

# The Leadership Challenge® Workshop Facilitator Development Process

## Background

In 2004, Pfeiffer, an Imprint of John Wiley & Son, entered into an agreement with James M. Kouzes and Barry Z. Posner, thus becoming the exclusive publisher of *The Leadership Challenge® Workshop* materials. Pfeiffer is also the publisher of the *Leadership Practices Inventory (LPI)*, *LPI Online*, and other workbooks and tools developed by Jim and Barry.

Our strategic aim is to make *The Leadership Challenge® Workshop* materials widely available to the training and leadership development market. We are partnering with several parties to create a network of professionals who are willing to share ideas, best practices, and work toward our overarching Leadership Challenge goal of making “leadership everyone’s business.”

Pfeiffer is committed to helping our customers determine the most appropriate solutions for developing and/or selecting facilitators for their Leadership Challenge programs. With this in mind, we have created a program designed to train and support a community of skilled facilitators. With three levels of participation, the program provides appropriate flexibility for leadership development professionals (both internal and external) in various situations.

- **Level 1 – *The Leadership Challenge® Workshop* Facilitator Training**  
This 4- or 5-day course immerses a facilitator in the basic structure and instructional design of *The Leadership Challenge® Workshop*. It includes participation in a 2- or 3-day *The Leadership Challenge® Workshop* and a 2-day experience that focuses on conducting the Workshop.
- **Level 2 – *The Leadership Challenge® Workshop* Certified Facilitator**  
Certified Facilitators receive additional co-training and coaching experience.
- **Level 3 – *The Leadership Challenge® Workshop* Certified Master Facilitator**  
We have formed a special Master Facilitators Network so that we can confidently recommend to customers world-class facilitators, consultants, and coaches. This level takes two years to attain and requires additional co-training, coaching and on-site evaluation. Master Facilitators are the only professionals we will recommend to clients and promote on The Leadership Challenge website ([www.leadershipchallenge.com](http://www.leadershipchallenge.com)).

## Level 1 – Facilitator Training Workshop

### What do I have to do to participate in *The Leadership Challenge® Workshop Facilitator Training*?

The process is simple:

1. First, you attend a 2- or 3-day session of *The Leadership Challenge® Workshop* as a participant. We believe that before you can facilitate a Workshop, you need to experience it as the participants would experience it. This is especially true for leadership, because leaders gain credibility when they walk in the shoes of their constituents. You can participate in one of our public programs or you can attend a session that might be held in your organization as part of a leadership development program. However, if you are intending to become a Certified Facilitator (see Level 2 below) you must attend a session led by one of our Master Facilitators.
2. Attend *The Leadership Challenge® Workshop Facilitator Training*. This 2-day experience walks you through all the facilitator's materials and gives you the opportunity to practice conducting some of the workshop activities.

### What is the cost of *The Leadership Challenge® Workshop* and *TLCW Facilitator Training Workshop*?

1. The current cost of a 2-day *The Leadership Challenge® Workshop* is \$1,750 (US price).
2. The current cost of a 2-day *The Leadership Challenge® Workshop Facilitator Training* session is \$1,750 (US price), which includes the *Facilitator's Guide*.
3. Costs are subject to change and vary by region, so please check [www.leadershipchallenge.com](http://www.leadershipchallenge.com) for up-to-date information on prices, dates, and the enrollment process.

### What are the benefits of completing the *Facilitator Training*?

As a result of participating in Facilitator Training, you will:

1. Become better prepared to conduct *The Leadership Challenge® Workshop* for your organization or clients.
2. Become fully immersed in *The Leadership Challenge® Workshop* process so that you can develop an implementation strategy relevant to your organization or clients.
3. Be better prepared to help others learn how to become more effective leaders.
4. Learn about options for tailoring *The Leadership Challenge® Workshop* to meet the specific needs of various participant groups.
5. Get feedback and coaching on your delivery skills.

6. Be able to take stock of the *Facilitator's Guide* and get exposure to other leadership tools, books, and resources that are available.
7. Have a chance to meet, learn from, and build relationships with people from other organizations involved with leadership development.
8. Get a behind-the-scenes look at the Workshop, its design, experiential activities, research foundation, and the core philosophy on which it is based.
9. Better understand your own leadership capabilities based on feedback from the *Leadership Practices Inventory (LPI)* and acquire skills in explaining and interpreting the LPI.

You will also receive:

1. One copy of *The Leadership Challenge® Workshop Facilitator's Guide*.
2. Regular product updates and author information as it becomes available.
3. Access to others in The Leadership Challenge facilitator community and to our Master Facilitators Network so that you can share tools, techniques, and best practices in leadership development.
4. Access to Pfeiffer's other licensed service providers for Workshop administration and facilitator training.

## **Level 2 – Certified Facilitator**

### **How do I become a Certified Facilitator of *The Leadership Challenge® Workshop*?**

In order to begin the process of applying for Certified Facilitator status, individuals must complete Facilitator Training steps 1 and 2 above— i.e., attend *The Leadership Challenge® Workshop* and complete *The Leadership Challenge® Workshop* Facilitator Training session. After completing this program, they must secure a recommendation from the Master Facilitator who conducted their Facilitator Training session, secure at least one letter of recommendation from a supervisor, client, or professional colleague, and complete the Certified Facilitator application form. If these criteria are met, the candidate is eligible for consideration and then must complete the following developmental activities:

1. Co-facilitate at least one *The Leadership Challenge® Workshop* with a Master Facilitator, our most experienced and skilled professionals. The Master Facilitator will work along side of you to both conduct portions of the program and also coach you through other parts that you will do solo.
2. Following this co-training experience the Master Facilitator will make a determination about your readiness, and either recommend certification or recommend any additional development you might need.

It is the responsibility of the facilitator-in-training to arrange this co-training experience. Most often these experiences are arranged by the facilitator's organization, or in the case of external consultants, a client organization. We will work with you to locate a Master Facilitator who best fits your needs and with whom you will be comfortable. If you have already attended *The Leadership Challenge® Workshop* and Facilitator Training, as well as facilitated *The Leadership Challenge® Workshop* with one of our Master Facilitators, please contact us. We can discuss next steps with you based on your current situation.

### **What is the cost to me for completing this Certification?**

1. The current cost of a 2-day *The Leadership Challenge® Workshop* is \$1,750 (US price).
2. The current cost of a 2-day *The Leadership Challenge® Workshop* Facilitator Training session is \$1,750 (US price), which includes the *Facilitator's Guide*.
4. Costs are subject to change and vary by region, so please check [www.leadershipchallenge.com](http://www.leadershipchallenge.com) for up-to-date information on prices, dates, and the enrollment process.
3. Master Facilitators will also be paid their standard rates of \$3,000 (US price) per day plus expenses for co-training *The Leadership Challenge® Workshop*. Payment will be arranged directly with the Master Facilitator.
4. There will be an additional charge of \$200 (US price) for services connected with administering the certification process

### **What are the benefits of completing the Certification Process?**

You will receive all the benefits of attending Facilitator Training (see Level 1, above) plus:

1. The non-exclusive right to refer to and market yourself as a Certified Facilitator of *The Leadership Challenge® Workshop*.

## **Level 3 – Certified Master Facilitator**

### **What is a Leadership Challenge® Certified Master Facilitator and what is the Master Facilitators Network?**

Certified Master Facilitators are highly experienced leadership developers with at least 10 years of experience in the profession of training, facilitation, adult education, and/or line management. They have had at least two years experience conducting *The Leadership Challenge® Workshop*, have received stellar feedback from clients, and have been selected by a group of peers to join the Master Facilitators Network. They are the only individuals who we authorize

to conduct *The Leadership Challenge® Workshop* Facilitator Training and to coach and certify new facilitators.

### **How can I become a Certified Master Facilitator?**

In order to begin the process of applying for Certified Master Facilitator status, individuals must first have achieved Certified Facilitator status (see above). After successfully completing the process, they must secure a recommendation from the Master Facilitator who co-trained their Workshop, secure at least one letter of recommendation from a Workshop participant, and complete the Certified Master Facilitator application form. If these criteria are met, the candidate is eligible for consideration and then must complete the following developmental activities:

1. Co-facilitate one additional *The Leadership Challenge® Workshop* with a Master Facilitator for purposes of observation and feedback.
2. Commit to 10 hours of additional one-on-one coaching with a Master Facilitator. The Master Facilitator and the candidate will jointly determine the use of these 10 hours. Based on experience and prior training, it may be determined that fewer than 10 hours is needed. This determination will be made jointly by the Master Facilitator and the Candidate. Coaching may be in-person or on the telephone.
3. Conduct at least 4 additional *The Leadership Challenge® Workshops* per year for 2 years – a total of 8 additional Workshops. If more than 4 Workshops per year can be scheduled, the time period can be adjusted.
4. Co-facilitate with a Master Facilitator at least one *The Leadership Challenge® Workshop* Facilitator Training program.
5. On post-Workshop evaluations, receive a cumulative average score of 4 on a 5-point scale.
6. Contribute quarterly feedback on personal experiences in facilitating *The Leadership Challenge® Workshop*. A set of common guidelines and criteria will be provided.
7. Contribute at least one Personal Best Leadership case based on in-person interviews to Pfeiffer and Jim Kouzes and Barry Posner. A set of common guidelines and criteria will be provided.

In addition to the development activities described above, Master Facilitators-in-training are expected to participate in the quarterly Master Facilitator teleconferences and attend the annual Master Facilitators Conference. In order to maintain status as a Master Facilitator, individuals must deliver at least four qualifying Leadership Challenge® Workshops over a 12-month period and agree to coach at least two Master Facilitator candidates per year.

### **What is the cost to me for completing the Master Facilitators Program?**

Because of the costs associated with completing the rigorous Master Facilitator program, we recommend that the candidate make sure that s/he will be able to arrange for either corporate sponsorship or has the capacity to independently book the necessary number of Workshops. It has been our experience that successful candidates for Master Facilitator status are either employees of supportive organizations or principals of healthy private training and development firms.

1. The current cost of a 2-day *The Leadership Challenge® Workshop* is \$1,750 (US price).
2. The current cost of a 2-day *The Leadership Challenge® Workshop* Facilitator Training session is \$1,750 (US price), which includes the *Facilitator's Guide*.
3. Costs are subject to change and vary by region, so please check [www.leadershipchallenge.com](http://www.leadershipchallenge.com) for up-to-date information on prices, dates, and the enrollment process.
4. Master Facilitators are paid \$200 (US price) per hour for coaching time. Payment will be arranged directly with the Master Facilitator.
5. Master Facilitators will also be paid \$3,000 (US price) per day, plus expenses, for co-training *The Leadership Challenge® Workshop*. Payment will be arranged directly with the Master Facilitator.
6. There will be an additional charge of \$300 (US price) for services connected with administering the Certified Master Facilitator process.

### **What are the benefits for becoming a Certified Master Facilitator?**

In addition to receiving all the benefits of a Certified Facilitator (see Levels 1 and 2, above) Certified Master Facilitators receive these additional advantages:

1. The non-exclusive right to provide Facilitator Training to in-company facilitators and prospective Certified Facilitators.
2. The non-exclusive right to refer to and market yourself as an authorized *The Leadership Challenge® Workshop* Certified Master Facilitator.
3. One complimentary preview copy of related new Leadership Challenge products.
4. Your name and contact information will appear on [www.leadershipchallenge.com](http://www.leadershipchallenge.com).
5. Certified Master Facilitators are the only individuals who will be referred by John Wiley & Sons or the Authors to organizations requesting names of facilitators qualified to conduct *The Leadership Challenge® Workshop*.
6. Membership in *The Leadership Challenge®* Master Facilitators Network, a community of professionals dedicated to improving the quality of delivery

- of *The Leadership Challenge*® suite of products and to improving their own leadership development skills and business capacity.
7. Direct author and publisher contact.

## **Additional Facilitator Commitments**

While the above criteria are being completed, you will be asked to agree to the following commitments:

1. Facilitators agree to and shall comply with Pfeiffer's instructions on use of *The Leadership Challenge*® and related trademarks and intellectual property. (All Levels)
2. Facilitators agree at all times to provide premium customer service to your clients. (All Levels)
3. Facilitators shall provide copies of all Workshop evaluation forms to Pfeiffer and to their Certified Master Facilitator Coach. (All Levels)
4. Facilitators agree to share *The Leadership Challenge*® Workshop experiences with other Certified Facilitators. (All Levels)
5. Master Facilitators agree to provide Pfeiffer with current information about your services so that it can be related to Pfeiffer's customers. (Level 3)
6. Master Facilitators agree to provide Pfeiffer with quarterly feedback on *The Leadership Challenge*® product and service offerings. (Level 3)
7. Master Facilitators shall make best efforts to attend Facilitator Network gatherings and training sessions either by telephone or in person. (Level 3)

## **Ownership**

Pfeiffer, as the exclusive licensee of the Authors, is and shall remain the owner of the LPI, the Workshops and the Workshop Materials, including all copyrights and trademarks associated with the foregoing, including, but not limited to: THE LEADERSHIP CHALLENGE, LEADERSHIP IS EVERYONE'S BUSINESS and THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP.