A logo with colorful swirls

AI-generated content may be incorrect.

**Application Form - Program Year 2025-2026**

Thanks for your interest in this highly regarded flagship leadership and performance development experience.

Leadership Carmel exists to serve current and emerging influencers, managers, and leaders. It will accelerate and amplify the development of your performance and leadership capacity. It will increase the size and power of your community network. This experience will be an important step in your personal and professional growth and development.

Leadership Carmel was created and designed to identify committed leaders in our community, help them understand and explore the dynamics of current issues facing our community, identify resources available to address those issues and develop and fine-tune their personal and professional leadership and performance skills to be even more successful at making a positive difference in the community.

Leadership Carmel is an intensive 9-month professional development program designed to provide a solid development framework to inspire and serve current and future local leaders and influencers working in, living in, playing in, and/or interested in raising their awareness and discovery of Carmel-by-the-Sea and surrounding communities. The program provides grounding in five main areas:

1. Learning about the local community, its history, and industry sectors. Meeting and making connections with businesses, administrators, and influencers within the City of Carmel-by-the-Sea.
2. Deeper understanding and practical application of the important aspects of leadership and extending agile, multi-dimensional thinking and gaining the perspectives of participants.
3. Discovering, designing, and implementing opportunities for community engagement. Leaving a legacy gift to the community as part of the cohort’s program.
4. Accessing executive coaching during the program.
5. Opportunity to continue learning and serving by actively participating in the Leadership Carmel Alumni Association.

**Personal Information**

Your Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Employer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Job Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Length of Employment \_\_\_\_\_\_\_\_

Summary of Your Current Job Description: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Birthdate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Years in the local area: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Personal/Home

Mailing Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Cell Phone\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Email\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Professional/Work

Mailing Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Work Phone\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Email\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Preferred email and phone:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name & title of your supervisor at work:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email & phone # of your supervisor:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Privacy Notice**

A list of class participants will be provided to each class participant, the sponsor, and the directors, which includes a personal phone number and email address. Personal information will never be made available to anyone outside of Leadership Carmel without your permission. Your business information will be provided to program sponsors, facilitators, and speakers.

My personal contact information can be shared with the class members: Yes/No

**Reference Contacts**

Please provide three contact references, business or personal. We prefer that one of the contacts be from the applicant’s current employer.

**Name of Contact, Relationship, Email, & Phone #**

**1.**

**2.**

**3.**

All applications will be handled in the strictest confidence. Applicants are encouraged to devote time and serious thought to the preparation of this questionnaire. Please attach extra sheets/separate documents for the additional information requested.

**Applicant Questionnaire – Append answers to your application**

1. What is your primary motivation to commit to this program?
2. How do you view leadership and what does it mean to you?
3. Provide 2 examples of what or who has most influenced your current view and capability for leadership.
4. What is your proudest leadership accomplishment to date?
5. What are the two or three most pressing issues facing our community today?
6. Explain specific recommendations for approaching and resolving these issues.
7. What specifically do you hope to gain from LEADERSHIP CARMEL? What do you hope to contribute? What would be a home run for your Leadership Carmel experience?
8. What are the most challenging leadership issues you face today?
9. Describe your personal/professional aspirations for the next 5 to 10 years.
10. Provide a description/insight into one of your passions.

**Tuition**

**Tuition for each participant in LEADERSHIP CARMEL is $2,000**.  **For Carmel Chamber of Commerce members (and all of their employees), tuition is $1,700**. Tuition includes all required materials. Tuition can be paid by the individual, by an employer, or by another third-party organization on behalf of the individual. **Participants are expected to pay for out-of-pocket expenses like meals and transportation**.

**Please indicate how your tuition will be paid:**

Employer \_\_\_\_\_\_ Personally \_\_\_\_\_\_\_ Other Please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\*\*\*\*Checks should be made out to **Carmel Chamber of Commerce Foundation**. All tuition must be paid in full by Sep 26, 2025, checks should be mailed to: Leadership Carmel, Carmel Chamber of Commerce Foundation, P.O. Box 4444, Carmel, CA, 93921.

**Scholarships**

A limited number of partial scholarships may be available and are subject to Carmel Chamber of Commerce Foundation board approval. Consideration for a scholarship must be requested in writing when submitting this application. It will not affect the applicant’s consideration for the program.

**\_\_\_\_ Please consider me for a scholarship. A separate letter of request is attached**.

**Program Participation Expectations**

Participation includes MANDATORY attendance at all scheduled sessions. LEADERSHIP CARMEL is an intensive 9-month program beginning with a 2-day orientation (Fri and Sat) in early October. This is followed by monthly (9-5) meetings (usually the first Fri of each month). Each meeting focuses on performance and leadership development and on a key community issue or topic. Between each of these meetings, it is expected that participants will complete a 2:1 coaching/mentoring session with the program directors.

In addition to the full-day curriculum sessions, the participant is encouraged to attend or familiarize themselves with one Non-Profit Board meeting and a City Council or Planning Commission meeting.

The participant team will determine and commit to meeting schedules for project.

Please, seriously consider expected major projects at home, school, work, weddings, births, and travel plans when considering this years’ time commitments – this is an intensive and time-demanding program, but well worth the effort!

**Tentative 2025 – 2026 Class Schedule Dates**

(Dates/ Session Topics may be subject to change at the discretion of the Program Directors and/or Carmel Chamber Foundation Board in collaboration with participants)

|  |  |
| --- | --- |
| Date | Session Topic |
| Oct 3&4 | Orientation |
| Nov 7 | Class 2 |
| Dec 5 | Class 3 |
| Jan 9 | Class 4 |
| Feb 6 | Class 5 |
| Mar 6 | Class 6 |
| Apr 3 | Class 7 |
| May 1 | Class 8 |
| Jun 12 | Class 9 |
| Jun 19 | Est. Graduation |

* Meeting Sessions will be from 9:00AM – 5:00PM (Location in Carmel TBD)
* Additional meeting dates and times (if any) will be determined by the participants and Program Directors.

**Leadership Topics Include:**

High Order Thought, Leadership, Thinking Intentions Profile Assessments, Leading Change, Appreciative Inquiry, Interdependency, Thinking Agility, Alignment Understanding and Leveraging Trust, Building High-Performance Teams, Health & Wellbeing, Feedback and Difficult Conversations, and Building a Discipline of Inquiry.

**Carmel Community Focus Areas Include:**

Living and Working in Carmel, Carmel as a Tourist & Recreation Destination, Local Government (Councils & Commissions), City Administration, K-12 and Advanced Education, Health & Well Being, Environment Protection, and Non-Profits Environment.

**2:1 Coaching Opportunities**

In between meeting sessions each participant engages in a coaching opportunity to take the material to a deeper level of understanding, explore personal and professional challenges and opportunities, and to discover ways of using what is being learned more broadly and effectively. These sessions are conducted by experienced well-seasoned coaches who will help you think better, communicate better, and perform better in any situation or role.

**Class Legacy Gift**

Finally, each class is expected to identify, design, fund, market, plan, and execute to completion a community-benefit project by the end of the program. Class representatives will present the gift near the graduation ceremony in June.

Additional meetings will be necessary to complete the class project, plan and carry out project tasks, etc. These meetings will be scheduled as needed **by the participants themselves**. On average, LEADERSHIP CARMEL participants spend up to 16 hours each month on Leadership Carmel tasks.

**Alumni Activities**

After completion of the program, all graduates are asked to join an active alumni group that continues to learn and to serve. Graduates from each of the 5 years of the program have formed an active cadre of more than 30 graduates.

**Signature of Applicant, Signature of Employer (if paying tuition) & Submission of Application**

I understand the importance of participation as outlined above, and if selected to participate, will commit the time and meet all requirements. I have had a conversation with my employer and they understand and value both the commitment and the opportunity. I further understand that LEADERSHIP CARMEL extends beyond the actual program to a lifetime of opportunity for involvement as a member of the Leadership Carmel Alumni Association.

Applicant’s Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I have reviewed this application and understand the expectations of the program. As the employer of this candidate, I commit that we will support him/her in meeting these expectations so that they can fully participate in this program. I further understand that I can request and expect periodic updates about the program and the performance of this candidate if selected to participate.

Employer’s Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**DEADLINES**

**The application deadline is close of business on August 15, 2025. The tuition deadline is September 26, 2025**. All applicants are required to complete the interview with the directors, a foundation or chamber board member, and a Leadership Carmel Alumni. If you have any questions, or if you require an extension please contact Jeanne Frew, the Co-Program Director at (831) 236-1223 phone or text, or email at [jeanne@carmelleadership.org](mailto:jeanne@carmelleadership.org)

Mail, email, deliver your completed application, and additional materials to:

Jeanne Frew Co-Director, Leadership Carmel  
25565 Boots Road, Monterey, California, 93940 (Email: [jeanne@carmelleadership.org](mailto:jeanne@carmelleadership.org) ).

**Double Check that you have included the following: (1) Applicant Questionnaire Answers, (2) Up to 2-page Resume’, and (3) (If applicable: Scholarship Request)**