Leadership Development is an intentional effort to provide leaders with opportunities to Learn, Grow and Change. A focus of the Y of Metro Chicago is to develop staff’s unique abilities and talents. We do this by helping individuals learn about themselves and others, grow in their personal skills and abilities, and change and adapt to new circumstances and opportunities.

The intent of this Leadership Development Guide is to assist supervisors and staff on how to create a leadership development plan. By encouraging crucial conversations between staff and supervisor, providing guidelines around training requirements and opportunities, and introducing YMCA of the USA’s (Y-USA) tools and resources, the Guide will help produce individuals, over time, with the skills to function effectively within our association and the YMCA movement in general. By working together, Metro Chicago will have a strong leadership pipeline full of cause-driven leaders who are committed to impactful, lasting personal and social change through youth development, healthy living and social responsibility.
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Y-USA TRAINING INFORMATION

YMCA of the USA (Y-USA) Training and Leadership Development is one of the most extensive professional development and education programs in the not-for-profit sector, contributing in no small measure to the success of the Y movement.

It was not surprising that for three years in a row The Princeton Review cited Y-USA’s leadership development program as a major factor in including the YMCA among the 112 best employers for recent college graduates. Your participation in Y-USA Training and Leadership Development reflects your commitment to lifelong learning and the development of the spirit, mind, and body -- a hallmark of YMCA staff and volunteers for more than a century.

In an effort to develop cause-driven leadership at all staff levels across the Y, YMCA of the USA (Y-USA) has developed the cause-driven Leadership Competency Model (LCM). The YMCA of Metro Chicago has adopted this model. This model is the foundation for designing all leadership development strategies and tactics in the Y.

The Leadership Competency Model is:

- Comprised of 18 Leadership Competencies
- Organized by the four disciplines of cause-driven leadership
  - Mission Advancement – Advancing the Y’s promise to strengthen community
  - Collaboration – Working with, understanding, and developing others
  - Operational Effectiveness – Ensuring relevance, effectiveness, and sustainability
  - Personal Growth – Developing continually to adapt to new challenges
- Organized into four leadership levels
  - Leader
  - Team Leader
  - Multi-Team/Branch Leader
  - Organizational Leader

The four Leadership Levels within the LCM represent the progressive leadership responsibilities across all staff positions. In addition, the Leadership Certification aligns with these levels, and is achieved when staff completes the certification requirements. Staff should focus on achieving the certification level that aligns with their current leadership level. For staff who have achieved that certification level, and are successful in their current role, and anticipate continuing to grow their career at the Y in the near future, it may be appropriate to begin pursuing the next certification (develop competencies) at the next level.

For more information on the LCM, Leadership Levels or Leadership Certification, please go to Y-USA’s YExchange at www.yexchange.org or email leadershipdevelopment@ymcachicago.org.
LEADERSHIP CERTIFICATION STRUCTURE

Leadership Certification is a credentialing process specific to the Y. Based on the Leadership Competency Model (LCM), the process includes three certifications that correspond to the progressive levels of leadership responsibility defined by the LCM. Each certification has distinct requirements, which may include formal training courses, electives, prerequisites and a certification test. Obtaining your Leadership Certification reflects your personal and professional achievements and enriches self-esteem. It increases your confidence because you have validated that you know and can apply core leadership competencies.

Obtaining Leadership Certification also demonstrates that you are committed to your development at the Y, and can set you apart from your peers when applying for new professional opportunities.

The process of obtaining your Leadership Certification should be a collaborative effort between you, your supervisor, and the Leadership Development department. This At-A-Glance provides the basic requirements needed. For details on the certification, courses, and test/assessment, view the Leadership Certification Handbook on www.ymcaexchange.org.

Team Leader Certification
• Principles and Practices
• Introduction to Volunteerism
• Introduction to Leading Others
• Introduction to Fiscal Management
• Online Leadership Competency Assessment
• Team Leader Certification Test
• Submit Application

MULTI-TEAM OR BRANCH LEADER CERTIFICATION (CHOOSE ONE TRACK)
Recertification is required

General Track
• Team Leader Certification
• Project Management
• Evaluating and Communicating Impact
• Leading and Coaching Others
• Advanced Fiscal Management
• 5 Elective Credits
• Online Leadership Competency Assessment
• Multi-Team or Branch Leader Certification Test
• Submit Application

OR
Executive Preparatory Track
• Team Leader Certification
• Executive Preparatory Institute
• Annual Community Support
• Advanced Fiscal Management
• 2 Elective Credits
• Online Leadership Competency Assessment
• Multi-Team or Branch Leader Certification Test
• Submit Application

OR
New Branch Executive Track
• Team Leader Certification
• New Branch Executive Institute
• Executive Fundraising
• Online Leadership Competency Assessment
• Multi-Team or Branch Leader Certification Test
• Submit Application
ORGANIZATIONAL LEADER CERTIFICATION
(CHOSE ONE TRACK)
Recertification is required

General Track
• Multi-Team or Branch Leader Certification
• Leading Change
• Two elective courses
• Bachelors Degree
• Online Leadership Competency Assessment
• Organizational Leader Test
• Submit Application

OR Organizational Leadership Forum
• Multi-Team or Branch Leader Certification
• Organizational Leadership Forum
• Bachelors Degree
• Online Leadership Competency Assessment
• Organizational Leader Test
• Submit Application
The central theme behind developing Leadership Competencies focuses on identifying areas for change and creating opportunities to practice new skills. Foundational to this process is the 70/20/10 Learning Model.

Seventy percent (70%) of learning and development takes place from real-life, challenging on-the-job experiences, tasks, and problem solving.

Twenty percent (20%) of learning and development comes from coaching, feedback, and observing and working with role models.

Ten percent (10%) of learning and development comes from formal training.

The 70/20/10 Learning Model is embedded into the course work and recertification process of the Leadership Certification. Please see below for some examples of how a 70/20/10 Learning Model can be incorporated into an Individual Development Plan. Please reference this Model when completing your Individual Leadership Development Plan.

<table>
<thead>
<tr>
<th>70/20/10 LEARNING MODEL</th>
</tr>
</thead>
</table>
| **70%**  | On-the-Job Experiences  | Work on a new project – stretch assignment  
|           |                        | Give a presentation  
|           |                        | Lead a meeting  
|           |                        | Ask for a contribution from a member or volunteer  
|           |                        | Facilitate a workshop |
| **20%**  | Coaching & Feedback    | Shadow a high-performer you admire  
|           |                        | Seek out a coach or mentor  
|           |                        | Interview others you view as “experts” |
| **10%**  | Formal Training        | Participate in trainings, workshops, seminars  
|           |                        | Attend a conference  
|           |                        | Read a book  
|           |                        | Take an online eLearning course |

*You need all three components to have a successful development plan*
YMCA OF METRO CHICAGO
Training Activity Guidelines for Individual Development Plan

As a way to assist you in preparing your upcoming learning experiences, the Human Resources department has created Training Activity Guidelines for you to use to create your 2012 Individual Leadership Development Plan. To gain approval and funds for the training activities listed on the table below, staff must follow the steps outlined below:

- All requests must go through immediate supervisor via email
- All requests must be approved by the Executive Director, department Vice President (VP), or regional Group Vice President (GVP)
- All requests must be pre-approved by the Executive Director, department VP, or regional GVP prior to attending the training activity
- All requests for non-YMCA training activity and/or national programs, institutes or conferences must be approved by both the departments VP/ regional GVP and the Director of Leadership Development (HR)
- Decisions will be based on available funds and the appropriateness of the training activity to the individual’s leadership level, professional developmental needs as outlined on the individual’s Leadership Development Plan, as well as the strategic direction of the association
- HR and the VP/GVP reserves the right to over-ride a supervisor’s approval if they deem the training activity unfit for the individual’s leadership level, professional development needs, individual’s Leadership Development Plan, or the strategic direction of the association
- Funding may be used towards a training activity’s registration fee, lodging, airfare, mileage, and meals
- Individuals may not exceed more than one national conference or training activity per year

All full-time staff (exempt and non-exempt) MUST complete an Individual Leadership Development Plan by March 30, 2012. That document can be found on the new Training & Leadership Development (TLD) Portal located on www.ymcachicago.org (under the “Employee’s Only” section).

<table>
<thead>
<tr>
<th>EVENT/ACTIVITY</th>
<th>REQUIREMENTS</th>
<th>*COST</th>
<th>COMMENTS/NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trainings</strong></td>
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<td></td>
</tr>
</tbody>
</table>
| Risk Management required trainings such as BBP, CAP, CPR/First Aid, AED, Van Driver, and New Hire Orientation | • DOH – 90 days  
• FT and PT staff  
• Approved by Supervisor | FREE |                |
| Achieve Global Trainings | • 90 days +  
• FT or PT staff  
• Approved by Supervisor | FREE |                |
| Leadership Competency Assessment | • 6 months +  
• FT staff (exempt and non-exempt)  
• Approved by Supervisor | FREE | You MUST contact HR for the authorization code to have your assessment fee waived by Y-USA |
| Introduction to Volunteerism | • 6 months +  
• FT staff (exempt and non-exempt)  
• Completed the online competency assessment  
• Approved by Executive Director | $75-120 | Must be taken at a Chicagoland or Regional location. |
| Introduction to Leading Others | • 6 months +  
• FT staff (exempt and non-exempt) | $120-200 | Must be taken at a Chicagoland or Regional location. |
<table>
<thead>
<tr>
<th>Course</th>
<th>Duration</th>
<th>Staff Type</th>
<th>Competency Assessment</th>
<th>Approval</th>
<th>Cost</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed the online competency assessment and approved by Executive Director</td>
<td></td>
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<tr>
<td>Introduction to Fiscal Management</td>
<td>6 months</td>
<td>FT staff</td>
<td></td>
<td></td>
<td>$120-200</td>
<td>Must be taken at a Chicagoland or Regional location.</td>
</tr>
<tr>
<td>Y-USA’s Leadership Competency Courses (includes electives and recertification courses)</td>
<td>6 months</td>
<td>FT staff</td>
<td></td>
<td></td>
<td>Varies from $50-275</td>
<td>Must be taken at a Chicagoland or Regional location.</td>
</tr>
<tr>
<td>Y-USA Program Trainings (i.e. aquatics, child care, fitness, camp, membership, etc...)</td>
<td>6 months</td>
<td>PT staff</td>
<td></td>
<td></td>
<td>$25-200</td>
<td>Excludes risk management required trainings such as BBP, CAP, CPR/First Aid, AED, Van Driver</td>
</tr>
<tr>
<td>Includes Red Cross Trainings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Must be taken at a Chicagoland or Regional location.</td>
</tr>
<tr>
<td>Bridge Principles &amp; Practices (P&amp;P)</td>
<td>6 months</td>
<td>FT staff</td>
<td>Leadership Level: Multi-Team/Branch Leader +</td>
<td></td>
<td>$1,100 – includes lodging</td>
<td></td>
</tr>
<tr>
<td>Principles &amp; Practices (P&amp;P)</td>
<td>12 months</td>
<td>FT staff</td>
<td></td>
<td></td>
<td>$725 – includes lodging</td>
<td>Priority should be given to individuals who have been with Metro Chicago for more than 3 years.</td>
</tr>
<tr>
<td>Y-USA Trainer &amp; Faculty Courses (includes the Facilitation Skills course)</td>
<td>12 months</td>
<td>FT staff</td>
<td>Leadership Level: Team Leader +</td>
<td></td>
<td>Varies from $50-275</td>
<td>Must be taken at a Chicagoland or Regional location.</td>
</tr>
</tbody>
</table>

*Please also refer to other Y-USA requirements and criteria. Final acceptance into this program is determined by Y-USA. [www.yexchange.org](http://www.yexchange.org)*
# Y-USA National Programs & Institutes (descriptions can be found on YExchange)

<table>
<thead>
<tr>
<th>Program</th>
<th>Duration</th>
<th>Role</th>
<th>Costs</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Preparatory Institute (EPI)</td>
<td>24 months +</td>
<td>FT staff (exempt)</td>
<td>$750</td>
<td>Please also refer to other Y-USA requirements and criteria. Final acceptance into this program is determined by Y-USA. <a href="http://www.yexchange.org">www.yexchange.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leadership Level: Team Leader +</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed the online competency</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>assessment</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Certification: Team Leader Certification +</td>
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<td></td>
<td></td>
<td>Approved by VP/GVP and HR</td>
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<tr>
<td>New Branch Executive Institute (NBEI)</td>
<td>6 months +</td>
<td>FT staff (exempt)</td>
<td>$1,450</td>
<td>Please also refer to other Y-USA requirements and criteria. Final acceptance into this program is determined by Y-USA. <a href="http://www.yexchange.org">www.yexchange.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Currently an Executive Director</td>
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<tr>
<td></td>
<td></td>
<td>Completed the online competency</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>assessment</td>
<td></td>
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<td></td>
<td></td>
<td>Enrolled in the Multi-Team/Branch Leader Bridge Program</td>
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<td>Approved by VP/GVP and HR</td>
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<tr>
<td>Organizational Leadership Forum</td>
<td>12 months +</td>
<td>FT staff (exempt)</td>
<td>$3,250</td>
<td>Please also refer to other Y-USA requirements and criteria. Final acceptance into this program is determined by Y-USA. <a href="http://www.yexchange.org">www.yexchange.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leadership Level: Organizational Leader</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Completed the online competency</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>assessment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Certification: Multi-Team/Branch Leader Certification +</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Approved by VP/GVP and HR</td>
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<td></td>
</tr>
<tr>
<td>Leadership Symposia</td>
<td>36 months +</td>
<td>FT staff (exempt)</td>
<td>$2,000</td>
<td>Please also refer to other Y-USA requirements and criteria. Final acceptance into this program is determined by Y-USA. <a href="http://www.yexchange.org">www.yexchange.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leadership Level: Multi-Team/Branch Leader +</td>
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<tr>
<td></td>
<td></td>
<td>Completed the online competency</td>
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<tr>
<td></td>
<td></td>
<td>assessment</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Certification: Multi-Team/Branch Leader Certification +</td>
<td></td>
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<td></td>
<td></td>
<td>Approved by VP/GVP and HR</td>
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<tr>
<td>Multicultural Executive Development Institute (MEDI)</td>
<td>12 months +</td>
<td>FT staff (exempt)</td>
<td>Not Applicable</td>
<td>Please also refer to other Y-USA requirements and criteria. Final acceptance into this program is determined by Y-USA. <a href="http://www.yexchange.org">www.yexchange.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leadership Level: Multi-Team/Branch +</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Completed the online competency</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>assessment</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Certification: Multi-Team/Branch Leader Certification +</td>
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<td></td>
<td>Approved by VP/GVP and HR</td>
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</table>

# Regional and National Conferences & Training Activities (descriptions can be found on YExchange)
| **Emerging Multicultural Leadership Experience (EMLE)** | 6 months +  
- FT staff (exempt or non-exempt)  
- Completed the online competency assessment  
- Approved by Executive Director and VP/GVP | Between $175-275 |
|---|---|---|
| **Any Y Metro Chicago or Regional sponsored Conferences** | 12 months +  
- FT staff (exempt or non-exempt)  
- Completed the online competency assessment  
- Certification: Team Leader Certification +  
- Approved by Executive Director and VP/GVP | Varies | Excludes EMLE mentioned above |
| **Any National YMCA sponsored Conferences** | 12 months +  
- FT staff (exempt or non-exempt)  
- Completed the online competency assessment  
- Certification: Team Leader Certification +  
- Approved by VP/GVP and HR | Varies | Excludes EMLE mentioned above |
| **Any non-YMCA sponsored Conferences, Institutes or Trainings** | 12 months +  
- FT staff (exempt or non-exempt)  
- Completed the online competency assessment  
- Completed Introduction to Volunteerism  
- Completed Introduction to Leading Others  
- Approved by VP/GVP and HR | Varies | Priority should be given to individuals who require professional certification or recertification credits towards their current profession. This excludes YMCA leadership certification. |
| **Professional Network Memberships** | 24 months +  
- FT staff (exempt or non-exempt)  
- Leadership Level: Multi-Team/Branch Leader +  
- Completed the online competency assessment  
- Certification: Multi-Team/Branch Leader Certification+  
- Approved by VP/GVP and HR | Varies from $75-200 | Limited to one professional membership each year. |

*Estimated Cost* is only for Registration Fee. Unless specified, cost does not include travel expenses such as airfare, lodging, mileage, and meals.

**Metro Office staff** – Please substitute “Executive Director” with your department’s Vice President or Senior/Executive Vice President.

Please direct all questions regarding the Leadership Development Guideline to: leadershipdevelopment@ymcachicago.org.