



Module 1

Certificate Program

EFFECTIVE UTILITY MANAGEMENT

Course Syllabus

Effective Utility Management Module 1

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 Basic Utility Supervision and Leadership (EUM Module 1) 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 principles and a plan for developing their personal leadership skills
- To provide students with a system for employee performance management
- To provide students the principles of and a plan for leading and managing change and transition
- To provide students with the skills and a method for resolving conflict
- To provide students with a proven framework for developing and leading high performing teams

Effective Utility Management Module 1

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

Effective Utility Management Module 1

Lesson 1 – Leadership Development

Summary of This Lesson

Today's climate demands leadership at every level of the utility. Leadership is defined by some as a combination of attributes and results. This lesson explores the key attributes participants should focus on to improve their leadership ability.

Lesson Objectives

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

- The Characteristics of Effective Leaders
- The Behaviors that Define Leadership Competencies
- Their Own Leadership Strengths and Weaknesses
- Ten Power Combinations of Leadership Strengths
- The Five Fatal Flaws of Leadership and How to Fix Them
- How to Create a Personal Development Plan

Effective Utility Management Module 1

Lesson 2 – Performance Management

Summary of This Lesson

The effectiveness of a utility in terms of whether it is meeting its mission or goals can be determined by engaging in performance management. This lesson explores the elements of performance management which consists of planning work and setting expectations, monitoring performance, developing the capacity to perform, rating performance, and rewarding performance.

Lesson Objectives

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

- The Definition of Performance Management
- How Performance Management Works
- The Tools of Performance Management
- Effective Goal Setting
- Giving Performance Feedback
- Employee Motivation

Recommended Reading

Aquinis, H. (2008) Performance Management (2nd Edition)

Bacal, R. (1998) Performance Management

Daniels A., and J. (2004) Performance Management: Changing Behavior that Drives Organizational Effectiveness

Paladino, B. (2007) Five Key Principles of Corporate Performance Management

Rummler, G., and Brache, P. (1995) Improving Performance: How to Manage the White Space in the Organization Chart

Spitzer, D. (2007) Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success

Smither, J. (2009) Performance Management: Putting Research into Action (J-B SIOP Professional Practice Series)

Effective Utility Management Module 1

Lesson 3 – Leading Change and Transition

Summary of This Lesson

Change is a constant at every utility. This lesson gives students the tools to implement changes more smoothly and to have those changes better accepted. Students will also gain an understanding of how change affects individuals and acquire tools for managing their reactions to change.

Lesson Objectives

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

- The External Drivers of Change
- The Internal Drivers of Change
- Change as a Process of Personal Learning
- Six Change Leadership Styles
- The Difference Between Change and Transition
- The Stages of Transition
- Why Change Efforts Fail
- How to Manage Change and Transition

Recommended Reading

Blanchard, K. (2009) Who Killed Change? William Morrow.

Connor, D. (1993) Managing at the Speed of Change. Random House.

Cooperrider, D.L and Whitney, D. (2005) Appreciative Inquiry: A Positive Revolution in Change. Berrett –Kohler Publishers, Inc.

Eitington, Julius E. (1996) The Winning Trainer. Gulf Publishing Company.

Harvard Business School Press. (1998) Harvard Business Review on Change. Harvard Business School Press.

Hoopes, L. and Kelly, M. (2004). Managing Change with Personal Resilience. MK Books.

Nelson, K and Aaron, S. (2005) The Change Management Pocket Guide. Change Guides LLC.

Pickles, T. (1996) Tool Kit for Trainers: A Compendium of Techniques for Trainers and Group Workers. Fisher Books

Rees, F. (1991) How to Lead Work Teams: Facilitation Skills. Pfeiffer & Company.

Effective Utility Management Module 1

Lesson 4 – Resolving Conflict

Summary of This Lesson

Conflict is defined as a difference of wants, needs, or expectations. All utilities are filled with people who have differences of wants needs and expectations. Naturally, conflicts will arise. If managed correctly, these conflicts may be opportunities for creative collaboration and improvement. This lesson gives students a framework for managing and resolving conflict for the benefit of individuals, groups and the utility.

Lesson Objectives

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

- Five Conflict Management Styles
- When to Use Each of the Five Conflict Management Styles
- A Framework for Reconciling Differences
- Guidelines for Reconciling Differences
- A Conflict Management Flow Chart

Recommended Reading

Carnegie, D. (1936). How to Win Friends and Influence People. Simon & Schuster.

Dana, D. (2000). Conflict Resolution. McGraw-Hill.

Fisher, R., Heen, S., & Patton, B. (2000). Difficult Conversations: How to Discuss what Matters Most. Penguin.

Fisher, R., Patton, B., & Ury, W. (1991). Getting to Yes: Negotiating Agreement Without Giving In. Penguin Books.

Ury, W. (2007). The Power of a Positive No: How to Say No and Still Get to Yes. Bantam.

Weeks, D. (1994). The Eight Essential Steps to Conflict Resolution. Tarcher.

Effective Utility Management Module 1

Lesson 5 – Leading High-Performance Teams

Summary of This Lesson

For most utilities, teamwork is part of everyday life. Individuals are often expected to be a functional part of a performing team. Having a strong team will benefit any utility and leads to more success. This lesson gives students the tools to understand how to use individuals as part of a team as well as a proven team building framework.

Lesson Objectives

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

- The Four Stages of Team Building
- Leveraging Team Diversity using DISC
- The Five Dysfunctions of a Disconnected Team
- The Five Behaviors of a Cohesive Team