Leadership Development II: Leadership in Tomorrow's Utility

Opening Session:

Apr 9 (1/2 day), Apr 10 (Full day), Apr 11(1/2 day), 2024

Virtual Sessions:

May, June, Sept, Oct 2024, 2nd Tuesday of the month (10AM-12PM)

Closing Session:

Nov 5 (1/2 day), Nov 6 (Full day), Nov 7(1/2 day), 2024

Leadership in Tomorrow's Utility

I. Program Launch – In Person (Rutgers University, Camden NJ)

April 9, 2024

Registration, Lunch, Networking

12:00 – 1:00 p.m.

AFTERNOON SESSIONS

1:00 p.m. – 4:00 p.m.

Welcome and Program Overview

Monica Adya, Rutgers School of Business Camden, Dean
Peter McAliney, Rutgers School of Business Camden, Program Director and Lead Facilitator
Alana Daly, Northeast Gas Association

Industry Trends

Regulatory & Supply Dynamics in the Northeast

Presenter TBD

Understanding Your Style; Learning Styles; Identifying Your Strengths

Building a foundation of personal and professional success requires understanding yourself, understanding others, and realizing the impact of personal behavior on others. Prework required.

Leadership Frameworks

As organizations get flatter while the underlying business landscape continues to evolve at an increasingly rapid pace, leadership is now a competency that is required throughout all levels of an organization. Knowledge of the skills and tools once relegated to only senior managers are important for the success all emerging leaders in an organization.

April 10, 2024

Breakfast and Networking

8:00 a.m. – 9:00 a.m.

MORNING SESSIONS

9:00 a.m. – 12:00 p.m.

Team Dynamics

Team dynamics describe how individuals work together to collaborate in the completion of projects and tasks. Some of the key elements of team dynamics include how communications occur, what roles individuals play, power structures, and the multiple dimensions that define team dynamics. Having a deeper understanding of team dynamics can improve team productivity and unity in the workplace.

Empathy

The workforce has never been this diverse. As such, it requires leaders to have an appreciation for where others different than themselves are coming from. A competency that will support a leader's ability to do so is empathy. While some individuals may be more innately more empathetic, empathy is a competency that can be learned and developed.

Generative AI/Prompt Engineering Workshop
As the AI wave intensifies, it's crucial to be equipped to navigate its challenges and seize its opportunities. Delve deep into transformative prompt engineering – the key to mastering the burgeoning world of AI. You'll learn to interpret and converse with AI using innovative prompt engineering techniques, in this condensed session that is designed to provide deep, hands-on knowledge that will give you an instant advantage day-to-day job.

Lunch and Networking

12:00 – 1:00 p.m.

AFTERNOON SESSIONS

1:00 p.m. – 4:00 p.m.

Resilience
Given the increased pace of change and introduction of new technologies into the workplace, a professional must be able to pivot as the needs of the business require. As such, the concept of resilience has entered the business vernacular recently and has become a significant predictor of success.

Time Management/Meeting Management
How you spend your time – and how you direct your team to spend their time – is a key component of high performing work teams. As a leader, you must determine how much you should allocate between managing, leading, doing – and in meetings. If you're a middle manager you can spend about 35% of your time in meetings, for upper management, 50%.

Project Management
Project management has wide application in all aspects of a leader's job – everything from day-to-day operations to major capital projects. There are several facets associated with project management as well as different roles and responsibilities that one can assume as a member of a project team. A leader must develop competencies associated with the process and people dimensions of project management.

April 11, 2024

Breakfast and Networking

8:00 a.m. – 9:00 a.m.

MORNING SESSIONS

9:00 a.m. – 12:00 p.m.

Industry Trends
Emerging Technologies at Natural Gas Utilities
Presenter TBD

Managing Change/Continuous Improvement
Most organizations today find themselves undertaking a number of projects as part of their change effort. For change to occur in any organization, each individual must think, feel, or do something different. Leaders must win their followers one by one. A knowledge of how change emerges in an organization relies upon understanding the relationships among people, process, and technology.

Introduction to Program Project

This Leadership Program is designed for practical application of the skills learned. In consultation with its membership, leadership of the Northeast Gas Association has selected a project that will tie together the skills and competencies introduced in this program, which means a rapid return on your organization's training investment.

The proposed project will be to create a change management plan around emerging technology. A change management plan outlines how to implement a change or changes in an organization. It helps to prepare, equip, and support the people who are affected by the change, and to ensure that the change is successfully adopted and sustainable long-term. Groups could consider hydrogen, geothermal networks or another relevant emerging technology and develop a plan for incorporating the technology into their current operations.

Closing Remarks

Peter McAliney, Rutgers University, Program Director and Lead Facilitator
Alana Daly, Northeast Gas Association

II. Virtual Learning Sessions – Calendar and Topics

May and June 2024 – September and October 2024 (4 sessions, 2nd Tuesday from 10AM-12PM)

The program will continue with virtual learning sessions monthly between May 14th and October 8th, 2024. Between two and three hours of preparation work that consists of reading articles, watching videos, taking self-assessments, and reviewing relevant industry standards and trends will be housed in an online course that participants can access at their convenience. Participants will be expected to work through these materials in advance of the virtual learning sessions that will be facilitated by our Rutgers University partner. Teams will be formed to address an industry-relevant project that will put to use the tools you learn in the program. Work associated with the project component is anticipated to take between 15 and 20 hours over the duration of the program. Three 1-hour meetings will be scheduled with each team as the project unfolds, however additional time can be allocated to accommodate any conversations that may run over.

Virtual Session 1: May 14, 2024 (9:30 a.m. - 11:30 a.m.)

Industry Trends
Safety Management Systems
Presenter TBD

Communications/Collaboration
Even in the best organizations, the quality, effectiveness and efficiency of communication may be much less than we think. Learning how to communicate effectively and appropriately with people from different cultures, generations, and positions in the organization is key for a successful leader.

Virtual Session 2: June 11, 2024 (9:30 a.m. - 11:30 a.m.)

Industry Trends
Contractor Management
Presenter TBD

Conflict Management/Negotiations
Conflict is inevitable in our professional and personal lives. Every conversation is a negotiation, and every negotiation is a conflict. Understanding the outcomes of conflict, the conflict wave, and the conflict grid support a greater understanding of conflict that will result in improved personal and professional relationships.

Virtual Session 3: September 10, 2024 (9:30 a.m. - 11:30 a.m.)

Industry Trends
Emergency Management
Presenter TBD

Developing Team Discipline/Problem Solving
Instilling discipline among your team is a complex process that you must start from day one. You will want to develop competencies around establishing credibility and structure amongst your team members and employing the right approach to ensure problem solving is addressed in a systematic fashion.

Virtual Session 4: October 8, 2024 (9:30 a.m. - 11:30 a.m.)

Industry Trends
Labor Management
Presenter TBD

Leadership/Leadership Styles
A leadership style is a leader's method of providing direction, implementing plans, and motivating people. A number of leadership styles that have been identified. Self-awareness of one's leadership style and others' leadership styles, and how it impacts one's ability to drive productivity in the workplace, is a key competency for emerging leaders.

III. Program Capstone - In Person (Rutgers University, Camden NJ)

November 5, 2024

Registration, Lunch, Networking

12:00 – 1:00 p.m.

AFTERNOON SESSIONS

1:00 p.m. – 4:00 p.m.

Welcome and Program Overview
Monica Adya, Rutgers School of Business Camden, Dean
Peter McAliney, Rutgers School of Business Camden, Program Director and Lead Facilitator
Alana Daly, Northeast Gas Association

Industry Trends
Utility of the Future
Professor Richard A. Michelfelder, Ph.D. Dr. Michelfelder is a clinical associate professor of finance at Rutgers University, School of Business – Camden. He is also President of H2O and BTU Company, a public utility consulting firm.

Coaching/Human Capital Development
Human capital is at the core of every business.   Developing human capital is an essential part of a leader's role. One role a leader can assume is that of a coach, wherein coaching can be seen as a process of learning, development, and human performance.

Strategic Communications
Strategic communication is a term used to describe the communication principles, strategies, and initiatives used to further an organization's goals, mission, or values. It sits at the intersection of management strategy and communication, focused on the idea of purposeful messaging between an organization and its employees.

November 6, 2024

Breakfast and Networking

8:00 a.m. – 9:00 a.m.

MORNING SESSIONS

9:00 a.m. – 12:00 p.m.

Industry Trends
Government Relations
Presenter TBD

Risk Management
Leaders need to know how to properly evaluate risks, weigh the risks against the benefits of a certain action (or inaction) and how to manage risk in a healthy, balanced way. There are a number of tools that can be used to manage risk. A leader needs to develop competencies and use these tools to develop an appropriate tolerance for risk as individuals and as an organization.

Analysis and Decision Making
There are a number of strategies that can be used for mastering decision making, starting with reviewing and analyzing the different decision-making styles, building buy-in from team members, and making better decisions by investing in properly defining the challenge.

Lunch and Networking

12:00 – 1:00 p.m.

AFTERNOON SESSIONS

1:00 p.m. – 4:00 p.m.

Personal Brand
Personal brand defines the way others see you … and it needs to be intentional. It is how you *want* people to see you. It is about visibility and the values that you outwardly represent. As an emerging leader, you have the power to define your brand by aligning your intentions with actions. That is, changing your decisions and behaviors to influence how others see you and to help them connect both emotionally and intellectually to the image you hope to portray.

Project Presentation – Practice Sessions
Project teams will be provided time to pull together and refine their project work. They will be assigned a space wherein they can make last minute refinements to their presentation and conduct a dry run of the presentation that will be making on the following day.

November 7, 2024

9:00 a.m. – 12:00 p.m.
Project Presentations
Teams will share the results of their projects on the final day of the "Leadership in Tomorrow's Utility" program. Participants from across the cohort will critique, enhance, and discuss presentations made by their colleagues so that individuals will leave the program with the benefit of the best thinking afforded by colleagues in peer organizations.

Closing Remarks
Graduation Celebration and Closing Remarks