



Module 2

Certificate Program

EFFECTIVE UTILITY MANAGEMENT

Course Syllabus

Effective Utility Management Module 2

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 Intermediate Utility Supervision and Leadership (EUM Module 2) 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 and influence skills
- To provide students with the tools to develop and use critical thinking
- To provide students the principles of problem solving
- To provide students with the skills and tools needed for effective coaching and mentoring

Effective Utility Management Module 2

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 2

Lesson 1 – Leadership and Influence

Summary of This Lesson

Influence is subtle, yet incredibly powerful. You can order someone to do a task, but you cannot order them to do their best. It simply does not work and usually has the opposite effect. You can influence people to do their best by providing a strong, motivating example in addition to positive reinforcement. Leadership addresses tasks, while influence addresses attitudes and awareness. Influence is the soul of leadership.

Lesson Objectives

Upon completion of this lesson, students will be able to:

- Define “leadership”
- Explain the Great Man Theory
- Explain the Trait Theory
- Understand Transformational Leadership
- Understand the people you lead and how to adapt your leadership styles
- Explain leading by Directing
- Explain leading by Coaching
- Explain leading by Participating
- Explain leading by Delegating

Recommended Reading

Stephen Lieb, “Principles of Adult Learning,” article published in VISION, Fall 1991, South Mountain Community College

Morton C. Orman, M.D., How To Conquer Public Speaking Fear, © 1996-2002, M. C. Orman, MD, FLP

James M. Kouzes, Barry Z. Posner The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 5th Edition

Effective Utility Management Module 2

Lesson 2 – Critical Thinking

Summary of This Lesson

As problems are bound to come up in any organization, it's important to know how to address these challenges with good reasoning and logic. Utilizing your critical thinking skills will lead you toward being a more rational and disciplined thinker. This workshop will provide you the skills to approach problems critically, as well as recognize the power of open-mindedness and altering your perspective, in order to make the best choices.

Lesson Objectives

Upon completion of this lesson, students will be able to:

- Define critical thinking
- Understand the critical thinking process
- Identify the role of logic, and reasoning
- Recognize benefits and barriers to critical thinking
- Identify characteristics of a critical thinker
- Evaluate information using critical thinking skills
- Recognize ways to improve skills
- Explore and revise perspective, when necessary
- Comprehend problem solving abilities

Recommended Reading

Browne, M. Neil and Stuart M. Keeley. Asking the Right Questions: A Guide to Critical Thinking, 8th Edition. Pearson Prentice Hall: New Jersey, 2007.

Epstein, Richard. Critical Thinking, 3rd Edition. Wadsworth: USA Publishing, 2005. Greetham, Bryan. Thinking Skills for Professionals. Palgrave Macmillan: New York, 2010.

Halpern, Diane F. Thought and Knowledge: An Introduction to Critical Thinking, 4th Edition. Lawrence Erlbaum Associates: New Jersey, 2003.

Munson, Ronald and Andrew Black. The Elements of Reasoning, 6th Edition. Wadsworth: USA, 2012.

Paul, Richard and Elder, Linda. Critical Thinking Tools to Take Charge of Your Learning and Your Life, 3rd Edition. Pearson Prentice Hall: Boston, 2011.

Effective Utility Management Module 2

Royal, Brandon. The Little Blue Reasoning Book: 50 Powerful Principles for Clear and Effective Thinking. Maven: Calgary, Alberta, Canada: 2010.

Wright, Larry. Critical Thinking: A Guide to Analytical Reading and Reasoning. Oxford Press: USA, 2001.

Fleming, Grace. "How to Determine a Reliable Source on the Internet." ThoughtCo, Feb. 16, 2021, [thoughtco.com/internet-research-tips-1857333](https://www.thoughtco.com/internet-research-tips-1857333)

Kahneman, Daniel, 1934- author. Thinking, Fast and Slow. New York: Farrar, Straus and Giroux, 2011.

Effective Utility Management Module 2

Lesson 3 – Creative Problem Solving

Summary of This Lesson

In the past few decades, psychologists and business people alike have discovered that successful problem solvers tend to use the same type of process to identify and implement the solutions to their problems. This process works for any kind of problem, large or small. This lesson will give an overview of the entire creative problem solving process, as well as key problem solving tools that they can use every day.

Lesson Objectives

Upon completion of this lesson, students will be able to:

- Understand problems and the creative problem solving process
- Identify types of information to gather and key questions to ask in problem solving
- Identify the importance of defining a problem correctly
- Identify and use four different problem definition tools
- Write concrete problem statements
- Use basic brainstorming tools to generate ideas for solutions
- Use idea generating tools, such as affinity diagrams, word chaining, the box method, the six thinking hats, and the blink method
- Evaluate potential solutions against criteria, including cost/benefit analysis and group voting
- Perform a final analysis to select a solution
- Understand the roles that fact and intuition play in selecting a solution
- Understand the need to refine the shortlist and re-refine it
- Understand how to identify the tasks and resources necessary to implement solutions
- Evaluate and adapt solutions to reality
- Follow up with solution implementation to celebrate successes and identify improvements

Recommended Reading

Fogler, H. Scott and LeBlanc, Steven E. (2008). Strategies for Creative Problem Solving (Second Edition), Prentice Hall.

Goman, Carol K. (1989). Creativity in Business: A Practical Guide for Creative Thinking, Crisp Publications.

Effective Utility Management Module 2

Lesson 4 – Coaching and Mentoring

Summary of This Lesson

Coaching is a process of relationship building and setting goals. How well you coach relates directly to how well you are able to foster a great working relationship with your employees through understanding them and by creating strategic goals.

Lesson Objectives

Upon completion of this lesson, students will be able to:

- Define coaching, mentoring and the GROW model.
- Identify and set appropriate goals using the SMART technique of goal setting.
- Identify the steps necessary in defining the current state or reality of your employee's situation.
- Identify the steps needed in defining options for your employee and turn them into a preliminary plan.
- Identify the steps to developing a finalized plan or wrapping it up and getting your employee motivated to accomplish those plans.
- Identify the benefits of building and fostering trust with your employee.
- Identify the steps in giving effective feedback while maintaining trust.
- Identify and overcome common obstacles to the growth and development of your employee.
- Identify when the coaching is at an end and transition your employee to other growth opportunities.
- Identify the difference between mentoring and coaching, using both to enable long-term development through a positive relationship with your employee

Recommended Reading

Adams, Marilee (Ph.D.) (2016). Change Your Questions, Change Your Life: 12 Powerful Tools for Leadership, Coaching, and Life.

Blanchard, Ken (2017). One Minute Mentoring: How to Find and Work with a Mentor – and Why you'll Benefit From Being One.

Bungay Stanier, Michael. The Coaching Habit: Say Less, Ask More & Change the Way You Lead

Whitmore, John (2017). Coaching for Performance Fifth Edition: The Principles and Practice of Coaching and Leadership

Stolzfus, Tony (2008). Coaching Questions: A Coach's Guide to Powerful Asking Skills