

Accelerating Senior-Leadership Readiness®



Inclusive Audiences



Iconic Leaders



2022 MEMBERSHIP APPLICATION  
DUE MARCH 7, 2022



Innovative Content



Immersive Experiences



Membership in CALIBR is strictly limited and is offered through a rigorous and highly competitive application process.

**You are a high-potential leader in the Fortune 500, government, academic or non-profit sector or you are an entrepreneur.**

**Do you want to increase your ability to influence others within your organization?**

Perhaps you want to be a more effective collaborator, someone who is capable of building relationships at every level and in every department of your organization.

**Would you benefit if you were able to increase the size of your leadership network?**

Maybe your network is too small, and you're interested in joining an association that will allow you to learn from other senior leaders in varying industries and sectors.

**Are you interested in acquiring leadership skills that will enhance your ability to design and implement creative solutions to complex problems?**

Maybe you're quite accomplished in your career, but you've hit a wall. You need to reinvent yourself by learning new tools and frameworks that will help you drive innovation in your organization.

**Has your career advancement stalled?**

You may find value in having a coach who will help you assess your leadership capabilities, establish new career goals, and create a leadership development plan that will get you to the next level.

In each of these scenarios, CALIBR is the answer. As a global leadership association dedicated to accelerating the careers of high potential black talent, our organization has curated an immersive leadership development curriculum. This curriculum combines relationship-building conferences with cutting-edge seminars, workshops, and training modules to help increase your effectiveness in your career and your personal life.

Membership in CALIBR is strictly limited and is offered through a rigorous and highly competitive application process. **Because of the focus on creating a mutually committed network rather than a large and impersonal organization, each year's incoming professional class is limited to no more than 50 new members.** Applicants can apply directly, or partner organizations can refer members as part of their talent management process.

CALIBR is unlike other membership organizations in that we consider ourselves, first and foremost, a network of like-minded, high achieving leaders committed to helping each other become the next generation of global executives and entrepreneurs.

**CALIBR** offers programming to support its members in developing the following:

**1. Enterprise, Business and Other Organizational Planning**

**2. Design Thinking**

**3. Strategic Agility**

**4. Winning Senior Executive Sponsorship**

**5. Orchestrating Transformation**

**6. Building High-Performing Agile Teams**

**7. Innovation Management**

**8. Executive Maturity**

**A Coaching and Training**

**B Leadership Development Programming**

**C Networking and Member Promotion**

**CALIBR8:** CALIBR's Signature leadership competencies development initiative that allows members to get a custom assessment of their leadership competencies. Our coaches use the results of the assessment to create a customized leadership development plan.

**CASTLR Coaching:** A coaching initiative for those interested in strategic leadership roles in their organizations. It includes Career Transition Support, Emotional Intelligence, Executive Presence Coaching, and more!

**Boardroom Bound:** Corporate board training that allows participants to learn the nuts and bolts of quality for-profit, non-profit corporate governance that is inclusive and socially responsible. Participants develop and execute a personalized Appointment Action Plan to secure the elusive corporate board appointment.

**Customized Trainings:** Trainings and seminars delivered to sponsor employee groups. Select topics include: strategic communication, leading change, and intelligent influence.

**S.C.I.L. Academy:** CALIBR's training programs that focus on helping our members build skills in Strategy, Change Management, Innovation and Leadership in these areas. Select themes and topics include: Leading With Foresight to Inform Design Thinking and Drive Innovation, Creating Value Through Connections and Collaboration.

**Global Executive Forum:** A high-powered, one-day forum that features academic subject-matter experts and the most senior leaders from corporate America and the non-profit sector who share lessons learned and insights about daily life as a senior executive leader in the c-suite or a leader of a global organization. The forum also includes relationship-building opportunities with other high-potentials who lead teams, business, and strategic functions.

**Leadership Webinars:** Leadership Webinars: Monthly webinars featuring executive development experts offering leadership tips around a business management framework to support and reinforce performance through application.

**Entrepreneurship Panels and Seminars:** Breakout sessions for small-business owners and aspiring entrepreneurs that provide insights on how to start or grow a successful business full-time or while managing a career. Panels and seminars have featured the following timely and relevant topics: Creating Wealth Through Real Estate, Understanding Cryptocurrency, and Navigating the Innovation Economy.

**CALIBR SME Guide:** A promotional vehicle that allows CALIBR to promote its members as subject matter experts in their respective fields and facilitate opportunities for members to conduct seminars and/or lead workshops. The SME book is distributed to:

- Fortune 500 Business Resource Groups,
- Small Business Networks,
- The Network Journal, and
- Colleges and Universities.

**Executive Portfolio:** A suite of services that include executive resume, bio, and profile development and an executive photograph for other positioning on LinkedIn and other online uses..

**CALIBR Connect!** Member portal designed to facilitate relationship building and engagement among members, coaches, small business owners, subject-matter experts, and executives.

## OVERVIEW

Founded in 1999, CALIBR is a world-class leadership association that offers career and executive development, community service opportunities, and points of connectivity for mid-career professionals of African descent. CALIBR is a non-profit tax-exempt organization.

## OUR PURPOSE

Our purpose is to be the premier global membership organization, leadership development resource, and network to accelerate the senior-leadership readiness of high potential senior level managers, entrepreneurs, and executives.

## ACTIVE MEMBERSHIP

Active CALIBR membership requires:

1. Payment of annual dues
2. Annual submission of professional and contact information via member portal
3. Serving in a volunteer leadership role, in an operations support role, or on one of the established advisory groups or committees for CALIBR; and participation in CALIBR activities (meetings, conferences, symposiums, etc.)
4. Collaborating with CALIBR to help build relationships with senior leaders in your organization

## MEMBERSHIP OPPORTUNITY

This process places special emphasis on selecting Black managers and leaders who have a history of high performance and demonstrate the potential to become senior leaders in business, academia, government, or non-profit organizations or who are entrepreneurs. CALIBR members have excelled in a wide variety of industries and job functions. Most have graduate degrees and have been identified as high-potential talent. All candidates will be evaluated based on individual merit.

## ELIGIBILITY AND COMPLIANCE (CHECKLIST)

Candidates for membership **must**, at minimum, satisfy the following:

- Demonstrated promise for growth as a high potential candidate for executive leadership\*, an entrepreneur, a non-profit executive or senior leader in academia.  
*\*As determined by either a talent management process or sponsorship by a senior executive leader.*
- Current role at director or senior manager level or above with commensurate responsibility demonstrated by leading other leaders, significant P&L authority, and career progression.
- Fifteen years of professional experience (with at least 10 consisting of leadership experience).
- Demonstrated excellence, commitment to continued personal and professional growth, and community service.

Each applicant must be a US citizen or a permanent resident. Absolute compliance with the application requirements, as outlined above is required. Incomplete or late applications will not be considered. **All materials must be received by March 7, 2022.**

## CALIBR MEMBERSHIP MAKEUP

Membership	Description
<b>Strategic Leaders</b> Approximately 5% of members	As a managing director, principal, CEO, regional or group CEO, or president, this leader drives execution and carries a great deal of responsibility and visibility.
<b>Operational Leaders</b> Approximately 10% of members	Often a leader of leaders, these managers are functional or business unit heads in charge of a department or geographical area. They balance short-term functional concerns with a longer view on driving competitive advantage.
<b>People Leaders</b> Approximately 60% of members	Likely promoted as an outstanding individual contributor, these team leaders focus on day-to-day tactical accomplishments. To be successful, they need to learn to get results through others rather than relying solely on themselves.
<b>Senior Contributors (Strategic Influencers)</b> Approximately 20% of members	Leaders and owners of process in their organization, these individuals influence and enable departments and functional divisions to positively affect the bottom-line of their organizations as facilitators and advisors to organizational leaders on strategy, new business, products and government and regulatory affairs.
<b>Entrepreneurs</b> Approximately 5% of members	Full-time or part time owners of a small business or enterprise. Current members own management consulting, real estate, marketing, and financial services firms.

## CALIBR MEMBERSHIP INVESTMENT

Membership Requirement	Annual Dues	2022 Conferences Costs TBD
New Membership Class (Incoming) <ul style="list-style-type: none"> <li>Outstanding mid-level professionals who demonstrate strong leadership potential, excellence in and commitment to academics and a commitment to community service</li> </ul>	\$1,200 annual dues + \$1,000 New Member Onboarding Fee  Onboarding fees cover costs for your orientation and new member leadership development support services.  <b>Conference registration costs are not included.</b>	Summer Leadership Conference and Global Executive Forum June 2022 Location: TBD  Fall Leadership Meeting October 2022 Location: Washington, DC
<b>Please note that payments should be made to “CALIBR”</b>		

## APPLICATION REQUIREMENTS

Required Submissions		
1. Membership application	5. Video Essay	7. Recommendation from CALIBR or ELC member
2. Resume & Bio	6. Recommendation from Professional Peer	8. LinkedIn Profile URL
3. Digital Photograph		
4. Written Essay		

## MEMBERSHIP APPLICATION PROCESS TIMELINE

The number of acceptances each year is limited. This is a highly competitive process and your application package should effectively communicate why you should be one of the strategic few.

Please click the following link to complete this application via our online portal: <https://negn.memberclicks.net/2022-membership-application>. **All materials must be received by March 7, 2022.** No exceptions. A selection committee made up of CALIBR members will evaluate each application. Applicants may be contacted for a phone interview during the evaluation process.

Applicants who receive an invitation to join will be notified by **the week of March 28, 2022** and will be required to submit their annual investment payment. They must also attend the mandatory new member orientation in June 2022. Candidates receiving an invitation to join are also required to create a digital member profile for promotional uses.

Note: Applications must be completed online using the link above. The links for recommendation letter submissions on pages 11 and 12 are different.

**Please carefully review all application process instructions.**

**INQUIRIES REGARDING MEMBERSHIP SHOULD BE SENT TO:**

[info@mycalibr.com](mailto:info@mycalibr.com)

**MORE INFORMATION ABOUT THE ORGANIZATION IS AVAILABLE AT:**

<http://www.mycalibr.com>

## COMPLETE APPLICATION ONLINE

### PERSONAL PROFILE

<b>NAME</b>			
_____			
<b>ADDRESS</b>			
_____			
<b>CITY</b>	<b>STATE</b>	<b>ZIP-CODE</b>	
_____	_____	_____	
<b>HOME TELEPHONE</b>	<b>GENDER</b> M <input type="checkbox"/> F <input type="checkbox"/>		
_____			
<b>MOBILE TELEPHONE</b>	<b>DATE OF BIRTH</b>		
_____	_____		
<b>EMAIL</b>	<b>CITIZENSHIP</b>		
_____	_____		
<b>PERSONAL MOTTO (OPTIONAL)</b>			
_____			
<b>PERSONAL INTERESTS (HOBBIES/ ACTIVITIES)</b>			
_____			

### LEADERSHIP PROFILE

<b>TITLE</b>			
_____			
<b>ORGANIZATION</b>			
_____			
Is your organization a subsidiary of a parent organization? <input type="checkbox"/> Yes or <input type="checkbox"/> No			
If yes, please list the parent organization _____			
<b>ADDRESS</b>			
_____			
<b>CITY</b>	<b>STATE</b>	<b>ZIP-CODE</b>	
_____	_____	_____	
<b>OFFICE TELEPHONE</b>			
_____			
<b>OFFICE FAX</b>			
_____			
<b>EMAIL</b>			
_____			
<b>INDUSTRY:</b>	<b>REGION:</b>	<input type="checkbox"/> NE <input type="checkbox"/> MID-ATLANTIC <input type="checkbox"/> MID-WEST <input type="checkbox"/> SE <input type="checkbox"/> WEST <input type="checkbox"/> EUROPE <input type="checkbox"/> ASIA	
<b>BRIEFLY DESCRIBE THE RESPONSIBILITIES OF YOUR POSITION</b>			
_____			
_____			
<b>HOW MANY DIRECT REPORTS DO YOU HAVE?</b>			
_____			
<b>DO YOU HAVE P&amp;L RESPONSIBILITY?</b>			
_____			

### PRIOR PROFESSIONAL EXPERIENCE

ORGANIZATION	TITLE	DATES OF EMPLOYMENT
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

## ACADEMIC PROFILE

SCHOOL	DEGREE	GRADUATION DATE

## COMMUNITY SERVICE PROFILE

*(List Community Service And Volunteer Experiences)*

ACTIVITY/ORGANIZATION	DATES OF INVOLVEMENT	YOUR ROLE

## EXTRACURRICULAR PROFILE

*(List Your Awards And Professional Affiliations)*

ACTIVITY/ORGANIZATION	DATES OF INVOLVEMENT	YOUR ROLE

## CALIBR/ ELC INVOLVEMENT

QUESTION	INSTRUCTION	ANSWER
How many CALIBR events have you attended?	Please identify the event and year of attendance.	
How many ELC Mid-Level Managers Symposiums have you attended?	Please identify number of events and year of attendance.	
Have you attended the Institute's Pipeline program?	If so, what year did you graduate?	
Are you alum of The Network Journal Forty Under 40?	If so, what year did you receive the award?	
Are you Johns Hopkins LDP alum?	If so, what year did you graduate?	

## CALIBR INTERESTS

*(Indicate Your Interests)*

AREA	INTEREST
<b>REGIONAL CONNECTIONS</b> - Networking events and activities for members with sponsors and other organizations	<input type="checkbox"/>
<b>COMMUNICATIONS</b> - Newsletter, Website, Marketing materials	<input type="checkbox"/>

- MEMBERSHIP** – Membership process, enrollment, strategy and planning
- COMMUNITY IMPACT** – Programs and initiatives that target building the pipeline with high school and college students
- FUNDRAISING / CORPORATE DEVELOPMENT** – Sponsorship and fundraising efforts
- PROGRAMMING / MEMBER DEVELOPMENT** – Leadership development programming for conferences, symposiums, member calls, events, and member programs
- ENTREPRENEURSHIP** – Programming and networking for opportunities for entrepreneurial members

**OTHER (USE THIS SPACE TO NOTE ANY ADDITIONAL INFORMATION)**

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**ESSAYS (WRITTEN AND VIDEO)**

*Please respond to the following prompts by uploading a typewritten response and a video in .wav or .mp4 format. More detailed instructions are included on page 10.*

**WRITTEN ESSAY (750 - 1,000 words) - Submit via Online Application**

- Describe a time when you acted on your values. Consider the following: What does it look like when you are at your best and how does this align with your organization’s values?

**VIDEO ESSAY (3-5 minutes)**

- Part 1) How has being of African descent influenced your leadership mindset and style?
- Part 2) Provide an example of a defining moment in your life that has further shaped you as a leader.

*Note: After submitting your video to Dropbox, you will not be able to update or delete it.*

**RECOMMENDERS**

**Name of CALIBR/ELC Recommender** \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

**Name of Professional Peer Recommender** \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

**SIGNATURE**

*I hereby submit my application for membership in CALIBR and, if accepted, I will support its mission statement and comply with the calibr bylaws and policies. The information I have provided in this application is current and valid as of the date hereof. I understand that my membership may be revoked in the event that any information contained herein is found to be false.*

**SIGNATURE** \_\_\_\_\_

**DATE** \_\_\_\_\_

**ATTACHMENTS**

**PLEASE ATTACH THE FOLLOWING ITEMS**

1. Membership application
2. Resume & Bio
3. Digital Photograph
4. Written Essay
5. Video Essay
6. Recommendation from Professional Peer
7. Recommendation from CALIBR or ELC member
8. LinkedIn Profile URL

**REMINDER:** Use the following link to submit materials 1-4 and 6-8:  
<https://negn.memberclicks.net/2022-membership-application>

**CLICK THE LINK BELOW TO SUBMIT VIDEO ESSAY.**  
<https://www.dropbox.com/request/MkDKJQ0uAESecQJYEtUE>

The quality and effectiveness of a leader's communication style directly affects their overall business strategy.

## TELL US A STORY

Successful leaders are effective communicators. They can communicate in a variety of ways and with a multitude of audiences.<sup>1</sup> They can distill large and rapid flows of information into key insights. And they practice active listening skills, which strengthens their ability to give quality feedback and timely coaching.

But more important than having general communication skills is the ability to craft an authentic, personal narrative that can motivate, inspire, and galvanize others into action. In the age of generational workplace diversity and socially conscious consumers, your clients, colleagues, and customers need to understand who you are and what you stand for to follow you. And a powerful story, if well told, is your secret to enhancing your professional credibility and authentically connecting with them.<sup>2</sup>

The following essay prompts are designed to encourage candidates to consider how they sell their leadership. By answering them and finishing this development activity, candidates complete their membership application and document their personal experiences, values, and other elements of their leadership story. These elements can be reviewed periodically, tailored to various target audiences, and refined as talking points for interviews, speeches, or as themes for your personal narrative.

### WRITTEN ESSAY

Please answer the following essay prompt in 750 - 1,000 words.

#### Describe a time you acted on your values.

Consider the following:

- What does it look like when you are at your best?
- How does this align with your organization's values?

### VIDEO ESSAY

Please answer the following questions in a 3-5 minute recorded video.

#### Leadership Origins

- How has being of African descent influenced your leadership mindset and style?
- Provide an example of a defining moment in your life that has further shaped you as a leader.

<https://www.dropbox.com/request/MkDKJQ0uAESecQJYEtUE>

**SUBMIT YOUR VIDEO HERE.**

**Note: This link is for video submissions only.**

**After submitting your video, you will not be able to update or delete it.**

<sup>1</sup><https://www.ccl.org/blog/characteristics-good-leader/>

<sup>2</sup>Stevenson, Doug. *Doug Stevenson's Story Theater Method*: Cornelia Press, 2008.

## LETTERS OF RECOMMENDATION – PROFESSIONAL PEER

A professional peer must complete this form. Please provide your peer recommender the following link to submit their recommendation: <https://negn.memberclicks.net/2022-professional-peer-recommendation> The letter of recommendation for this applicant should include, but is not limited to the following information:

- Discuss the applicant’s leadership potential. Please also discuss any extra-curricular or community recognition that you are familiar with for this candidate.

All recommendations must be received electronically (via the application portal or sent to [info@mycalibr.com](mailto:info@mycalibr.com)) by **March 7, 2022**. No exceptions.

## WAIVER

- I waive my right to review this recommendation.
- I do not waive my right to review this recommendation.

APPLICANT NAME PRINTED \_\_\_\_\_

APPLICANT SIGNATURE \_\_\_\_\_

## PLEASE PRINT OR TYPE

APPLICANT’S NAME \_\_\_\_\_

YOUR NAME \_\_\_\_\_

YOUR TITLE \_\_\_\_\_

RELATIONSHIP TO APPLICANT \_\_\_\_\_

HOW LONG HAVE YOU KNOWN THE APPLICANT? \_\_\_\_\_

YOUR COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP CODE \_\_\_\_\_

TELEPHONE \_\_\_\_\_

EMAIL \_\_\_\_\_

This form may only be submitted online. Please send to [info@mycalibr.com](mailto:info@mycalibr.com) or e-mail us with questions.

## RECOMMENDATION FORM – COUNCIL/CALIBR MEMBER

A CALIBR member or a member of The Executive Leadership Council must complete this form. Please provide your recommender the following link to submit their recommendation:

<https://negn.memberclicks.net/2022-CALIBR-The-Executive-Leadership-Council-Member-Recommendation>

“All recommendations must be received electronically (via the application portal or sent to info@mycalibr.com) by **March 7, 2022**. No exceptions.

## WAIVER

- I waive my right to review this recommendation.
- I do not waive my right to review this recommendation.

APPLICANT NAME PRINTED \_\_\_\_\_

APPLICANT SIGNATURE \_\_\_\_\_

## PLEASE PRINT OR TYPE

APPLICANT'S NAME \_\_\_\_\_

YOUR NAME \_\_\_\_\_

YOUR TITLE \_\_\_\_\_

YOUR RELATIONSHIP  
TO APPLICANT \_\_\_\_\_

HOW LONG HAVE YOU  
KNOWN APPLICANT? \_\_\_\_\_

YOUR COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

STATE \_\_\_\_\_

ZIP CODE \_\_\_\_\_

TELEPHONE \_\_\_\_\_

EMAIL \_\_\_\_\_

PLEASE ASSESS  
APPLICANT'S LEADERSHIP  
POTENTIAL AND SUBMIT  
YOUR RECOMMENDATION  
LETTER ONLINE USING THE  
LINK ABOVE.

DO YOU RECOMMEND THIS  
APPLICANT FOR CALIBR  
MEMBERSHIP?

YES \_\_\_\_ NO \_\_\_\_

DATE: \_\_\_\_\_ SIGNATURE \_\_\_\_\_