



Leadership in Tomorrow's Utility Leadership II Program

Opening Session: March 14 & 15 (half day), 2023

Virtual learning Sessions

Closing Session: June 27-28 (half day), 2023

In Partnership with



I. Program Launch - In Person (Rutgers University, Camden NJ)

March 14, 2023

8:30 – 9:00 a.m.

Registration

9:00 a.m. – 12:00 p.m.

Program Overview

Northeast Gas Association (NGA)

INDUSTRY TRENDS

Regulatory & Supply Dynamics in the Northeast

Understanding Your Style; Learning Styles; Identifying Your Strengths

Building a foundation of personal and professional success requires understanding yourself, understanding others, and realizing the impact of personal behavior on others. Pework required.

Team Dynamics

Team dynamics describe how individuals work together to collaborate in the completion of projects and tasks. Some of the key elements of team dynamics include how communications occur, what roles individuals play, power structures, and the multiple dimensions that define team dynamics. Having a deeper understanding of team dynamics can improve team productivity and unity in the workplace.

Leadership Frameworks

As organizations get flatter while the underlying business landscape continues to evolve at an increasingly rapid pace, leadership is now a competency that is required throughout all levels of an organization. Knowledge of the skills and tools once relegated to only senior managers are important for the success all emerging leaders in an organization.

12:00 p.m. – 1:00 p.m.

Lunch Break

1:00 p.m. – 4:00 p.m.

Personal Brand

Personal brand defines the way others see you and, it is intentional. It is how you *want* people to see you. It is about visibility and the values that you outwardly represent. As an emerging leader, you have the power to define your brand by aligning your intentions with actions. That is, changing your decisions and behaviors to influence how others see you and to help them connect both emotionally and intellectually to the image you hope to portray.

Empathy

The workforce has never been this diverse. As such, it requires leaders to have an appreciation for where others unlike themselves are coming from. A competency that will support a leader's ability to do so is empathy. While some individuals may be more innately more empathetic, empathy is a competency that can be learned and developed.

March 15, 2023

Resilience

Given the increased pace of change and introduction of new technologies into the workplace, a professional must be able to pivot as the needs of the business require. As such, the concept of resilience has entered the business vernacular recently and has become a significant predictor of success.

Project Introduction

This Leadership Program is designed for practical application of the skills learned. In consultation with its membership, NGA has selected a project that will tie together the skills and competencies introduced in this program, which means a rapid return on your organization's training investment.

Closing Remarks

Northeast Gas Association (NGA)

II. Virtual Learning Sessions

March 28th, 2023 - June 20th, 2023.

The program will continue with virtual learning sessions bi-weekly between March 28th and June 20th, 2023. Between two and three hours of preparation work that consists of reading articles, watching videos, taking self-assessments, and reviewing relevant industry standards and trends will be housed in an online course that participants can access at their convenience. Participants will be expected to work through these materials in advance of the virtual learning sessions that will be facilitated by our Rutgers University partner. The project component is anticipated to take between 15 and 20 hours over the duration of the program. Meetings are scheduled to last 1 hour, however additional time is allocated to accommodate any conversations that may run over.

Virtual Session 1: March 28 (9:30 a.m. - 11:00 a.m.)

INDUSTRY TRENDS

Safety Management Systems (30 min.)

Communications/Collaboration

Even in the best organizations, the quality, effectiveness and efficiency of communication may be much less than we think. Learning how to communicate effectively and appropriately with people from different cultures, generations, and positions in the organization is key for a successful leader.

Virtual Session 2: April 11 (9:30 a.m. - 11:00 a.m.)

INDUSTRY TRENDS

Contractor Management (30 min.)

Project Management

Project management has wide application in all aspects of a leader's job – everything from day-to-day operations to major capital projects. There are several facets associated with project management as well as different roles and responsibilities that one can assume as a member of a project team. A leader must develop competencies associated with the process and people dimensions of project management.

Virtual Session 3: April 25 (9:30 a.m. - 11:00 a.m.)

INDUSTRY TRENDS

Emergency Management (30 min.)

Time Management

Meeting Management

How you spend your time – and how you direct your team to spend their time – is a key component of high performing work teams. As a leader, you must determine how much you should allocate between managing, leading, doing – and in meetings. If you're a middle manager you can spend about 35% of your time in meetings, for upper management, 50%.

Virtual Session 4: May 9 (9:30 a.m. - 11:00 a.m.)

INDUSTRY TRENDS

Labor Management (30 min.)

Conflict Management/Negotiations

Conflict is inevitable in our professional and personal lives. Every conversation is a negotiation, and every negotiation is a conflict. Understanding the outcomes of conflict, the conflict wave, and the conflict grid support a greater understanding of conflict that will result in improved personal and professional relationships.

Virtual Session 5: May 23 (9:30 a.m. - 11:00 a.m.)

INDUSTRY TRENDS

Government Relations (30 min.)

Leadership/Leadership Styles

A leadership style is a leader's method of providing direction, implementing plans, and motivating people. A number of leadership styles that have been identified. Self-awareness of one's leadership style and others' leadership styles, and how it impacts one's ability to drive productivity in the workplace, is a key competency for emerging leaders.

Virtual Session 6: June 6 (9:30 a.m. - 11:00 a.m.)

INDUSTRY TRENDS

Supply Chain Management (30 min.)

Developing Team Discipline/Problem Solving

Instilling discipline among your team is a complex process that you must start from day one. You will want to develop competencies around establishing credibility and structure amongst your team members and employing the right approach to ensure problem solving is addressed in a systematic fashion.

Virtual Session 7: June 20 (9:30 a.m. - 11:00 a.m.)

INDUSTRY TRENDS

Asset Management (30 min.)

Managing Change/Continuous Improvement

Most organizations today find themselves undertaking a number of projects as part of their change effort. For change to occur in any organization, each individual must think, feel, or do something different. Leaders must win their followers one by one. A knowledge of how change emerges in an organization relies upon understanding the relationships among people, process, and technology.

III. Program Capstone - In Person (Rutgers University, Camden NJ)

June 27, 2023

9:00 a.m. – 12:00 p.m.

Welcome

Northeast Gas Association (NGA)

INDUSTRY TRENDS

Emerging Fuels

Coaching/Human Capital Development

Human capital is at the core of every business. Developing human capital is an essential part of a leader's role. One role a leader can assume is that of a coach, wherein coaching can be seen as a process of learning, development, and human performance.

Strategic Communications

Strategic communication is a term used to describe the communication principles, strategies, and initiatives used to further an organization's goals, mission, or values. It sits at the intersection of management strategy and communication, focused on the idea of purposeful messaging between an organization and its employees.

12:00 p.m. – 1:00 p.m.

Lunch Break

Risk Management

Leaders need to know how to properly evaluate risks, weigh the risks against the benefits of a certain action (or inaction) and how to manage risk in a healthy, balanced way. There are a number of tools that can be used to manage risk. A leader needs to develop competencies use these tools to develop an appropriate tolerance for risk as individuals and as an organization.

Analysis and Decision Making

There are a number of strategies that can be used for mastering decision making, starting with reviewing and analyzing the different decision-making styles, building buy-in from team members, and making better decisions by investing in properly defining the challenge.

June 28, 2023

9:00 a.m. – 12:00 p.m.

Project Presentations

Teams will share the results of their projects on the final day of the "Leadership in Tomorrow's Utility" program. Participants from across the cohort will critique, enhance, and discuss presentations made by their colleagues so that individuals will leave the program with the benefit of the best thinking afforded by colleagues in peer organizations.

Closing Remarks

Jose Costa, Northeast Gas Association (NGA)