

*"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 – 2022-2023 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 offer a 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 tools to provide them insight and feedback on their leadership style, strengths, and challenges.

## Schedule/Agenda

The program consists of 40+ academic hours of learning divided into four modules. The first three modules are each four months long and consist of a 1¾ day classroom event (full day classroom, dinner discussion, plus a partial 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 capstone with a team dinner that includes participants from the incoming class.

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

Time	In-Person (Classroom)		Webinar 1A	Webinar 1B	Webinar 1C				
8:00am-9:00am	Please arrive to the hotel in time to attend the Team Dinner (w/Outgoing Cohort) at 6:00pm	Welcome/Intros/Overview							
9:00am-10:00am						Why Leadership Matters			
10:00am-11:00am						Know Yourself First			
11:00am-Noon		Working Lunch				Working Lunch			
Noon-1:00pm		Amplifying Strengths				(continued)			
1:00pm-2:00pm						Wrap Up/BAWAP/Survey			
2:00pm-3:00pm		Connecting With Others (Through DISC)				30-Day Check-In Webinar 1A	60-Day Check-In Webinar 1B	90-Day Check-In Webinar 1C	
3:00pm-4:00pm									Back-at-Work Action
4:00pm-5:00pm									Back-at-Work Action
5:00pm-6:00pm									Back-at-Work Action
6:00pm-8:00pm	Team Dinner (w/Outgoing Cohort)	Team Dinner							

## Team Dinner (with Outgoing Cohort)

This informal event is an opportunity for the outgoing participants to welcome the incoming participants and share what to expect for attending the program

## Welcome/Introductions/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.

## **Amplifying Strengths**

Knowing and utilizing the strengths of staff members within an agency is essential to its overall performance and success. As a leader, therefore, we should work to both identify and amplify our own strengths, along with identifying and amplifying the strengths of those we’re leading.

Building off of the Know Yourself First lesson, this module helps participants understand the value of strengths in the workplace, and how to build and maintain a focus on identifying and utilizing the strengths in themselves and others to create more value and help the agency succeed.

After completing this module and the associated back-at-work action, participants will better understand and appreciate what their strengths are as a leader, along with how to maintain focus on helping others identify and utilize their strengths.

## **Connecting With Others**

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

This module helps participants understand and appreciate the need for connecting with others by introducing them to DiSC Theory; the four primary dimensions of behavior; the steps for identifying the behavior styles and needs of others; and the techniques for adapting their behavior to better connect with others. Each participant receives a personalized assessment report identifying their DiSC style and behavioral tendencies, strengths, motivations, priorities, and opportunities for improvement in the workplace.

After completing this module and the associated back-at-work actions, each participant will know how to use DiSC theory to better connect with those they work with and are responsible to lead.

### **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

Time	In-Person (Classroom)	Webinar 2A	Webinar 2B	Webinar 2C									
8:00am-9:00am													
9:00am-10:00am	Session One Review	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>									
10:00am-11:00am	Developing Strengths-Based Teams <i>(The Working Genius)</i>				<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>							
11:00am-Noon							Team Project Working Lunch	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>					
Noon-1:00pm									Wrap Up/BAWAP/Survey	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>			
1:00pm-2:00pm	(continued)				30-Day Check-In Webinar 2A	60-Day Check-In Webinar 2B	90-Day Check-In Webinar 2C						
2:00pm-3:00pm	The Five Behaviors of a Cohesive Team™	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>									
3:00pm-4:00pm					<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>						
4:00pm-5:00pm								<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>			
5:00pm-6:00pm											<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>	<p style="font-size: 2em; color: #ccc; opacity: 0.5;">Back-at-Work Action</p>
6:00pm-8:00pm													

### Developing Strengths-Based Teams

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

This module helps participants understand and appreciate the need for developing and leading strengths-based teams by introducing them to *The Working Genius*, a theory and assessment tool created by Patrick Lencioni for identifying and utilizing the natural geniuses (strengths) required of any group of people trying to get something done. The assessment tool helps each program participant identify their natural areas of working genius, along with their working competencies and working frustrations, which allows them to make adjustments in their workplace that raise their level of effectiveness and increase their work satisfaction. The lesson also introduces participants to a simple model for utilizing the various working geniuses within a team to create and manage ideas for improvement and innovation in the workplace.

After completing this module and the associated back-at-work action, participants will better understand and appreciate the need for strength-based teams, know their working geniuses, and know how to build and lead strength-based teams to create and manage ideas for improvement and innovation in the workplace.

## 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 Project

Participants are asked to participate in a team project designed to help them apply what they learn about teamwork and innovation during Session Two. The team project continues throughout the remainder of the program until each team makes a presentation in Session Four.

### SESSION THREE - AGENCY LEADERSHIP

Time	In-Person (Classroom)	Webinar 3A	Webinar 3B	Webinar 3C
8:00am-9:00am				
9:00am-10:00am	Session Two Review			
10:00am-11:00am	The Strategic Leader			
11:00am-Noon	The VAE Model			
Noon-1:00pm	Team Project Working Lunch			
1:00pm-2:00pm		30-Day Check-In Webinar 3A	60-Day Check-In Webinar 3B	90-Day Check-In Webinar 3C
2:00pm-3:00pm				
3:00pm-4:00pm	Crafting a Vision			
4:00pm-5:00pm				
5:00pm-6:00pm	Building Alignment			
6:00pm-8:00pm	Team Dinner			

## The Strategic Leader

In an aligned agency, every staff member 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.

### SESSION FOUR - CAPSTONE

Time	In-Person (Classroom)
8:00am-9:00am	
9:00am-10:00am	
10:00am-11:00am	
11:00am-Noon	
Noon-1:00pm	
1:00pm-2:00pm	Team Project Presentations
2:00pm-3:00pm	
3:00pm-4:00pm	Capstone Review
4:00pm-5:00pm	Participant Presentations
5:00pm-6:00pm	Graduation Activity
6:00pm-8:00pm	Team Dinner <i>(w/Incoming Cohort)</i>

The final session includes each project team's presentation, along with a Cornerstone Review of the concepts covered in the entire program. Participants are also provided an opportunity to share how the program has impacted them as a person and leader.

Participants will be recognized for their dedication and accomplishment with a special certificate of completion, followed by a Team Dinner to welcome the incoming participants and share what to expect for attending the program.