

CERTIFICATE OF LEADERSHIP EXCELLENCE

The Banff Centre's Certificate of Leadership Excellence recognizes those individuals who have made significant advances in the areas of leadership and management development and personal growth. More and more individuals are taking successive Banff Centre programs because of the impact these programs deliver. In recognition of those individuals who are committed to becoming better leaders and managers, we offer the fifth program tuition-free.

The five programs do not have to be taken in any specific order. We recommend taking the program that meets your immediate leadership needs.

We are pleased to recognize **Liz Bryant**, the latest recipient of The Banff Centre's Certificate of Leadership Excellence.



LIZ BRYANT CERTIFICATE OF EXCELLENCE RECIPIENT

Liz was awarded The Banff Centre's Certificate of Leadership Excellence for successfully completing the following programs: Building Personal Leadership Capacity, Effective Team Leadership, The Leadership Challenge: Leading Change Successfully, The Art of Executive Leadership, Evaluating Programs in Not-for-Profit Organizations, and Not-for-Profit Management.

Liz is Director of Education and Employment Programs for the YWCA of Calgary. Established in 1910, the organization's vision, "Building Healthy Communities by Building Strength in Women," is accomplished through a myriad of programs and services that include crisis and transitional shelter, family violence prevention services, counselling, pre-employment programs, skills related training, child care, and health and recreational programming. In 2003, the YWCA of Calgary provided services to over 47,000 Calgarians. In her current role, Liz oversees a diverse array of educational and training services and is responsible for a team of more than 50 staff and 150 volunteers and an annual operating budget in excess of \$3 million.

Has attending our programs changed the way you work with others and the way you now approach your work?

The changes have been immediate and profound. I have learned to truly embrace diversity of thought, skills, approaches to problem solving, and methods of work as all being acceptable ways to reach a desired outcome. I have become a more effective leader and mentor to what was already an exceptional team, and have watched

staff reach even higher levels of achievement and personal satisfaction. Our environment is continually evolving and is often highly charged. I have learned that I don't have to have all the answers, and that by asking better questions, the best solutions often unfold. I've also learned to continually find ways to get from the day, rather than getting through the day – this shift in paradigm keeps my mind open to ideas and opportunities.

What is the benefit of taking five different programs?

The benefits of taking five different programs were many, not the least of which was the opportunity to learn from different skilled professionals – facilitators and participants alike. I had time to integrate the learning from one program before attempting new concepts and methodology. I was delighted that key principles were reinforced throughout the series – it was an excellent opportunity to gauge progress and understanding.

How do you feel the mountain environment contributes to learning?

In my opinion, the serenity of the mountain environment was integral to the assimilation of the learning. The programs were intense – not only in valuable content and personal interaction, but also in terms of what was being explored and discovered within our own leadership capacities. The Banff facility provided an environment that was conducive to the potential maximum learning outcomes of the programs.