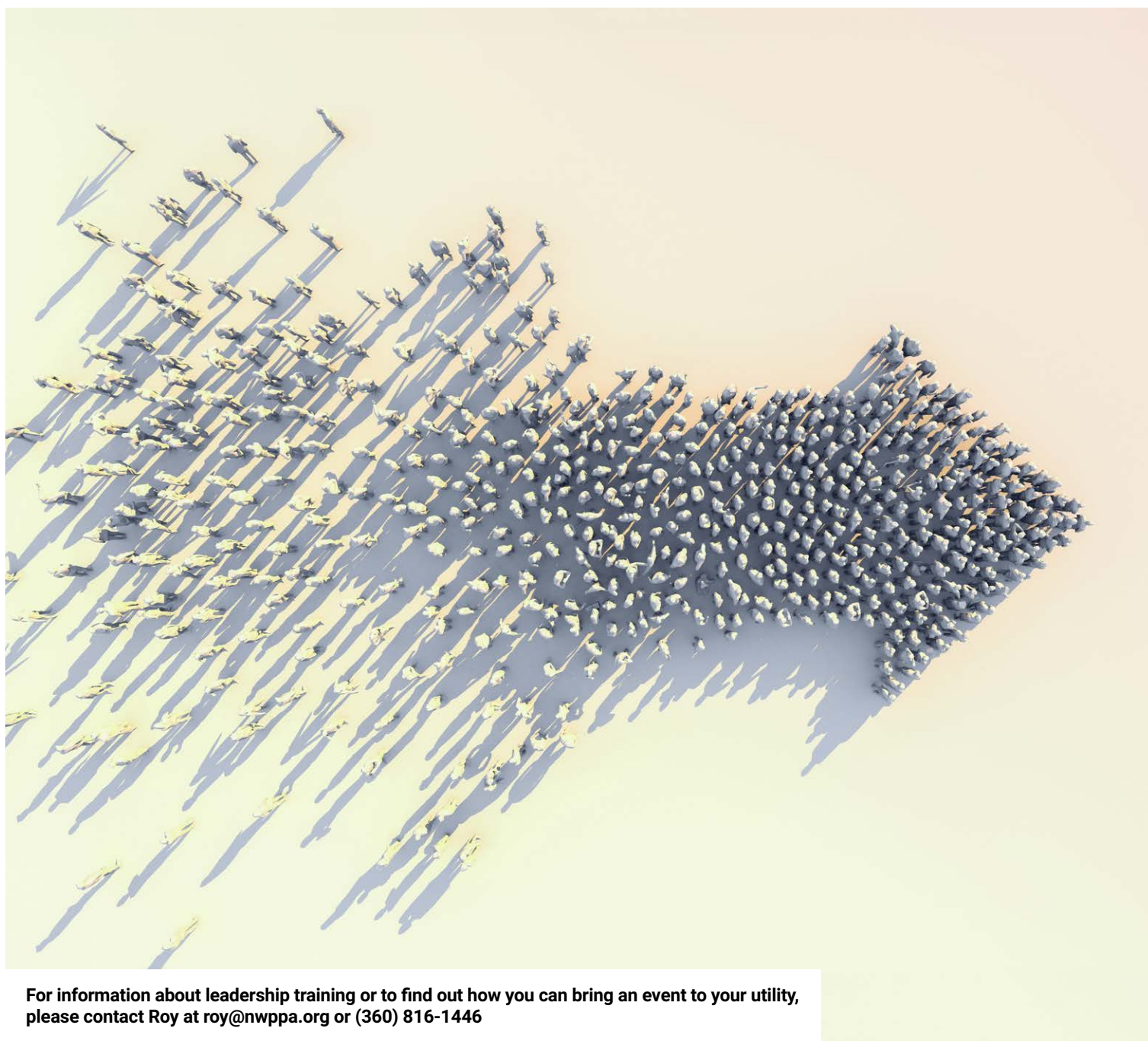
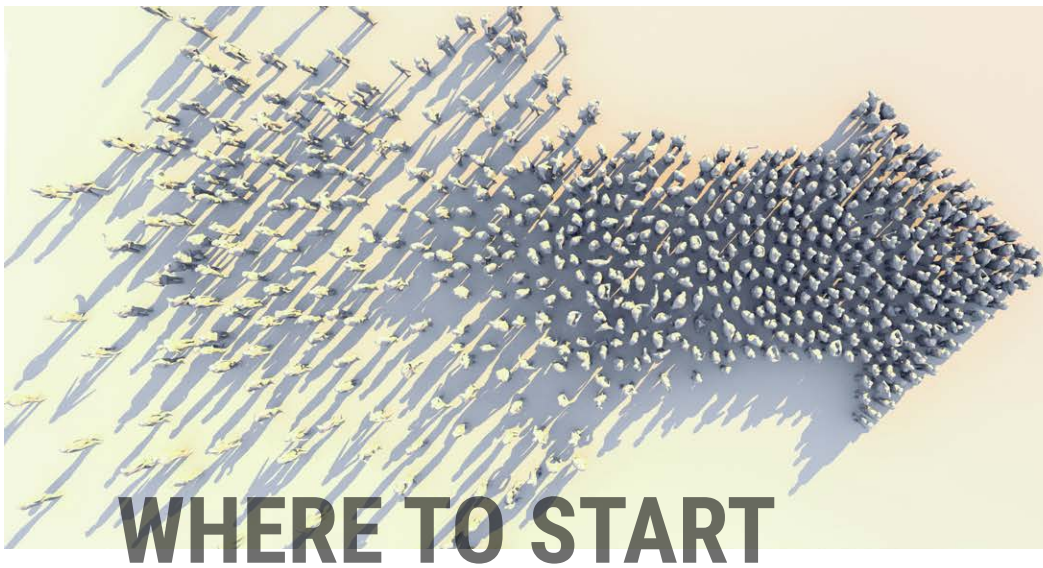


LEADERSHIP TRAINING

LEARNING PATHS FOR SUCCESSFUL
LEADERSHIP DEVELOPMENT



For information about leadership training or to find out how you can bring an event to your utility, please contact Roy at roy@nwppa.org or (360) 816-1446



WHERE TO START

THE LEADERSHIP SKILLS SERIES: ELEVATE YOUR LEADERSHIP POTENTIAL

The Leadership Skills Series equips current and aspiring supervisors with practical tools to lead effectively, improve communication, and navigate workplace challenges. Whether you are new to leadership or looking to refine your approach, these courses will help you lead with confidence and impact.

SERIES OVERVIEW

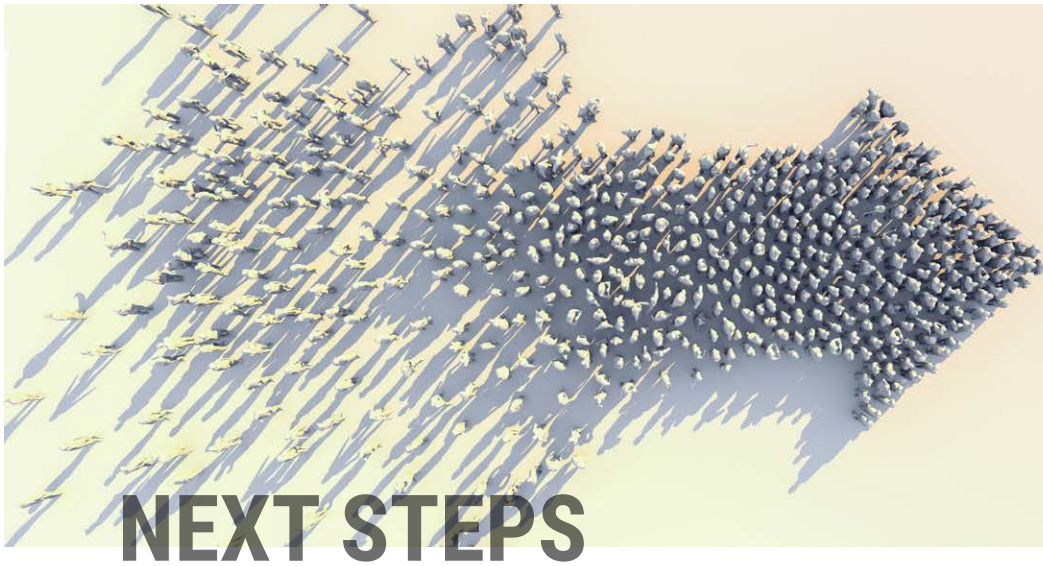
The Leadership Skills Series includes four classes: three required and one optional. To earn the Leadership Skills Certificate, complete all three required courses within a four-year period.

- **Understanding SLII Work Styles:** Learn to diagnose your team's needs and adapt your leadership style through the SLII Experience, a globally recognized framework for leadership excellence. Expand your skills through engaging activities and integrate what you learn into your own personal leadership style.
- **Challenging Communication:** Equip yourself with tools to handle challenging communication and maintain employee performance. This course will empower you to manage tough conversations, overcome interpersonal obstacles, and foster accountability within your team.
- **HR Basics and Building a More Effective Workplace:** Gain a solid foundation in employment and labor laws covering everything from hiring to termination. A key focus will be best practices for employee evaluations and the process to follow in preparing for and conducting appraisals.
- **Supervising Union Employees (Optional):** Enhance your ability to serve as a front-line representative in dealing with employees, stewards, and officers of the union. This course covers how union procedures affect how you handle grievances, provide job performance counseling, administer disciplinary actions, and make promotion decisions.

ENROLL TODAY

Don't miss this opportunity to advance your leadership abilities and drive success within your organization. Find upcoming Leadership Skills Series courses and register today at www.nwppa.org/events.





THE MANAGER AS LEADER SERIES: STEP INTO YOUR LEADERSHIP ROLE

The Manager as Leader Series is designed to ignite, inspire, and nurture your leadership mindset. This program will unleash your leadership potential and equip you with the essential tools and strategies to confidently lead, build strong teams, and drive meaningful change within your organization. This series is designed for experienced managers and Leadership Skills Series graduates who want to take their leadership to the next level.

SERIES OVERVIEW

The Manager as Leader Series includes six classes that can be taken in any order. To earn the Manager as Leader Certificate, you must complete any four of the following six classes.

- **A Leader Mindset: Own Your Role:** Set the stage for your success as a leader with this foundational workshop. You will leave with a clear definition of your role as a leader and a plan for growth.
- **Interact With Impact:** Learn proven techniques to transform every interaction into an opportunity to boost commitment and capability.
- **Build Thriving Relationships:** Discover the power of trust and respect in leadership. You will identify key relationships and explore how to care for those relationships.
- **Coach for Success:** Equip yourself with techniques to coach your team to higher levels of commitment and competence, fostering a culture of growth and development.
- **Lead Change:** Gain the skills and knowledge needed to confidently guide your team through the challenges of change.
- **Lead Teams:** Learn how to build and sustain a high-performing team by fostering teamwork.

ENROLL TODAY

Unlock your full leadership potential. Find upcoming Manager as Leader courses and register today at www.nwppa.org/events.





EXECUTIVE LEADERSHIP

FUTURE UTILITY EXECUTIVE LEADERSHIP (FUEL): IGNITE YOUR UTILITY LEADERSHIP JOURNEY

Prepare to lead the utility industry into the future with NWPPA's Future Utility Executive Leadership (FUEL) program. Designed for rising leaders, FUEL offers a comprehensive approach to developing the skills and knowledge necessary to take on key leadership roles in the utility sector.

FUEL is tailored for professionals poised to step into leadership positions, including assistant general managers, directors, managers, and supervisors. The program is rooted in leadership through a public power lens but is applicable to all utility sectors. With a strategically crafted curriculum, FUEL sharpens critical thinking, explores industry challenges and opportunities, and provides tools to deliver greater value to customers. Each participant leaves with a deeper understanding of the industry and the confidence to lead effectively.

COURSE OVERVIEW

Personalized learning experience: FUEL begins with a personalized approach, ensuring the program aligns with your career goals. Upon registration, you are invited to share your career aspirations, allowing us to tailor content to meet your needs. The program combines experiential learning with readings, in-class instruction, discussions, activities, and a final project, all designed to equip you with the skills needed to lead in today's energy industry.

Professional development: Beyond industry knowledge, FUEL emphasizes professional growth. You will gain expertise in utility governance, board relations, stakeholder engagement, strategic thinking, leadership, employee retention, and executive presentation skills. These insights will empower you to navigate the complexities of utility leadership with confidence.

Industry connections: Networking is a core component of FUEL. Engage with a variety of industry leaders, learn from experienced instructors, and connect with engaging guest speakers. The relationships you build will expand your network and open doors to new professional opportunities.

STEP INTO LEADERSHIP

Lead the future. Power your success. Apply for FUEL at www.nwppa.org/fuel to gain the expertise and connections needed to lead the utility industry into the future.





ADDITIONAL LEADERSHIP TRAINING

ELEVATE YOUR LEADERSHIP SKILLS WITH TARGETED TRAINING

Strong leadership is vital to the success of public power utilities. Our targeted training programs equip utility professionals at all levels with practical skills to lead teams, navigate challenges, and drive results. Through interactive learning and expert instruction, you'll gain tools to improve communication, resolve conflicts, and influence others. Take the next step in your leadership journey today.

FOREMAN LEADERSHIP CERTIFICATE PROGRAM (PART 1 AND PART 2)

Who Should Attend: Operations foremen, either as part of a temporary rotation or as a function of a full-time role.

Overview: Being in charge is just not enough. As crew leaders, foremen must build the skills to interact well with other teammates across all functions, work with the public, and represent the service that the utility provides its customers. The Foreman Leadership Skills Program supports the development of skills needed to lead operations crews in the electric utility industry. Real life scenarios, gathered from utility situations, are the focus of discussions and allow participants to work together to determine options, next steps, actions, help needed and the best possible outcome. Activities, both in and outside, reinforce learning and provide practice.

This program is designed to be taken as two, two-and-a-half-day sessions. Part 1 and Part 2 can be taken two to 12 months apart but should be taken in order.

Note: For questions about the Foreman Leadership Certificate Program, contact Yara at yara@nwppa.org. For all other leadership training, contact Roy at roy@nwppa.org.

CONFLICT RESOLUTION SKILLS FOR LEADERS

Who Should Attend: Leaders, managers, supervisors, and any employee who wants to build their conflict resolution skills.

Overview: This workshop equips you with the mindsets and skills to handle the inevitable, everyday people problems you experience at work. A core goal is to help leaders develop a more comfortable relationship with discord, particularly among employees. You'll learn to unearth and handle the concerns of people in conflict to help them develop lasting solutions. The course emphasizes collaboration and effective communication skills that build, rather than damage, important working relationships.

CONVERSATIONAL CAPACITY

Who Should Attend: Leadership Skills Series graduates, managers, supervisors, foremen, team leaders, project managers, anyone who manages a team, and anyone on a career path to a management role.

Overview: This one-day program is designed for mid- and upper-level managers to provide skills for maintaining open communication with and between employees during difficult and stressful conversations. Building on skills taught in Leadership Skills: Challenging Communication, this class expands on how to ensure individual creativity is applied to collaborative and problem-solving situations. This class increases your ability to facilitate, lead, and influence your teams. It also enhances your capacity to accept and provide feedback while maintaining an awareness of how a conversation impacts others.

DEVELOPING YOUR DEPARTMENT'S STRATEGIC PLAN

Who Should Attend: Managers, supervisors, and individual contributors who develop department-level strategy to implement their utility's strategic goals and strategies. Individuals not experienced in strategic planning are also encouraged to attend.

Overview: This series of five sessions helps you build department- and work-group-level strategic plans that follow the utility-level strategic plan. It helps you implement the utility's strategic goals through relevant department plans and activities. The instructor will discuss strategic planning concepts from a utility perspective and then help you drill down to how they impact you and your department. You will practice applying the strategic planning concepts through a team department strategic plan.

ESSENTIAL SKILLS FOR NEW SUPERVISORS

Who Should Attend: New supervisors and employees transitioning to supervisory roles.

Overview: This two-and-a-half-day program is designed to transform new and emerging leaders into confident, effective supervisors who can lead teams and navigate the unique challenges of public power utilities. This program is more than just theory—it's a hands-on, interactive experience that gives participants the tools they need to succeed immediately. Through a blend of real-world scenarios, group discussions, and case studies, you will gain practical insights into leading teams with confidence and clarity. Following the in-person program, you will meet in virtual facilitated coaching sessions to support ongoing learning and foster peer support.

HOW TO USE ENTERPRISE RISK MANAGEMENT AT YOUR UTILITY

Who Should Attend: CFOs, accounting and finance professionals, general managers/CEOs, audit and compliance professionals, and policymakers.

Overview: Enterprise risk management (ERM) examines the impacts of potential financial, operational, regulatory, environmental, legal, safety, and reputation risks on an organization. As a result, ERM helps utilities achieve their objectives by improving their operational and organizational effectiveness. Attend this two-day session to enhance your organization's ERM capabilities. You will learn to conduct a risk inventory, prioritize risks, and develop mitigation plans. The class discusses different approaches for identifying and managing controllable and uncontrollable risks. It provides insights into using risk information to support compliance, auditing, strategy development, budgeting, and operations.

INFLUENCING OTHERS: MASTERING HUMAN DYNAMICS

Who Should Attend: Anyone who engages in frequent human interactions, such as utility and community leaders, customer service representatives, human resources professionals, and field employees.

Overview: This interactive six-part course covers how influence is impacted by the key elements of human dynamics, including how we display our emotions and intent through nonverbal cues. During the sessions, you will learn how to influence/guide human behavior through effective negotiation and facilitation techniques.

continued



ADDITIONAL LEADERSHIP TRAINING

LEADING TEAMS WITH SLII PRINCIPLES

Who Should Attend: Leadership Skills Series graduates, supervisors, managers, and anyone on a career path to management.

Overview: High-performance teams allow your organization to bring together diverse skills, strengths, and experiences to solve complex organizational problems, execute more quickly, make better decisions, enhance creativity, and produce consistently superior results. Based on Blanchard's SLII, the most widely taught leadership model in the world, this course teaches managers to diagnose their teams' development and apply the right leadership style to build and sustain high-performance teams. By learning these leadership skills, you can significantly improve your teams' ability to execute projects, grow the business, adapt to change, and overcome challenges.

MANAGING CHANGE AND TRANSITION AND FACILITATING EFFECTIVE MEETINGS

Who Should Attend: Managers, supervisors, and any employee who facilitates meetings.

Overview: This one-day course covers what you need to know about change, transition, and effective meeting facilitation in today's environment. You will learn the differences between change and transition, the three steps of the transition process, and how to deal with the emotions and resistance of transition.

SAFETY LEADERSHIP IN ACTION

Who Should Attend: Leaders at all levels, including safety professionals, engineers, supervisors, team leads, and foremen.

Overview: Strong leadership is a leading indicator of a safe place to work. Leaders must do certain things every day to create the type of culture that produces safe behavior in employees. Safety Leadership in Action is a three-day leadership development course that consists of 20 sessions housed within five modules. The modules represent core concepts of safety leadership performance: leading a safety culture, effective communications, safety accountability, decreasing risk, and hazard recognition. The sessions provide detailed insight into those five concepts to enable you to understand the information and put it into practice immediately.

SELF LEADERSHIP WITH SLII PRINCIPLES

Who Should Attend: People that report to managers trained in SLII, managers, and supervisors.

Overview: This course builds on Blanchard's SLII, the world's most widely taught leadership model, and integrates the latest research on the proactive skills required for individuals to be most effective. Team members learn a shared language for discussing their development and performance, allowing them to have more effective conversations and build more trusting, open relationships with their managers. Self Leadership teaches the mindset and skillset needed to become proactive self-starters who know how to ask for direction and support, solicit feedback, pursue their goals, and have positive influence with others.

S.T.A.R.T.™ (SUPERVISOR TRAINING IN ACCOUNTABILITY AND RECOGNITION TECHNIQUES)

Who Should Attend: Leaders at all levels, including safety professionals, engineers, supervisors, team leads, and foremen.

Overview: The S.T.A.R.T.™ (Supervisor Training in Accountability and Recognition Techniques) program is designed for supervisors and managers working with the front line. It arms your team with leadership skills to create safety culture excellence. S.T.A.R.T. uses an engaging storyline and timeless message to explain why safety accountability works, how a positive safety culture impacts the bottom line, and what supervisors can do to inspire strong performance.

STAKEHOLDER RELATIONS AND NEGOTIATIONS

Who Should Attend: Utility managers, supervisors, and individual contributors who want to better understand utility stakeholders, understand stakeholder relations, and represent their utility well in stakeholder negotiations.

Overview: This four-part webinar series is comprised of online virtual sessions to help utility professionals build expertise in stakeholder relations and negotiations. Content includes a Q&A, polling, examples, and active discussion. You will also participate in activities to practice the concepts of negotiation. Class activities draw from real-life utility stakeholder issues.

UTILITY RISK PLANNING - PAST, PRESENT, AND FUTURE

Who Should Attend: Policymakers, general managers/CEOs, senior utility leaders, risk managers, and department heads responsible for managing utility risks.

Overview: This one-day workshop explores utility risks and how to prepare for and mitigate them. Rather than focusing on processes and procedures, the workshop centers on real-world lessons learned from utility case studies and how you can plan for future potential risks. The instructor shares insights and examples, while hands-on activities and breakout discussions provide opportunities to network with peers and share experiences.

WORKFORCE STRATEGIES FOR MANAGERS SERIES

Who Should Attend: Managers, senior leaders, human resource professionals, and general managers/CEOs.

Overview: The Workforce Strategies for Managers Series will help you think about your utility's key resource—the workforce—and develop skills to attract, develop, and retain employees. The series involves discussion of workforce strategies with a focus on emerging workforce challenges and opportunities. The six-part series will help you plan and develop your direct reports to ensure your utility has the right people, in the right spots, at the right time. Courses in the series are Build a Workforce Strategy, Increase Employee Engagement, Recruiting is Everyone's Job, Upgrade Training and Development, Manage Differences in the Workplace, and Improve Knowledge Retention.

ABOUT NWPPA

Founded in 1940, Northwest Public Power Association is a not-for-profit regional association representing the collective interests of more than 150 consumer-owned, locally controlled utilities in Alaska, California, Colorado, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming, and British Columbia.

NWPPA is a premier learning and workforce development provider for electric utilities. Each year, the association delivers more than 300 classes, webinars, conferences, workshops, and roundtables to nearly 10,000 attendees. NWPPA events provide high-quality, cost-effective education and professional development that enable participants to gain new skills, expand their knowledge, and network with industry peers. For more information, visit www.nwppa.org.



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