

"Leadership and learning are indispensable to each other." John F. Kennedy

Leadership Essentials for the Water Industry

A Leadership Development Program from ACWA JPIA

Curriculum Synopsis - 2018-2019 Session

Today's workplace is drastically different from what it was just a few years ago. Such dynamic and fluid change calls for an equally dynamic response in developing additional leadership and management skills. Through surveys, research and discussions, JPIA has determined that water industry leaders need to enhance existing skills in order to lead in this new paradigm.

Without effective leadership, organizations do not operate at their potential, employees are not engaged, on the job accidents increase and employee issues erupt. Therefore, in keeping with the mission of dedication to the water industry's insurance and related needs, JPIA is pleased to announce a new Leadership Development Program for General Managers and other senior leaders of member agencies.

The curriculum runs for one year and participants are required to attend three on-site sessions, along with follow-up webinars between the sessions. This is a comprehensive program, specific to the water industry, where attendees must commit to attending all sessions in order to leave with a better understanding of themselves as a leader, and how to leverage their leadership style to achieve improved and sustainable results.

Peer interaction along with practical, on-the-job application of concepts learned, are the cornerstones of this successful program. Applying these new skills back at the workplace will enable leaders to adapt to the ever-changing world of work, foster innovation and successfully lead the water workforce of tomorrow.

Description

The *Leadership Essentials for the Water Industry* is designed as a 1-year, robust program that focuses on providing senior leaders with expanded skills who create a positive, engaged workplace.

The program is specifically formulated to help participants lead effectively across three leadership spectrums: Self, Team, and Agency.

Delivery

The program's method of delivery is "blended," i.e., in-person (classroom) and virtual (webinar). Both methods are instructor-led with practical application tied to proven theories, guided discussions, experiential activities, and back-at-work action to transfer what is learned to the workplace. Basic delivery elements include:

- Performance-based curriculum: Instructor-led training will incorporate elements such as guided discussions, experiential exercises, case studies, small group activities, and back-at-work action planning. Participant engagement is maximized.

- Personal Assessments: Participants complete tools to provide them insight and feedback on their leadership style, strengths, and challenges.

Schedule/Agenda

The program consists of 50 academic hours of learning divided into four sessions. The first three sessions are each four months long and consist of a 1½ day classroom event (half day classroom, dinner discussion, plus a full day), followed by three monthly 90 minute webinars.

Each session has specific back-at-work actions and assignments for participants to transfer what they have learned to the workplace.

The fourth session is a half-day recap and graduation with lunch.

The following gives a general outline of the content covered in the timing of each in-person session. This is the same, no matter location.

SESSION ONE - SELF LEADERSHIP

	Session One		Webinar A	Webinar B	Webinar C
8-9am	Travel In	The Multidimensional Leader	30-Day Check-In Webinar	60-Day Check-In Webinar	90-Day Check-In Webinar
9-10am		Values-Based Leadership			
10-11am					
11am-12	Welcome Lunch	Wrap Up/BAWAP/Critiques			
12-1pm	Why Leadership Matters				
1-2pm	Know Yourself First				
2-3pm	Connecting With Others	Travel Out	Back-at-Work Action		
3-4pm					
4-5pm					
5-6pm	Working Dinner				
6pm-?					

Reading Assignments: *The Great Connection and The 8 Dimensions of Leadership*

Assessment Profiles: Everything DiSC Workplace

Welcome & Overview

This module welcomes participants, provides a brief overview of the program, and gives each participant an opportunity to introduce themselves.

Why Leadership Matters

This introductory module is presented during a “working dinner” the evening before the start of Session One. Its purpose is to entertain and energize participants program, and set a cornerstone for understanding and appreciating why leadership matters in an organization.

Know Yourself First

Although it is one of the least discussed leadership competencies, knowing yourself (self-awareness) is one of the most valuable. How can we expect to effectively lead others when we do not know who we are and what we bring to the leadership environment?

This module helps participants understand and appreciate the importance of knowing themselves as an essential leadership competency. It introduces them to the concept of knowing themselves as a developed skill, and offers a tool for better understanding themselves through their relationships with others.

After completing this module and the associated back-at-work action, participants will better understand and appreciate how knowing themselves first will enhance their relationships with others and their personal leadership effectiveness.

Connecting With Others

We all need to connect with others to grow relationships, be happy, and succeed in life. For a leader, however, connecting well with others is essential to inspiring others to do their best. Hence, connecting well with others is an essential leadership skill that all leaders should understand, appreciate, and work hard to develop.

This module helps participants understand and appreciate the need for connecting well with others by introducing them to the scientific elements of human behavior; the important role needs and values play in their behavior; the four primary dimensions of behavior [DiSC]; the steps for identifying the behavior styles and needs of others; and the techniques for adapting their behavior to better connect with others.

After completing this module and the associated back understand and appreciate how their nature, nurture, values, and behavior impact their leadership effectiveness. In addition, participants will discover their primary behavioral style, along with their natural strengths and challenges. Participants will and needs of others, and adapt their behavior to better connect with others.

The Multidimensional Leader

To be an effective leader, we need to know our strengths—but that is only part of the story. We also need a broad perspective on all the behaviors needed to effectively inspire others.

This module helps participants understand how their leadership style and priorities are a result of their DiSC-based behavioral style. It introduces participants to the eight (8) leadership dimensions that are used to inspire others. It helps participants identify their primary leadership dimension, their leadership strengths and challenges, and how to identify and appreciate the leadership style and priorities of others.

After completing this module and the associated back-at-work action, participants will better understand and appreciate how their behavior impacts their leadership

effectiveness, along with their leadership strengths and challenges; and identify how to adapt their leadership behavior to be more effective.

Values-Based Leadership

How does an organization create an environment where people do the right thing, do their best, and treat each other with dignity and respect? The answer is Values-Based Leadership.

This module helps participants understand and appreciate the need for introducing them to the concept of values the core and enabling values of values After completing this module and the associated back understand and appreciate values-based leadership as a personal leadership philosophy that inspires others to do their best.

SESSION TWO - TEAM LEADERSHIP

	Session Two	Webinar A	Webinar B	Webinar C	
8-9am	Travel In	Team Dimensions	30-Day Check-In Webinar	60-Day Check-In Webinar	90-Day Check-In Webinar
9-10am					
10-11am					
11am-12	Session One Review	Team Project	Back-at-Work Action		
12-1pm	Working Lunch	Wrap Up/BAWAP/Critiques			
1-2pm	The Five Behaviors of a Cohesive Team™	Travel Out	Back-at-Work Action		
2-3pm					
3-4pm					
4-5pm					
5-6pm					
6pm-?			Working Dinner		

Reading Assignment: *The Five Dysfunctions of a Team*

Assessment Profiles: Team Dimensions

The Five Behaviors of a Cohesive Team

Teams are critical to the success of an organization, and are essential to maintaining a high-level of staff member morale. However, due to our natural human tendencies, most teams are dysfunctional.

This module creates a learning experience that helps individuals and organizations understand what it takes to overcome the natural dysfunctions that most team suffer from, and build truly cohesive and effective teams that achieve collective results for the organization.

After completing this module and the associated back-at-work action plan, participants will better understand how, as a team, they can overcome the natural dysfunctions of a team to build trust, master conflict, achieve commitment, embrace accountability, and focus on collective results.

Team Dimensions

Teams play a significant role in the ever changing world of water delivery, and are essential to an organization performing at its potential.

This module helps participants understand and appreciate the need for developing and leading teams by introducing them to the importance of teams in an organization; the characteristics of good teams; the attributes of good team players; the stages of team development; and the strategies for developing and leading teams. It additionally emphasizes the importance of using teams to innovate, along with tips for managing change. It ends with ways leaders can effectively manage conflict within a team.

After completing this module and the associated back-at-work action, participants will better understand and appreciate the need for good teams, will know their preferred role as a team player, and be able to develop and lead a good team in the workplace.

SESSION THREE - AGENCY LEADERSHIP

	Session Three	Webinar A	Webinar B	Webinar C
8-9am	Travel In	Building <u>A</u> lignment <i>(continued)</i>	Back-at-Work Action	
9-10am				
10-11am				
11am-12	Team Project Presentations	Back-at-Work Action Planning	Back-at-Work Action	
12-1pm	Working Lunch	Wrap Up/Critiques		
1-2pm	The Strategic Leader	30-Day Check-In Webinar		
	The Work of Leaders <i>(VAE Process)</i>	Back-at-Work Action		
2-3pm	Travel Out			
3-4pm				
4-5pm	Building <u>A</u> lignment	Back-at-Work Action		
5-6pm	Working Dinner			
6pm-?				

Reading Assignment: *The Work of Leaders*

Assessment Profile: Everything DiSC Work of Leaders

Why Strategic Leadership Matters

This introductory module is presented during a “working dinner” the evening before the start of Session Three. Its purpose is to entertain and energize participants as they begin the third an appreciation for strategic leadership throughout all levels of an organization.

The Strategic Leader

In an aligned organization, every employee understands not only the strategy and goals of the business, but also how his or her work contributes to them. This lesson module is designed to help leaders at all levels gain a deeper understanding and appreciation of the work they do in helping their organizing achieve its mission. Using a three-part framework, participants learn how to apply the strategic drivers of Vision, Alignment, and Execution (VAE) to achieve a desired future state. They also discover, through a personal assessment, their personal VAE strengths and challenges. Armed with this new knowledge, understanding, and self-awareness, participants then implement a plan for personal improvement and back-at-work action.

After completing this module, participants will be able to craft a vision for their area of responsibility that supports their organization's goals and objectives; build alignment to ensure everyone on their team understands and is committed to the vision; and champion execution to turn their vision into reality.

SESSION FOUR - CAPSTONE

Session Four	
8-9am	Pulling It All Together
9-10am	
10-11am	Graduation Activity
11am-12	Participant Presentations
12-1pm	Welcome Lunch <i>(With New Class)</i>
1-2pm	Travel Out
2-3pm	
3-4pm	
4-5pm	
5-6pm	
6pm-?	

Capstone

The final session is a wrap-up of the concepts covered over the prior year and an opportunity to share how the course has impacted participants back at work.

Participants will be recognized for their dedication and accomplishment with a special certificate. Lunch with the incoming cohort is provided to allow networking and encouragement for those new to the program.