appropriate beyond the Level I courses.

New leaders from outside PHS and other new leaders with extensive life-work experience should work with their supervisor to identify which pre-requisites courses from the preceding levels they should complete.

Italics indicate available across more than one column.

Certificate in Service Level I <ul style="list-style-type: none"> • Organizational or Campus Leaders who are individual contributors at any level (e.g., lead positions, Pastoral Care Directors, some Housing Directors) 	Providing Leadership	<i>Leadership Orientation</i> <i>7 Habits of Highly Effective People</i> Interpersonal Leadership Optional: Quick Classes <ul style="list-style-type: none"> • Communication • Personal Accountability • Individual Transition in Organizations
	Provider of Choice	Optional: Quick Classes <ul style="list-style-type: none"> • Customer Service • Aging Sensitivity • Dignity • Resident Wellness
	Employer of Choice	
	Effective and Efficient Services	<i>Critical Thinking and Problem Solving</i>
	Serving as a Ministry	Volunteer Opportunities

(continued...)

<p>Certificate in Supervision Level II</p> <ul style="list-style-type: none"> • Front line supervisors and managers who hire and manage performance 	Providing Leadership	<p><i>Leadership Orientation</i></p> <p><i>7 Habits of Highly Effective People</i></p> <p><i>Interpersonal Problem Solving</i></p> <p>Role of the Supervisor as Leader</p> <p>Role of the Supervisor as Manager</p>
	Provider of Choice	Optional: Other Leadership Institute Courses
	Employer of Choice	<p><i>Hire Right</i></p> <p><i>Managing and Reviewing Employee Performance</i></p> <p><i>Progressive Discipline</i></p> <p><i>Managing Organizational Transition</i></p>
	Effective and Efficient Services	<i>Critical Thinking and Problem Solving</i>
	Serving as a Ministry	Volunteer Opportunities

<p>Certificate in Management Level III</p> <ul style="list-style-type: none"> • Managers who supervise other managers; some department or function heads 	Providing Leadership	<p><i>Leadership Orientation</i></p> <p><i>7 Habits of Highly Effective People</i></p> <p><i>Interpersonal Problem Solving</i></p> <p><i>Team Effectiveness</i></p> <p><i>Effective Meeting Facilitation</i></p>
	Provider of Choice	Optional: Other Leadership Institute Courses
	Employer of Choice	<p><i>Hire Right</i></p> <p><i>Managing and Reviewing Employee Performance</i></p> <p><i>Progressive Discipline</i></p> <p><i>Managing Organizational Transition</i></p>
	Effective and Efficient Services	<p><i>Critical Thinking and Problem Solving</i></p> <p><i>Finance for Non-Financial Managers</i></p> <p><i>Understanding Data and Measurement</i></p>
	Serving as a Ministry	Willow Creek Leadership Summit (Optional)

<p>Certificate in Leadership Level IV</p> <ul style="list-style-type: none"> Administrators (Care Center and Campus) Management & Services Support 	Providing Leadership	<p><i>Leadership Orientation</i></p> <p><i>Orientation for New Leaders/Site Leaders</i></p> <p><i>7 Habits of Highly Effective People</i></p> <p><i>Team Effectiveness</i></p> <p><i>Effective Meeting Facilitation</i></p> <p><i>Communicating with Impact</i></p> <p>Strategic Leadership</p>
	Provider of Choice	Job Rotation, Stretch Assignments
	Employer of Choice	<p><i>Hire Right</i></p> <p><i>Managing and Reviewing Employee Performance</i></p> <p><i>Progressive Discipline</i></p> <p><i>Managing Organizational Transition</i></p>
	Effective and Efficient Services	<p><i>Finance for Non-Financial Managers</i></p> <p><i>Understanding Data and Measurement</i></p>
	Serving as a Ministry	Willow Creek Leadership Summit (Optional)

<p>Certificate in Executive Leadership Level V</p> <ul style="list-style-type: none"> Management Coordination Team 	Providing Leadership	<p><i>Leadership Orientation</i></p> <p><i>Orientation for New Leaders/Site Leaders</i></p> <p><i>7 Habits of Highly Effective People</i></p> <p><i>Communicating with Impact</i></p>
	Provider of Choice	Professional Presentation External to PHS
	Employer of Choice	<p><i>Managing and Reviewing Employee Performance</i></p> <p><i>Managing Organizational Transition</i></p>
	Effective and Efficient Services	<i>Understanding Data and Measurement</i>
	Serving as a Ministry	Willow Creek Leadership Summit (Optional)