



Annual Leadership Academy Program Curriculum

The Leadership Academy was created for water and wastewater professionals interested in honing their personal leadership abilities by learning about moral and ethical leadership, people styles, teamwork, values-based leadership, and water sector issues facing our industry. The Leadership Academy is organized into a yearlong course beginning and concluding at successive WaterJAMs. The class will participate in approximately 40 hours of leadership instruction throughout the year, plus some additional time that participants may spend completing assignments on their own. The curriculum was established to present each cohort with the following or similar training. The Committee retains the flexibility to alter the curriculum as needed.

Kickoff Session (2 hours) at WaterJAM - Icebreakers, overview of program schedule & policies, introduction to VA AWWA/WEA representatives, past cohort commentary, and a brief introduction of leadership concepts.

Full Day On-Site Sessions – 8-hours (discussion topics may be combined for a full-day session)

Real Colors

Real Colors training is based on participants getting to know their natural strengths and values, as well as their natural weaknesses. Real Colors is based on Jung's theories and differs from systems like the Myers-Briggs personality tests in that it offers four different personality types or colors. The four colors - green, gold, orange, and blue - represent different personalities and are believed to be present in everyone in varying degrees. Sharing your Real Colors among the cohort introduces how people styles can be used to lead effective teams.

The 5 Dysfunctions of a Team

The Five Dysfunctions of Team is a learning experience that helps individuals and organizations understand what it takes to build a truly cohesive and effective team.

The single most untapped competitive advantage is teamwork. To harness this advantage, teams must foster trust, encourage healthy conflict, ensure commitment, promote accountability, and focus on results, thus creating high-performing teams that drive organizational success.

Leadership concepts covered in this training encompass successful team leadership, overcoming limitations, leveraging each other's skills and experiences, gaining buy-in, making high-quality decisions, and achieving more with less time and resources.

Industry Leaders and Decision Making

The program invites distinguished leaders in our industry to present and discuss issues that affect the water and wastewater sector in Virginia including business, staffing, and technology challenges. Real life leadership challenges and difficult decisions are presented to the students. The cohort engages in various discussions related to leadership and decision making, bringing to focus the different leadership skills required.

Values Based Leadership

Participants are led through a discussion on values-based leadership while tying in the concepts presented by the industry leaders. Students are encouraged to consider the values they prioritize, how understanding those values plays a key role in decision making, and how this information can be used to establish better relationships and solve conflicts. Additional leadership concepts such as leading with vision and influence will help participants ethically build commitment in shared goals.

Moral and Ethical Leadership

Business ethics for managers and leaders, ethical crisis management, and ethical traps for leaders are discussed. Personality traits of ethical leaders: integrity, honesty, trust, accountability, respect, and service to others are emphasized.

Virtual Sessions – 2 hours

Crucial Conversations book club style discussion Part 1

Participants are required to read the book *Crucial Conversations*, by Grenny, Patterson, Switzler, Gregory, and McMillan, prior to the book club discussion. During the discussion, Leadership Academy Steering Committee members facilitate student led group discussions on the concepts presented in the book. Key leadership concepts include addressing conflict, establishing better relationships, and helping to address others with respect and clarity.

Crucial Conversations book club style discussion Part 2

Participants are required to complete the book and discuss in small groups how to make a crucial conversation safe, explore other's motivations and paths to dialogue, and turn crucial conversations into action and results.

Leading Through Change

Participants are guided through the process of preparing for and leading others through change. Discussion includes change-management strategies, navigating power and negotiation skills, leading teams, and developing a leadership mind to anticipate changes.

Diversity, Equity, and Inclusion in the Water Sector

Many organizations are incorporating DEI into their culture. When implemented correctly, diversity, equity, and inclusion foster cohesiveness among employees and management and a healthy work environment. This session discusses DEI in the water sector and how it can help increase the organization's chance of success in establishing its desired organizational culture.

Additional Discussions – (As schedule provides)

Motivation and teamwork, Participants will learn about setting smart goals and develop personal leadership goals.

Emotional intelligence Discussions center around leader's moods, attitudes, and self-awareness, social awareness, self-management, and relationship management. Exploring the role of emotional intelligence in leadership, driving emotions in the right direction for positive impact, considering empathy and leadership styles are introduced in the cohort.

Working Genius, By understanding the 6 Types of Working Genius, participants will understand their gifts and natural abilities to maximize their satisfaction and success at work. The model is geared towards productivity, comprising six necessary ingredients for success. The work session aims to help individuals and teams understand the process of work and how to maximize everyone's satisfaction and success in the work they do every day.

Book discussions: The cohort may also discuss one or more of the following books in class: *How Good People Make Tough Choices*, by Rushworth Kidder, *Primal Leadership* by Daniel Goleman, and other selections as identified.

Graduation (8-hours) at WaterJAM - Program review and debrief, bringing the leadership practices together in an over-arching review, integrating lessons learned with personal leadership goals, reflecting on expectations of leadership, followed by graduation from the Leadership Academy.