

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

## **Leadership Essentials for the Water Industry** *A New Leadership Development Program from ACWA JPIA* **Curriculum Synopsis 2017/2018 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 four 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 four (4) separate online personal assessment 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 four months long and consists of 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 the location – only the dates will change.

### Session One – Self Leadership

	October		November	December	January
	October 12, 2017	October 13, 2017	November 9, 2017	December 15, 2017	January 12, 2018
8-9am	Travel In	Connecting With Others <i>(Continued)</i>	30-Day Check-In Webinar	60-Day Check-In Webinar	90-Day Check-In Webinar
9-10am		Multidimensional Leadership			
10-11am					
11am-12		Values-Based Leadership			
12-1pm	Welcome Lunch	Lunch			
1-2pm	Why Leadership Matters	Values-Based Leadership			
2-3pm	Know Yourself First	Wrap Up/BAWAP/Critiques			
3-4pm	Connecting With Others	Travel Out			
4-5pm					
5-6pm					
6pm-?	Working Dinner				

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

Assessment Profiles: Everything DiSC Workplace and 8 Dimensions of Leadership



## Why Leadership Matters

This introductory module is presented as the cornerstone of all that will be covered. Its purpose is to engage and energize participants, initiate networking as they begin the program, and set a foundation for understanding and appreciating why leadership matters in an organization.

## Welcome & Overview

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

## What is Leadership?

What is leadership? How is it defined? What must we all fundamentally know about leadership?

This module introduces participants to the concept of leadership; establishes a working definition for leadership; and explores the scientific elements that fundamentally impact a person's leadership.

After completing this module and the associated back-at-work action, participants will better understand and appreciate what leadership is, how it is defined, and what is fundamentally "at play" regarding their own leadership.

## 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 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-at-work action, participants will better understand and appreciate how their nature, nurture, values, and behavior impact their results and leadership effectiveness. In addition, participants will discover their primary behavioral style, along with their natural strengths and challenges. Participants will further be able to identify the behavioral style and needs of others, and adapt their behavior to better connect with others.

## 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 values-based leadership by introducing them to the concept of values-based leadership; the characteristics of a values-based leader; the core and enabling values of values-based leadership; and the value it creates in an organization.

After completing this module and the associated back-at-work action, participants will better understand and appreciate values-based leadership as a personal leadership philosophy that inspires others to do their best.

## Session Two – Team Leadership

	February		March	April	May
	February 1, 2018	February 2, 2018	March 9, 2018	April 13, 2018	May 11, 2018
8-9am	Travel In	The Five Behaviors of a Cohesive Team™ <i>(Continued)</i>	30-Day Check-In Webinar	60-Day Check-In Webinar	90-Day Check-In Webinar
9-10am					
10-11am		Team Dimensions			
11am-12					
12-1pm		Lunch			
1-2pm	Session One Review	Team Project			
2-3pm	The Five Behaviors of a Cohesive Team™	Wrap Up/BAWAP/Critiques			
3-4pm		Travel Out			
4-5pm					
5-6pm					
6pm-?	Working Dinner				

Reading Assignment: *The Five Behaviors of a Cohesive Team*

Assessment Profiles: Team Dimensions

## Why Good Teams Matter

This module's purpose is to engage and energize participants as they begin session two and gain an appreciation for developing effective and cohesive teams in an organization.

## Developing & Leading Teams

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.

## The 8 Dimensions of Leadership

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.

## Session Three – Agency Leadership

	June		July	August	September
	June 7, 2018	June 8, 2018	July 20, 2018	August 10, 2018	September 14, 2018
8-9am	Travel In	Building Alignment	30-Day Check-In Webinar	60-Day Check-In Webinar	90-Day Check-In Webinar
9-10am					
10-11am		Championing Execution			
11am-12					
12-1pm		Lunch			
1-2pm	Team Project Presentations	(Continued)			
2-3pm	The Strategic Leader	Wrap Up/BAWAP/Critiques			
3-4pm	The Work of Leaders (VAE Process)	Travel Out			
4-5pm	Crafting a Vision				
5-6pm					
6pm-?	Working Dinner				

Reading Assignment: *The Work of Leaders Book*

Assessment Profile: Everything DiSC Work of Leaders



## Why Strategic Leadership Matters

This module's purpose is to engage and energize participants as they begin the third session, and establish an appreciation for strategic leadership throughout all levels of an organization.

### The Strategic Leader

In an aligned organization, every employee—from the General Manager to the Ditch Tender—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 organization 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.

## Final Session & Graduation

<b>October</b>
<b>October 11, 2018</b>
<b>Pulling It All Together</b>
<b>Participant Presentations</b> <i>(My Leadership Journey)</i>
<b>Graduation Activity</b>
<b>Welcome Lunch</b> <i>(With New Class)</i>
<b>Travel Out</b>

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 leaders back at work. Individuals 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.

## How to Participate

Senior leaders in member agencies must complete an application to take part in this program. Class size is limited to 16 maximum, therefore it is possible that you will be placed on a waiting list if the class is full. Once you apply, you will be notified of your status as soon as possible.

The fee for the one-year series of coursework is \$1,995 for JPIA members, with a \$500 discount for Liability Program members, and \$2,295 for non-members, which includes all in-person and webinar sessions, materials, personal assessments and meals. You will be hard pressed to find a more robust leadership program at this attractive price. Plus it has the added value of being water-industry specific. This is open to senior leaders in the agency, especially General Managers and Assistant General Managers, and only one representative per agency will be accepted for each series, unless room allows. This is a small investment to make today in order to develop a successful agency for tomorrow. Access the application and the announcement flyer [here](#).