



# LEADERSHIP DEVELOPMENT SERIES (LDS)

FOR SERVICE AND CONSTRUCTION INDUSTRY

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## Leadership Development Series (LDS) Seminars

These seminars are designed for management level employees or anyone that leads a team. They focus on building strong communication skills and self awareness for successful leadership.

### **LDS 100: 4 hours in-person | 2 hours virtual** **Conflict Management – Project, Service, and Office Team Strategies and Skills**

Who should attend: All Employees – Project, Service, and Support Staff

Course Description: By the end of the session participants will be able use a variety of leadership skills and specific conflict resolution strategies to gain positive results and improve relationships. Leaders will be able to strategically guide themselves and their teams through conflict situations. In addition, the group will know the benefits of shifting how they view conflict and be able to use natural conflict situations in their environment as an opportunity to build trust and better relationships with those in their sphere of influence. Attendees will practice applying strategies to a variety of real world construction and service situations. The class will also learn how to effectively deal with difficult coworkers that are often the roadblocks to successful conflict resolution.

#### **Objectives:**

- Know the benefits of having happy and healthy conflict within and between teams.
- Understand conflict resolution choice points and understand the consequences of conflict avoidance and negative conflict.
- Apply conflict management skills and strategies to leverage creativity and input to achieve impactful result within service teams, project teams, and with clients.
- Be able to use communication and emotional intelligence skills to improve relationships and achieve goals during conflict situations.

### **LDS 101: 4 hours in-person | 2 hours virtual** **Decision Making – Getting Better and More Impactful Results**

Who should attend: Anyone involved in making team or strategic decisions.

Course Description: During this workshop participants will explore decision making from both the team and strategic perspectives. To lay the foundation, the group will explore their own decision-making styles and analyze how it impacts the way they make decisions in various situations. In order to improve a person's decision-making process, we must first explore how poor decisions are often made and the long lasting results it can lead to. Once we have laid the foundation, we will work on improving our team decision process and learn how to get the best decisions and results for your groups. Finally, the class will focus on making effective strategic decisions at the team and company level. The group will learn the benefits of strategic thinking and making decisions that lead to long term success and accomplishment of goals. Making good decisions leads to impactful results and improves moral and accountability.

### **LDS 102: 4 hours in-person | 2 hours virtual** **Effective Communication in the Workplace**

Who should attend: Project and Service Managers, Company Leaders, Office Staff and Support Personnel, Construction Field Employees and Supervisors, Service Technicians, Service Teams, Sales Teams.

Course Description: Being a good communicator is the foundational skill necessary to excel in all other leadership competencies. In this workshop participants will learn about different communication styles and identify their own communication preferences. The group will learn how to leverage their communication style to achieve goals and gain confidence in their day to day conversations. The class will come away with tools to be more successful in all of their relationships through communication. The group will practice applying what they learn to specific construction and service situations. In addition, the class will cover why it is critical to understand how others communicate and why it is important to be able to adapt to styles that offer a different perspective to the issue or topic at hand. The group will learn how to guide themselves and their team members through conflict so that the end result is a better decision with buy in from all parties.

#### **Objectives:**

- Gain a clear understanding of communication styles and how your communication style affects how others interact with you.
- Learn how to adapt to other communication styles and use this knowledge to improve relationships with internal team members and external service and construction clients.
- Be able to gain better results through communicating effectively and with purpose.
- Know how to use effective communication skills to manage conflict in your day to day interactions.

Note: Class includes individual and team DISC reports.

### **LDS 103: 4 hours in-person | 2 hours virtual** **Emotional Intelligence**

Who should attend: Anyone interested in immediately increasing their effectiveness on the job through increased emotional intelligence.

Course Description: Participants attending this session will walk away with a clear understanding of what emotional intelligence is and the significant impact it can have on their career. Emotional intelligence is made up of both personal and social competencies that will be explored at length during the class. The class will have the opportunity to create individual action plans geared toward increasing emotional intelligence through application of detailed strategies. The group will also learn about the dreaded emotional hijack and how to avoid the associated self-sabotage. Increasing your emotional intelligence will help lead the way to improving important relationships and make the application of other leadership skills easier and more effective.

#### **Objectives:**

- Understand how increasing your emotional Intelligence can impact the trajectory of your career.
- Learn the core components of emotional intelligence and how to interpret your own emotional intelligence assessment.
- Select and know how to apply strategies to increase your emotional intelligence and improve key relationships.

Note: Class includes individual and team DISC reports.

**LDS 104:** 4 hours in-person | 2 hours virtual  
**Building Effective Relationship in The Workplace**

Who should attend: All mechanical contractor employees.

Course Description: This workshop takes a look at relationships both internal and external to the organization. The group will learn how to analyze the state of their current relationships and identify relationships that, if improved, would enable them to be more successful in their day to day work. The group will work out personal strategies to improve targeted relationships set goals to make significant gains in the strength and depth of those relationships. Individuals will also explore external facing work relationships and come away with a plan of attack to move those relationships to the next level. They will identify specific desired outcomes of their relationships and set realistic goals to achieve them.

**LDS 105:** 4 hours in-person | 2 hours virtual  
**Successful Teams: From the Office to the Job Site**

Who should attend: All mechanical contractor employees.

Course Description: This class will emphasize what it means to be an effective team in the mechanical construction industry. Students will develop individual strategies to make their teams more effective in all aspects of their work and understand what it means to be an ideal team player. In addition, the class will analyze real project and company team issues that can make or break both individual and company success. Learn how to manage change within your teams and set team goals that lead to increased motivation and performance.

**LDS 106:** 4 hours in-person | 2 hours virtual  
**Managing and Leveraging Change in the Workplace**

Who should attend: All employees – Project, Service, and Support Staff.

Course Description: This class will challenge participants to evaluate their current perspective in regard to how the manage and implement change. By the end of the session participants will understand the change process and how our emotions and internal wiring impacts the way we respond to changes in our lives. The group will analyze the value of change at both the individual and company level. Each student will identify and develop strategies to leverage and manage significant changes at work. And finally, the class will learn how to effectively influence how our teams respond to significant changes at work and be able to adapt quickly to individual needs.

**LDS 107:** 2 hours in-person | 90 minutes virtual  
**Accountability: You, Your Team, and Your Organization**

Who should attend: All mechanical contractor employees.

Course Description: In this workshop participants will explore what accountability really means and how they can leverage this skill to improve their job effectiveness. The group will explore the blame cycle and how to move themselves from blame to accountable and stop being a victim of their own circumstance. In addition, participants will learn how to apply agreed upon accountability strategies to move our teams from stagnant to growth mode. And finally, the group will explore what it means to have a culture of accountability where the company fails and succeeds together. Individuals will learn how to begin shifting the accountability conversation in the workplace.

**LDS 108:** 8 hours in-person | 4 – 90 minute virtual sessions  
**Situational Leadership for the Mechanical Contractor**

Who should attend: Company Leadership and Supervision, Project Managers, Service Supervisors.

Course Description: Using the Blanchard Situational Leadership® II (SLII) Model and Assessments this workshop will develop competence, gain commitment, and help retain talent.

As a certified Blanchard Situational Leadership facilitator and Blanchard Channel Partner, Leah will guide participants through this full day workshop where they will use a combination of leadership style assessments and model analysis to apply learned techniques to a variety of case studies created specifically for the construction and mechanical service communities.

Leadership is not a one size fits all proposition. During this session the group will learn how to leverage the most widely taught leadership model in the world. Situational Leadership creates a shared process, language and model for building leadership across all levels of the organization. Gain insight into why matching employee needs with the appropriate leadership style builds better teams, gains trust, and makes you a more effective leader.

Participants will be able to ask the right questions and apply the appropriate leadership skills to get the most out of their relationships with clients, contractors, coworkers, and their teams.

Note: Class includes Leadership Style Assessments

**LDS 109:** 4 hours in-person | 2 hours virtual  
**Time Management**

Who should attend: All mechanical contractor employees.

Course Description: The mechanical construction industry offers unique challenges when it comes to managing tasks and time in order to really get things done. This workshop will challenge participants to take a tough look at how effectively they allocate the limited time they have in a day to get important things accomplished. The class will identify individual goals and walk through a series of steps to ensure their goals and actions are in alignment. This alignment will allow them to make real progress in achieving things that matter to them personally and professionally. Students will identify and share tips and tricks that will enable them to be more efficient and effective every single day.

**Objectives:**

- Be able to apply best practices to help you better organize and prioritize your time and tasks to increase your effectiveness at work.
- Identify email management strategies that will assist you in better managing your time and energy.
- Know your gain and prevent pain activities and be able to prioritize them to be more effective in you day.

**LDS 110: 8 hours in-person | 4 – 90 minute virtual sessions**  
**Discover and Leverage Your Strengths for Results that Matter**

Who should attend: All mechanical contractor employees.

Course Description: This workshop is designed for anyone wanting to develop their talents to increase their productivity, maximize their effectiveness, and be more engaged with their work. Both service and construction focused organizations will gain invaluable insight on how to identify, appreciate, and leverage individual talents as well as their team member's talents to achieve goals and stay motivated.

Gallup research proves that people succeed when they focus on what they do best. Led by an expert instructor and backed by decades of research, this course will help you identify your greatest talents, pinpoint what you do best and develop ways to use your talents for success.

The best opportunity for people to grow and develop – and net the greatest return on investment – is to identify ways in which they most naturally think, feel, and behave, and then build upon those talents to create strengths: the ability to consistently provide near-perfect performance.

**Objectives:**

- Gain insights into your natural talents by working with your CliftonStrengths Signature Themes Report and Strengths Insight Report.
- Fully understand how strengths develop.
- Learn how to harness your talents and strengths for greater personal productivity and engagement.
- Acquire tools and insights to help you use your natural talents to fulfill your goals and achieve your greatest potential.

**Also available:**

- Individual Strengths Coaching
- Team Strengths

Note: Class includes Clifton Strengths Assessment for each participant.

**LDS 111: 2 hours in-person | 90 minutes virtual**  
**Effective Delegation**

Who should attend: Supervisors, Managers, Field Supervisors.

Course Description: During this session participants will gain a clear understanding of the true power of delegation and learn how to grow themselves and their team through properly delegating tasks and responsibilities. The group will practice applying principles of effective delegation to achieve personal, team and organizational growth. Individuals are only as good as the team around them and being an effective delegator enables your team to continuously grow, excel, and transform. Participants will learn what holds them back from effectively delegating and understand that true personal and career growth can't happen without creating time to work on new challenges and opportunities afforded us through transferring responsibilities to others.

**LDS 112: 90 minutes virtual**  
**Motivation in the Workplace**

Who should attend: All mechanical contractor employees.

Course Description: Motivation is the key to productivity. What gets us out of bed in the morning and excited about the work we do? Join us for this 90-minute virtual class on motivation. During this session we will gain insight on what drives us to "want to" instead of "have to." We will explore the fundamentals of motivation and their impact on our emotions and how they influence our actions. At the end of the session, individuals will be able to identify what motivates us and appreciate that different things motivate different people. The group will learn strategies to get and stay motivated, especially in uncertain times. We will also be discussing ways to help keep your team motivated in person and via virtual platforms.

**LDS 113: 4 hours in-person | 2 – 90 minute virtual sessions**  
**Yourself as a Leader**

Who should attend: All mechanical contractor employees.

Course Description: This class will focus on each participant's unique leadership style and how their unique style impacts the way they interact and drive results in the workplace. Using the in-depth Profiles XT leadership assessment the group will explore their on-the-job attitudes, preferences, and behaviors to gain valuable feedback and ideas for professional growth. Students will learn the value of empowering leadership and be able to apply effective leadership strategies in their current role. Learn how to leverage these newly gained leadership skills to increase communication, decrease conflict and improve overall individual and team productivity. Everyone is a leader. Make a difference and make it count.

Note: Class includes Profiles XT Leadership Assessment



#### **About the Instructor:**

**Leah Gutmann**, owner of First Forward Consulting, LLC, specializes in a wide variety of training, program development, and consulting services. Leah is certified to deliver training on a wide variety of leadership and financial topics with a focus on the direct application of skills and abilities unique to the mechanical construction industry. She has over 12 years of experience in the design, implementation and facilitation of educational programs, classes and seminars. Her 20-year career as a CFO and Finance Manager in the mechanical construction industry has given Leah the unique ability to offer training and consulting from a hands-on, in the trenches perspective.

Leah currently sits on the Board of Education for the Mechanical Contractors Association of Western Washington (MCAWW) where she offers her expertise on specific industry training needs and cutting-edge trends. She has been an integral part of building complete educational programs and specialized industry classes from the inception phase all the way through delivery. In addition to the MCAWW, a few of Leah's clients include Microsoft, the MCA of Kansas City, the Colorado Association of Mechanical and Plumbing Contractors, MacDonald-Miller Facility Solutions, The Seattle Pipe Trades, Hermanson Company, Dawson Construction, Colorado UA Local 58, and Lexington Plumbing.

Being at the forefront in Instructor Training and Design, Leah has helped her clients create and deliver training that is engaging, relevant and impactful to their organizations. She is able to leverage client expertise on any technical or leadership topic and develop content that the instructor is motivated and confident to deliver to their employee groups.

#### **Contact Information:**

Contact Leah at **425-985-1787** or [lgutmann@firstforward.biz](mailto:lgutmann@firstforward.biz).

#### **About the National Education Initiative (NEI):**

MCAA will bring lifelong learning directly to you! The National Education Initiative Seminars are our best MCAA/MSCA programs—brought to your local association or even your company. Our goal is to provide ongoing and advanced education and training in support of individual and association growth across the mechanical contracting industry. We offer standard and custom-designed classes exclusively for your association or company's unique needs and challenges. If you need training quickly or have a large group, we are here to help!

#### **For more information or to schedule a course:**

Contact **Barb Dolim** at **301-990-2210** or [bdolim@mcaa.org](mailto:bdolim@mcaa.org).



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