



Module 3

Certificate Program

EFFECTIVE UTILITY MANAGEMENT

Course Syllabus

Effective Utility Management Module 3

Course Overview

This course is designed for water industry professionals who are current or future supervisors and managers within water and wastewater utilities. This course provides students with management and leadership tools they will be able to use within their organizations.

This course is conducted as an online, self-paced workshop. The course material consists of workbooks which have been split into each of the lessons. Course completion requires that the student successfully complete all components of the five individual lessons presented in the course.

Upon successful completion of the course requirements, students will receive a certificate of completion for 2.0 CEUs (20 contact hours) for Advanced Utility Supervision and Leadership (EUM Module 3) which is applicable toward certificates in **Utility Supervision and Leadership** and **Effective Utility Management** from American Water College.

Required Text

Included with enrollment

Educational Objectives

- To provide students with the tools needed for developing new managers
- To provide students with the skills need to create a succession plan, assign roles, and execute the plan.
- To provide students the principles of knowledge management
- To provide students with the skills and methods for creating engaging training
- To provide students with an overview of emotional intelligence in the workplace

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Evaluation

Students will be quizzed at the end of each lesson to ensure that the learning objectives have been met. Students must complete all course material including videos and quizzes. Please contact our office with any questions.

Support

Students can ask questions of the instructor and/or contact our student support staff with any course-related, content-related or technology-related inquiries. Our office hours are Monday-Thursday, 9 to 5 CT, and Friday 9 to 12 CT.

Contact Info

Phone Number: (661) 874-1655

General Course Inquiries: Info@americanwatercollege.org

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Lesson 1 – Developing New Managers

Summary of This Lesson

Effective, high-quality management is key to organizational success. No matter what your industry, your organization needs to have skilled managers in place to be the best it can be. But managers don't just appear out of nowhere, equipped with the skills to succeed. Managers need to be developed. And while your organization is likely to do a mix of external hiring and internal promotion, taking the time to develop new managers from within the organization is a worthwhile investment. There are several strategies that can help you develop new managers, which ensures not just the success of individual employees but of the organization as a whole.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- Discuss strategies for developing new managers
- Understand the importance of defining a clear management track
- Determine core roles and competencies for managers
- Understand the importance of continuous development for managers
- Apply the principles of manager development to your own organization

Recommended Reading

Hill, Linda (2003) *Becoming a Manager: How New Managers Master the Challenges of Leadership*

Grimme, Don and Sheryl Grimme (2008) *The New Manager's Tool Kit: 21 Things You Need to Know to Hit the Ground Running*

Kaye, Beverly and Julie Winkle Guilani (2012) *Help Them Grow or Watch Them Go: Career Conversations Employees Want*

Bell, Chip R. (2013) *Managers as Mentors: Building Partnerships for Learning*

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Lesson 2 – Succession Planning

Summary of This Lesson

The loss of valuable leadership can cripple a company. Succession planning is essentially preparing successors to take on vital leadership roles when the need arises. This lesson will teach you the difference between succession planning and mere replacement planning and how to prepare people to take on the responsibilities of leadership so that the company thrives in the transition.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- Define business succession planning and its role in your company.
- Lay the groundwork to develop a succession plan.
- The importance of mentorship.
- Define and use a SWOT analysis to set goals.
- Create a plan, assign roles, and execute the plan.
- Communicate to develop support and manage change.
- Anticipate obstacles, and evaluate and adapt goals and plans.
- Characterize success

Recommended Reading

Christee Atwood (2020). Succession Planning Basics.

Arnold Dahlke (2012). Business Succession Planning For Dummies.

Jack Canfield, Dr. Brandon Hall, Janet Switzer (2020). The Success Principles Workbook: An Action Plan for Getting from Where You Are to Where You Want to Be.

Michael Timms (2016). Succession Planning That Works: The Critical Path of Leadership Development.

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Lesson 3 – Knowledge Management

Summary of This Lesson

Being knowledgeable offers an advantage when making decisions or implementing strategies. Organizations have a wealth of knowledge accessible to them through employees, and through customers. The organization that is able to capture, store, and retrieve knowledge effectively is then capable of learning as an organization. A learning organization is one where employees are empowered to change and develop new methods, thoughts, and strategies that will advance the mission of their organization.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- Understand the basic concept of knowledge management (KM)
- Identify the do's and don'ts of KM
- Identify the KM life cycle
- Identify the new KM paradigm
- Identify the KM models
- Understand how to build a KM rational for your company
- Understand how to customize KM definitions
- Identify the steps to implementing KM in your organization
- Identify tips for success
- Understand the advance topics in KM

Recommended Reading

Dalkir, Kimiz and Leibowitz, Jay (2011). Knowledge Management in Theory and Practice.

Leibowitz, Jay. Knowledge Retention: Strategies and Solutions.

O'Dell, Carla and Hubert, Cindy (2011). The New Edge in Knowledge.

Project Management Institute (2017). A Guide to the Project Management Body of Knowledge (PMBOK).

Senge, Peter. The Fifth Discipline: The Art & Practice of the Learning Organization.

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Lesson 4 – Train-The-Trainer

Summary of This Lesson

Whether you are preparing to be a professional trainer, or you are someone who does a bit of training as part of your job, you'll want to be prepared for the training that you do. This lesson offers various types of training tools to help create and deliver engaging, compelling workshops that will encourage trainees to come back for more.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- Define training, facilitating, and presenting
- Understand how to identify participants' training needs
- Create a lesson plan that incorporates the range of learning preferences
- Create an active, engaging learning environment
- Develop visual aids and supporting materials
- Manage difficult participants and tough topics

Recommended Reading

Auerbach, C., & Silberman, M. (1998). Active Training. Jossey-Bass/Pfeiffer.

Charney, C., & Conway, K. (2005). The Trainer's Tool Kit. AMACOM.

Koppett, K., & Thiagarajan, S. (2001). Training to Imagine. Stylus Publishing.

Kroehnert, G. (1999). 101 More Training Games. McGraw-Hill.

Pike, B. S. (2000). 50 Creative Training Openers and Energizers. Pfeiffer.

Silberman, M. (2006). The 2006 ASTD Training & Performance Sourcebook. ASTD Press.

Silverman, L., & Wacker, M. (2005). Stories Trainers Tell: 55 Ready-to-Use Stories to Make Training Stick. Pfeiffer.

West, E. (1999). The Big Book of Icebreakers: 50 Quick, Fun Activities for Energizing Meetings and Workshops. McGraw-Hill.

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Lesson 5 – Developing Emotional Intelligence

Summary of This Lesson

Emotional intelligence is a skill that can be developed, in which these skills will help you to maximize your personal and professional success. This lesson will provide participants with the tools to gain control over emotions, navigate challenging situations, and communicate empathetically. With emotional intelligence, you can build a happy and prosperous life.

Lesson Objectives

Upon completion of this lesson, students will gain an understanding of:

- Define emotional intelligence and emotions
- Identify the components of emotional intelligence
- Identify tools to gain control over emotions
- Determine effective verbal and nonverbal communication skills
- Successfully execute conflict resolution and manage relationships with others
- Identify the benefits of being emotionally aware
- Recognize ways to apply emotional intelligence in the workplace
- Determine ways to make a great impression on others

Recommended Reading

Akers, Michael and Porter, Grover (2018) What is Emotional Intelligence (EQ)?

Cherry, Kendra (2019) Utilizing Emotional Intelligence in the Workplace

Gilchrist, Alasdair (2015) Emotional Intelligence & Interpersonal Skills

Hasson, Gill (2016) IQ vs EQ: Measuring Emotional Intelligence in the Workplace

Thorp, Tris (2017) Effective Communication: Building Rapport in the Workplace

Colman A (2008). A Dictionary of Psychology (3 ed.).

Beldoch, Michael; Davitz, Joel Robert (1976).The Communication of Emotional Meaning

Goleman, D. (1998) What makes a Leader? Harvard Business Review