



LEADERSHIP DEVELOPMENT SERIES (LDS)

FOR SERVICE AND CONSTRUCTION INDUSTRY

Leah Gutmann



Mechanical Contractors Association of America, Inc.

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LEADERSHIP DEVELOPMENT SERIES (LDS)

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 101: 4 Hours In-Person | 3 Hours Virtual

Conflict: Leadership in Action

From the office to the field, conflict situations lead to negative outcomes when there are failed or missing conversations. By the end of this half day session participants will be able use a variety of leadership skills and specific conflict resolution tools to gain positive results and improve relationships. Leaders will be able to strategically guide themselves and their teams through conflict situations by shifting their perspective in relation to the conflict conversations they are having and not having at work. In addition, the group will analyze the benefits of shifting how they view conflict and be able to use naturally occurring conflict situations as an opportunity to build trust and leverage learning with those in their sphere of influence. Attendees will practice applying strategies to specific conflict conversations they need to be having. The class will also discuss how to effectively deal with difficult coworkers that are often roadblocks to successful conflict resolution.

Objectives:

- Understand the importance of conflict conversations as leaders of our organizations.
- Shift our perspective regarding how we view conflict.
- Identify the impacts of poorly managed conflict conversations.
- Learn the role trust plays in driving conflict.
- Improve your ability to have conflict conversations that result in positive outcomes and improve relationships.

LDS 102: 4 Hours In-Person | 3 Hours Virtual

Decision Making – Getting Better and More Impactful Results

During this workshop participants will explore decision making from both the individual and team perspectives. To lay the foundation, the group will explore their own decision-making style and analyze how it impacts the way decisions are made in various situations. In order to improve a person's decision-making process, we must first explore how poor decisions are made and the long-lasting results caused by ineffective decision making. 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 critical thinking and making decisions that lead to long term success and accomplishment of goals. Making good decisions leads to impactful results and improves morale and accountability.

Objectives

- Explore what drives us to make rushed or poorly thought-out decisions and discuss potential strategies to avoid these pitfalls.
- Practice using a variety of problem-solving tools to help drive results.

- Analyze and apply strategic thinking processes that are aligned with corporate goals and missions.
- Understand how to use critical thinking to help make decisions that lead to successful outcomes.

LDS 103: 4 Hours In-Person | 3 Hours Virtual

Effective Communication in the Workplace

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. Students will discuss the potential dangers of using email as a primary form of communication and apply simple rules to enhance and simplify email messages.

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.
- Explore the misunderstanding that happens when email is substituted for important conversations.

Note: Class includes individual DISC assessment – Additional Fee

LDS 104: 4 Hours In-Person | 3 Hours Virtual

Emotional Intelligence

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 class. The group will have the opportunity to create individual action plans geared toward increasing emotional intelligence through the application of detailed strategies. Attendees 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 EQ Assessment – Additional Fee

LDS 105: 4 Hours In-Person | 3 Hours Virtual

Building Effective Relationship in The Workplace

This workshop looks 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 class will work on personal strategies to improve targeted relationships and set goals geared 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. Participants will identify specific desired outcomes of their relationships and set realistic goals to achieve them.

Objectives:

- Identify relationships you would like to improve in order to get better results in the workplace.
- Discover the importance of trust as the foundation of any productive and healthy relationship.
- Learn and apply strategies to strengthen and leverage key work relationships.
- Practice communication skills that will immediately impact the depth of critical relationships.

LDS 106: 4 Hours In-Person | 3 Hours Virtual

Successful Teams in the Mechanical Contracting Industry

This class will emphasize what it means to be an effective team in the mechanical construction industry. Specifically, the group will focus on the unique challenges encountered by and between teams in our organizations. Participants 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. During this class, individuals will develop skills to gain trust within the team and create standards and expectations that will allow the team to function at its best. The group will spend time identifying the specific strengths and dynamics of their teams and strategize how to empower their team to accomplish goals.

In addition, the class will analyze real 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. The group will walk away with strategies and tools they can put into

practice, resulting in both short and long-term wins for the entire organization. The group will explore their extended teams and discuss how they can leverage the strengths and knowledge of other teams in the organization to optimize success at all levels.

Objectives

- Leverage your Team Style to have a positive impact on team performance.
- Identify and implement strategies to build team trust.
- Understand what it takes to be an ideal team player and make a commitment to improve your skills.
- Learn the importance of having emotionally intelligent teams and discuss actions teams can take to be more effective.

LDS 107: 4 Hours In-Person | 3 Hours Virtual

“Sticky” Change: Gaining Commitment and Implementing Change that has Staying Power

This class will challenge participants to evaluate their current perspective regarding how they manage and implement change at all levels of the organization. Changes in our organizations, our markets, and our industries are constant. The challenge we face is how to effectively sift through the noise and get to the heart of the matter so that we can strategically implement change that sticks. How do we get employees to buy in to change and be motivated to ensure change becomes a part of the fabric of our companies? During class the group will analyze the personal and organizational dynamics of change, harmonize teams and align leadership, and activate commitment at every level. Using the “sticky” change model, the group will learn how to formalize and guide change implementation that is focused on results not just action. Learn how to lead change that aligns with company vision while allowing for flexibility and drives sustainability for the future.

Objectives:

- Discuss why most change initiatives fail and learn how to avoid the most common pitfalls of change management.
- Learn a new model for assessing and implementing change.
- Apply strategies to create buy-in and accountability around change.
- Become equipped with tools to evaluate the success of implemented change.

LDS 108: 3 Hours In-Person | 2 Hours Virtual

Accountability: You, Your Team, and Your Organization

In this workshop participants will analyze 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. Finally, the group will discuss what it means to have a culture of



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accountability where the company fails and succeeds together. Individuals will learn how to begin shifting the accountability conversation in the workplace so that everyone owns the successes and failures of the organization.

Objectives:

- Know how to hold yourself accountable in all aspects of your life and take ownership of your opportunities, successes, and failures.
- Know how to create a culture of accountability and begin shifting the accountability conversation in the workplace.
- Set clear expectations to measure progress and be able to implement accountability across all teams and departments.
- Discuss accountability challenges when work teams are virtual.

LDS 109: 4 Hours In-Person | 3 Hours Virtual

The Situational Leader: Critical Development Tools for the Mechanical Contractor

This half-day workshop will focus on developing critical leadership competencies needed to effectively lead and develop individuals to their full potential. By the end of the class, participants will have skills and strategies they can apply to increase motivation, build skill sets, and establish accountability for performance within their teams.

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. The SLII approach 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.

The class will also discuss a core foundational leadership model that sets the stage for successful one-to-one conversations and relationships. As leaders we must set a high standard of fundamental leadership expectations and be willing to hold ourselves accountable to the standards we set.

Participants will be able to ask the right questions and apply the appropriate leadership skills to get the most out of each conversation and interaction. Using relevant case studies and situations, this workshop will help create leaders that are prepared to face the unique challenges of our industry now and into the future.

Objectives:

- Define situational leadership and discuss the importance of the SLII model as a way to effectively develop and grow team member skill sets.
- Set team member goals that are motivating and be able to identify the development level of each goal.
- Match leadership styles with development needs of team members to foster growth and maximize results.
- Identify personal foundational leadership skills that will set you up for situational leadership success.

LDS 110: 4 Hours In-Person | 3 Hours Virtual

Time Management: Prioritize, Delegate, and Create Time to Get Important Things Accomplished

Every job and organization offers unique challenges when it comes to managing tasks and time 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 critical 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. We all work differently and have unique responsibilities. The group will reflect on their own personal strengths and blind spots when it comes to getting and staying organized. They will commit to implementing time management strategies that will work for them.

In addition, 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. 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.

Objectives:

- Apply principles of effective delegation to achieve personal, team and organizational growth.
- Implement best practices regarding prioritizing tasks and responsibilities.
- Know gain and prevent pain activities and create a shift in focus towards personal growth and career goal achievement.
- Become more effective and efficient at managing your day by creating new habits.
- Identify email strategies that will assist in better managing time and energy.

LDS 111: 4 Hours In-Person or 1 Full Day | 4 - 90 Minute Virtual Sessions

Discover and Leverage Your Strengths For Results that Matter

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. Participants 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.



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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.

**LDS 112: 3 Hours In-Person | 2 Hours Virtual
Effective Delegation**

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. 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.

Objectives:

- Understand why delegating is an essential leadership skill.
- Discuss our tendency to underutilize delegation as a development tool.
- Create a step-by-step plan to delegate important work that will encourage others to grow.
- Apply principles of effective delegation to achieve personal, team and organizational growth.

**LDS 113: 2 Full Days | 5 - 2 Hour Virtual Sessions
Fierce Conversations**

- Create positive changes through powerful communication.
- Achieve breakthrough results in your relationships by learning practical and critical conversation skills.

To be fierce means to be authentic, present and real in day-to-day conversations. Real can be scary. Yet it is the unreal

or missing conversations that are costly-in terms of morale, engagement, and performance. This class will give you both the skills and the confidence to have successful conversations that will positively impact your career and life.

In this two-day workshop participants will learn hands-on, practical techniques that will improve relationships through better conversations. The class will explore the impact that a single conversation can have on a job, career, or life. Attendees will leave with specific tools they can immediately apply at work and at home. Best-In-Class employees are able to have important conversations that lead to results, action, and improved relationships. Fierce Conversations will challenge participants to use the power of a conversation to increase communication and job performance.

Participants will walk away inspired to make changes in the conversations they engage in on a daily basis and will feel empowered to put the Fierce Conversations tool to work. While no conversation is guaranteed to change the trajectory of a career, a company, a relationship, or a life, any single conversation can.

You will find that two days of training can lead to a lifetime of enriched relationships and positive impacts. Your time will be well spent, learning the foundations of Fierce Conversations and then using practical tools to apply concepts to Team Conversations, Coaching Conversations, Delegation Conversations, and Confrontation Conversations.

This two-day seminar includes:

- The Foundations: Set the stage for change.
- Team Conversations: Create internal think tanks: promote cross-boundary collaboration.
- Coaching Conversations: Improve decision-making ability and foster self-discovery.
- Delegation Conversations: Deepen accountability and uncover clear paths for growth.
- Confrontation Conversations: Strengthen relationships with a forward game plan.

**LDS 114: 3 Hours In-Person | 2 Hours Virtual
Motivation in the Workplace**

Motivation is the key to productivity. What gets us out of bed in the morning and excited about the work we do? 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 them and appreciate the things that motivate others. 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 both in person and via virtual platforms.

Objectives:

- Understand the importance and impact motivation has on personal and company productivity.



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- Know the key elements of motivation and what causes employees to engage at work.
- Apply motivation strategies at the individual and company level.
- Share resources to assist in increasing motivation for yourself and your teams.

LDS 115: 4 Hours In-Person | 3 Hours Virtual

Leveraging Generational Differences in the Workplace

During this session, participants will discover the benefits of having different generations represented at all levels of the organization. Change in the workplace is happening at warp speed and in order to keep your company at the forefront of your industry you must move away from unproductive and negative views of different generational priorities. We have to be able to seek the benefits of our differences and use them to create impactful and important changes in our organizations. By the end of the workshop, the group will know how to use key leadership skills founded in communication and emotional intelligence to leverage generational differences and gain competitive advantage. We will discuss how to optimize productivity and morale in the office and in the field for better results and sustainability.

Objectives:

- Know the foundations of generational differences and explore the key characteristics of each.
- Understand why it is essential to change our context around generational biases in order to obtain long term success.
- Learn how to use key leadership skills to improve relationships between the generations.
- Apply strategies to leverage different generational perspectives and skills at all levels of the organization.

LDS 116: 4 Hours In-Person | 3 Hours Virtual

Coaching and Mentoring – The Foundation of Field Leadership

In the ever-evolving mechanical contracting industry, a constant hurdle for our companies and our field leaders is how to conquer the challenge of developing and retaining apprentices. During this half day course, Journeymen and Foremen will have the opportunity to share apprentice challenges and discuss common critical knowledge, skills, and abilities needed to be successful in our industry. Attendees will learn how to effectively fill the gap between what apprentices know, what they need to know, and how to ensure they stay connected, curious, and motivated in their work. As leaders in the field, there is a unique opportunity to connect with apprentices and impact their careers in a dramatic way. This class will offer tools and strategies to help accomplish this herculean task.

During this session, the group will explore a model that will help break down the various responsibilities and opportunities foremen have in supervising, teaching, coaching and mentoring their crew members. The class will gain skills to bridge the communication gap between individuals, teams, and

generations. The group will learn the different learning styles and know how to approach each style to ensure skills are learned and information is clearly understood. Each participant will leave with a new set of strategies and a plan to better connect with and develop their apprentices. The group will learn listening techniques and leave knowing how to ask questions to ensure understanding. Upon completion of class, individuals will be motivated to build the next great generation of Journeymen and positively impact the sustainability of the mechanical contracting industry.

Class Objectives:

- Identify and discuss the role foremen play in coaching and mentoring in the mechanical contracting industry.
- Build impactful relationships with apprentices through better communication.
- Learn to identify and teach to different learning styles and needs.
- Know how to set clear goals and expectations, monitor performance, and leverage the unique skills of each apprentice on your projects.
- Improve your ability to have conversations that build trust, increase retention, and improve performance.



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About the Instructor:

Leah Gutmann

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.

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 **Priya Nirmal** at **301-869-5800** or pnirmal@mcaa.org.



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