

# Foreman Leadership (accelerated) Part 1

## September 18 – 20, 2018

### 3 Day Course Description

**Day one** will focus on what management looks for in a leader; what followers expect; the characteristics of effective leadership; the common pitfalls encountered by leaders; how to develop one's own leadership tools; winning support and overcoming resistance; and how to keep things on track. This program is a must for anyone who needs to know what a leader is and is not.

**Day two** is about transitioning from the worker to the work leader. It is designed to provide participants with an understanding of the dynamics of workplace relationships and strategies for how to better manage those, and improve relationships through an effective delegation of duties, tasks, and responsibilities. Participants will gain insight into the connection between relationships and how motivation through delegation will assist you in reconciling both. We will focus on dealing with employees who allow changed relationships to negatively impact their performance and disrupt the work environment. Techniques of counseling and discipline will be covered. In addition, the session will provide participants, through group discussions and small group activities, with a variety of alternatives, techniques, and action plans for effectively counseling employees and for handling chronic difficult situations.

**Day three** is about building effective problem solving and decision-making skills. How do you know if your crew is performing at its best? Do you see potential for improvement, but you do not know where to start? We will provide you with tools for diagnosing your own team and matching your diagnosis to an intervention technique. Using case studies, class discussion, and interactive sessions, participants will address typical concerns, including identifying, diagnosing, and resolving problems; making optimal decisions; and using relevant documentation to track progress and evaluate results.

# Foreman Leadership (accelerated) Part 2

## January 22 – 24, 2019

### 3 Day Course Description

*Being in charge is just not enough. As crew leaders, foremen must build the skills to interact well with other teammates across all functions, work with the public, and represent the service that the utility provides its customers. Being able to resolve conflicts, manage performance and attitude issues, and then build up the team are skills that are no longer nice to have but are now essential in this ever-changing environment.*

**Day one** focuses on building effective communication and customer service skills for line crews. To a large extent, the success of a business is based on the people skills of its employees. The purpose of this day is to improve the company's business relationships through the skills of interpersonal communication with internal and external customers. Participants will gain a perspective of service excellence from the customer's point of view when conducting business transactions both in person and via the telephone. Using class discussion and interactive exercises, participants will develop skills for dealing with internal and external customers in a variety of recurring scenarios, including technical support, answering questions, and giving information.

**Day two** provides participants with an understanding of the dynamics of workplace conflicts and strategies of how to better manage those conflicts and improve relationships. Participants will gain insight in to why unresolved conflicts tend to fester and lead to potentially serious consequences, and what they can do about resolving them. We will also focus on dealing with employees that have a negative attitude and solutions for dealing with this problem. The session will provide participants -- through group discussions and small group activities -- with a variety of alternatives, techniques, and action plans for effectively counseling employees and for handling difficult employees and situations.

**Day three** is all about building an effective work group. Almost everything we do in our work is done within the context of a team effort. The difficult part facing the team leader is inspiring individuals to work together toward a common end or goal. This day is designed to assist participants in learning the skills of being an effective team builder.