

# Building Utility Leaders of the Future

## Building Clean Water's Future Leaders

Core Growth is an industry-specific leadership program designed for emerging clean water utility leaders whose span of influence and impact is growing in a meaningful way. Core Consulting has designed the six-month program using Wiley's Work of Leaders as a framework for a curriculum that moves through four modules (self, vision, alignment and execution) with a variety of interactions, speakers, and experiences.

Core Growth operates on a regional cohort model, with several utilities in the same region sending two to four participants (total class size of 15-20). Four of these utilities also commit to hosting one of the program's on-site workshops and facility tours. The next session of Core Growth will take place in early 2020, and the process of forming the cohort is going on now. Please contact us to learn more about joining this next session!



I believe utilities can shape the course of environmental protection into the next century by working together. Core Growth offers utilities a unique learning opportunity while also inspiring collaboration that betters the industry."

- Adam Krantz, Chief Executive Officer of NACWA

## Program Outcomes



We've seen a host of positive outcomes for Core Growth participants since the program's inception in 2017. Here's what our graduates say they are better equipped to do after completing the program:

- Move from idea to action to results
- Rally and inspire others to action (sometimes with no formal authority)
- Craft bold visions of "what can be"
- Build stronger relationships
- Connect the dots from strategy to tactical execution
- Value diversity and work best with others

On the whole, participants also report greater confidence and self-awareness.

## Choosing the Right Participants

Core Growth is open to motivated professionals in the clean water utility industry who want to grow their careers. These individuals are beginning to take on heightened responsibilities and accountability for customers, projects, and/or team members, resulting in a greater direct impact on their utility's success. Participation is not limited by age or role (manager vs. non-manager), though we do recommend that participants at least three to five years of professional work experience.

How do you know which staff members are good candidates for Core Growth? We've identified the following critical success factors to help you select the right individuals for the program. Core Growth participants should:

- Demonstrate initiative
- Exude a positive attitude
- Adopt a continuous learning mindset
- Thrive on intrinsic motivation
- Seek out and respond well to feedback
- Support and encourage others' success



## Through Core Growth, Your Emerging Leaders Will:

### Identify their personal leadership styles.

Using the Everything DiSC and Gallup's Strengths Finder assessments, they will gain a strong sense of self by learning about their leadership styles and strengths. Assessment results will help them discover the value in individual differences while also teaching tactics for working with other styles and skill sets.

### Learn from other utility leaders.

Executive leaders from the hosting utility will give advice at each workshop. Participants will also select a mentor from their own utility to meet with monthly. These mentors will offer leadership guidance and assist with individual development plans.

### Collaborate with peers.

All Core Growth participants are clean water utility professionals from your geographic region. The strategic makeup of the class allows participants to share knowledge of the region, exchange ideas or connections, and ignite ongoing collaborative relationships.

### Solve clean water utility issues.

They will build upon the four modules of the program (self, vision, alignment, and execution) to complete an industry-specific capstone project. This capstone project will explore real challenges in the clean water utility industry and will use the collective expertise of the program participants to develop solutions.

## Frequently Asked Questions



**What is the schedule for the program?**



**Spring - Fall 2019:** Cohort forming; regional utilities select participants

**January 2020:** Orientation webinar and prework/assessments

**February:** Module 1 (Self) - full-day workshop, one-hour webinar, and optional facility tour/dinner

**March:** Module 2 (Vision) - full-day workshop, one-hour webinar, and optional facility tour/dinner

**April:** Module 3 (Alignment) - full-day workshop, one-hour webinar, and optional facility tour/dinner

**May:** Module 4 (Execution) - full-day workshop, one-hour webinar, graduation, and optional facility tour/dinner

**June:** Class facilitators available for one-on-one coaching



**Where are the workshops held?**



Four of the participating utilities will host a full-day workshop. They also coordinate a facility tour and dinner for the evening before the workshop. Since there are only four workshops, the hosting utility locations are selected on a first-come, first-served basis.



**What is the class size?**



To ensure a deepened learning experience and close network, we will only accept 15-20 emerging leaders per class.



**What is the program cost?**



Cost is \$5,000 per participant.



**What is the overall time commitment for participants?**



Each emerging leader can expect to commit 10-12 hours per month (not inclusive of travel time).



**What is the time commitment of the company mentors?**

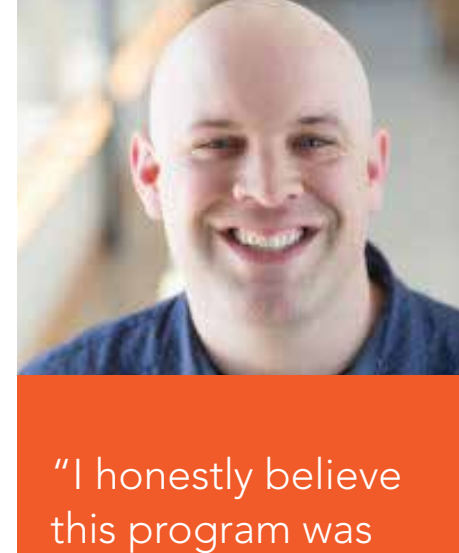


On average, company mentors will devote one to two hours per month to the program. This time will be spent coaching and mentoring the emerging leaders through individualized development plans. The mentor will also be asked to complete a few brief online program assessments to help measure progress and results.

All mentors are expected to attend a webinar orientation. This webinar will cover the role of the mentor in more detail and education the mentor about what the emerging leaders will be going through over the course of the six-month program.

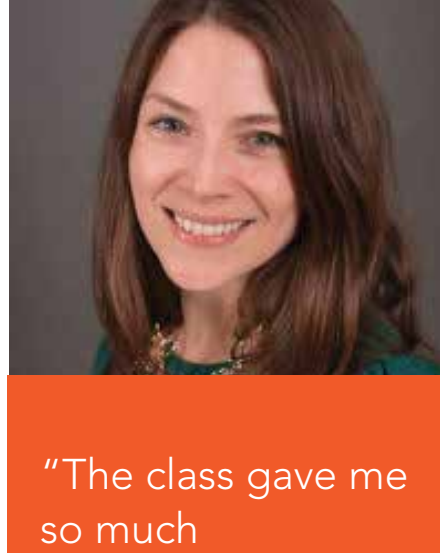
Lastly, mentors are highly encouraged to attend graduation.

## Past Participants Share Their Core Growth Experiences



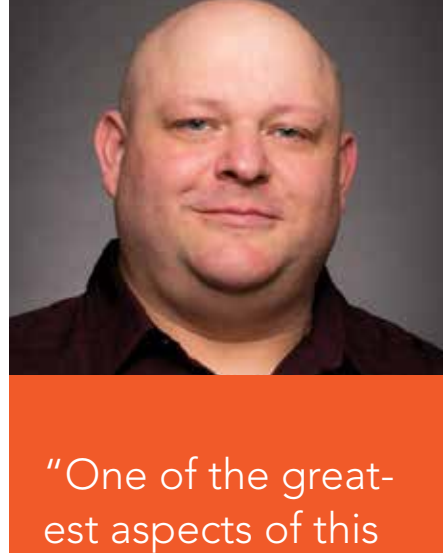
"I honestly believe this program was life-changing. My confidence has soared because I'm more self-aware of who I am and what others need."

- Owen Van Swol, Racine Wastewater Treatment Plant, Racine, WI



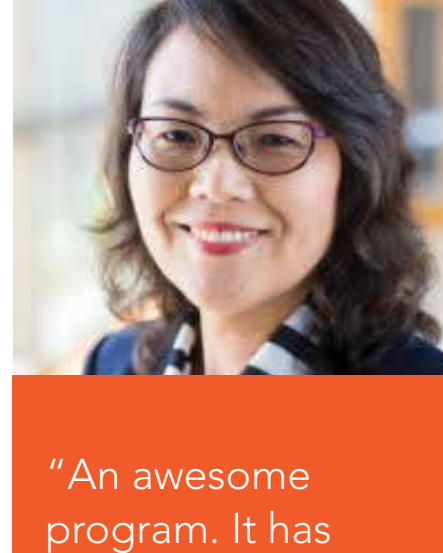
"The class gave me so much perspective by visiting other jurisdictions. It was amazing to see the similarities and differences among the wastewater treatment facilities, and re-emphasized the value of my career in the industry."

- Angela Tagnani, Riverside Park Water Reclamation Facility, Spokane, WA



"One of the greatest aspects of this program was the way participants were actively engaged in critical thinking versus just 'serving on a plate' the solutions."

- Dumitru Tomsa, Camden County Municipal Utilities Authority, Camden, NJ



"An awesome program. It has sharpened my knowledge and skills for crafting a vision, building alignment and championing execution - essential to effectively lead."

- Dr. Junli Bai, Metropolitan Water Reclamation District of Chicago, Chicago, IL



# Building Utility Leaders of the Future

Does Core Growth sound like a program your utility and some of the emerging leaders on your staff would benefit from? Then we'd love to connect and share more information with you! You can email us directly at [powerpotential@contact-core.com](mailto:powerpotential@contact-core.com).

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