

National Pavement Maintenance Leadership Academy Curriculum

An organization will only reach its full potential when its people are equipped and motivated to perform at their best. This makes leadership development an essential investment for any business that wants to thrive, especially in today's highly competitive and often disruptive environment.

Unfortunately, most leadership development programs get it wrong, by confusing "development" with "training". It's impossible for leaders to develop into their best selves by sitting in a classroom listening to experts talk. In truth, effective leadership development is a **process, not a program**. That's why our Leadership Academy provides a customized, comprehensive approach that ensures that your leaders have exactly what they need to deploy their new skills and knowledge back on the job.

Beyond Training: A Leadership Development Process That Gets Real Results

Our Leadership Academy provides a profound and proven development process that takes place over the course of **eight to ten** months and includes:

- Eight high-powered training classroom and virtual training sessions focused on the fundamentals developing leaders need to succeed
- Facilitators, coaches, and trusted advisors with decades of practical experience and expertise that will impress, inspire, and ignite your leaders
- Six intensive virtual "workout" sessions where passive knowledge is transformed into turbo-charged skills and competencies
- One-on-one coaching to address questions, concerns and challenging situations that surface throughout the development process
- A series of virtual "missions" which are completed on demand between formal training activities via your organization's private Leadership Academy portal
- Collaborative cohort projects and structured interactions to keep your leaders engaged as they apply what they're learning to situations back on the job
- A proven process for building new habits, ensuring that your leaders change their behavior as they gain new knowledge and skills
- An advanced learning portal that allows our project team to monitor your leader's progress and encourage high engagement and completion of assignments
- Monthly reports to participant sponsors so that participants can be held accountable, properly supported, and recognized for their hard work

Training Courses

Fundamentals of Effective Leadership (initial live training)

This eight-hour training class formally launches the Leadership Academy group experience with relevant content and exciting interactions to quickly engage participants. The high-level goal of this session is to explore what it means to be a leader and manage people in an effective manner.

Because this module represents the first live training session, participants are encouraged to engage their “inner leader” by remaining open to new ideas and behaviors, including those that may make them feel uncomfortable.

After participating in this session, participants will be able to:

- Explain why leadership is important to every businesses’ success
- Define the difference between average and great leaders
- State the roles and responsibilities of leaders
- Explain how a leaders behavior impacts employee performance
- State at least four factors that create poor performance
- Align their goals with the goals of their organization
- Describe the importance of continuous learning and development

Powerful Communication Skills

Most managers spend up to 80-90% of their day communicating. This leadership workshop will increase participants’ skills and knowledge to more effectively communicate with employees, customers, and managers. A communication assessment tool will be used to help participants better understand their individual communication style. In addition to understanding their own style, participants will explore the traits, motivations, strengths and limitations of the four primary behavioral styles and learn how to quickly assess others’ communication needs and preferences.

After participating in this session, participants will be able to:

- Identify the strengths and limitations of their preferred behaviour communication style
- Use the DiSC model to better understand how others experience them
- Understand the predictable fears, preferences, priorities and behaviors of the four DiSC behavioral styles
- Use “people reading” to make a best guess about others’ DiSC style
- Diagnose others’ styles and adapt their personal style to communicate more effectively

Disciplined Conflict Management

This workshop will significantly help managers understand how to manage interpersonal conflicts with others. Best practices for avoiding conflict will also be explored.

After participating in this session, participants will be able to:

- Define conflict and its causes
- State five common styles of handling conflict and the advantages and disadvantages of each
- Diagnose potential conflict situations and use proactive strategies to prevent conflict
- Use a conflict resolution model and discussion planner to conduct effective conflict discussions

Performance Coaching and Feedback

Great managers must be effective at getting work done through others. This workshop provides a powerful exploration of how effective coaching and feedback will not only help front-line associates to “do their job” better, but also bring out their best. The link between coaching, feedback, and accountability is also reinforced.

After participating in this session, participants will be able to:

- Identify and utilize effective coaching skills
- Use Core Communication Skills to make performance conversations more productive and rewarding
- Use a five-step coaching model to enhance and develop employee performance
- Provide effective positive and corrective feedback

Effective Delegation

The single biggest barrier to growth for small to mid-size companies is their inability to delegate effectively. Delegation is a process, not an event. Great leaders have developed the skill and system to know who to delegate to, as well as how and when to follow-up to ensure jobs and responsibilities get handed off properly.

After participating in this session, participants will be able to:

- Identify when to delegate and which type of delegation to use
- Describe why two-way communication is critical to effective delegation
- Leverage when and how to negotiate (and re-negotiate) deadlines
- Use the Delegation Discussion Planner to conduct effective delegation discussions
- Troubleshoot situations that might arise during the delegation process

Decision Making and Problem Solving

Most managers spend too much time solving problems, only to see them remain unresolved or return a short time later. This workshop provides participants with a proven process for analyzing problems, identifying appropriate solutions, implementing solutions, and providing appropriate oversight and follow up. Participants also learn how and when to engage others to solve problems, so that the right people are engaged at the right time.

After participating in this session, participants will be able to:

- Define their role in problem solving
- Identify the appropriate decision-making approach for different situations
- Select appropriate tool(s) appropriate for the specific problem to be solved
- Clarify problems to be solved using root cause analysis
- Avoid common pitfalls when identifying and refining potential solutions
- Choose solutions that address the root cause of problems
- Implement, oversee, and adapt solutions so that problems are resolved

Motivating for Peak Performance

Some employees simply want to just do enough. Others have reasons why they quit giving their best. Still, others show up every day committed to giving 100%. Great managers know the skills and techniques to bring out the best in every employee, regardless of their disposition. This session explores how to uncover each person's motivational formula and choose behaviors that motivate employees to bring their best every day.

After participating in this session, participants will be able to:

- Use the foundational principals of motivation to encourage peak performance
- Define the traits and habits of a motivated employee
- Identify their employees' motivation styles, using the DiSC Behavioral Styles Assessment
- Identify when a "motivational intervention" is called for and determine what approach will be most effective in the given situation
- Establish a plan for building a team approach to motivation

Building Performance Accountability

Without the skills to effectively hold people accountable, individual, team and company performance will suffer. Unfortunately, most organizations have inadequate systems for holding people accountable, assuming they have any system at all. Participants will learn why powerful accountability systems require clear measurable performance expectations and explore how to set clear expectations that successfully hold themselves and others accountable.

After participating in this session, participants will be able to:

- Define accountability
- Troubleshoot the causes of accountability breakdowns
- Use a six-step process to communicate expectations and hold others accountable
- Select appropriate tools to support accountability
- Use progressive discipline to promote stronger accountability
- Hold people accountable for goals that support company priorities