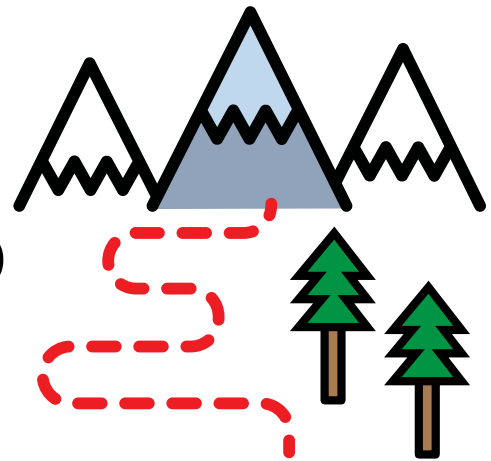


ASCEND TO LEADERSHIP

*Don't just learn about leadership; learn how to lead
in today's changing (and challenging) environment!*



WHAT IS ASCEND TO LEADERSHIP?

The Ascend to Leadership Program applies an innovative approach by taking a deep dive into developing a strong leader. The program combines traditional classroom instruction, assessments, and virtual work, along with personalized coaching, to create a valuable experience that achieves results. The high level of customized work and coaching focuses on areas of development; each leader will leave the program with a development plan tailored to his or her goals.

Completion of the program takes approximately six months and is customized around each individual's learning goals. Participants will begin the program with a launch packet and Hogan Leadership Development Assessment. Next, participants will attend a three-day in-person classroom basecamp to provide the foundation for stronger leadership. From there, participants will be involved in independent work, web-based learning, and individualized coaching. Participants who successfully complete these components will return for a second three-day in-person classroom summit. Finally, all participants will take part in an individualized coaching session and create a development plan to help them achieve their full leadership goals.

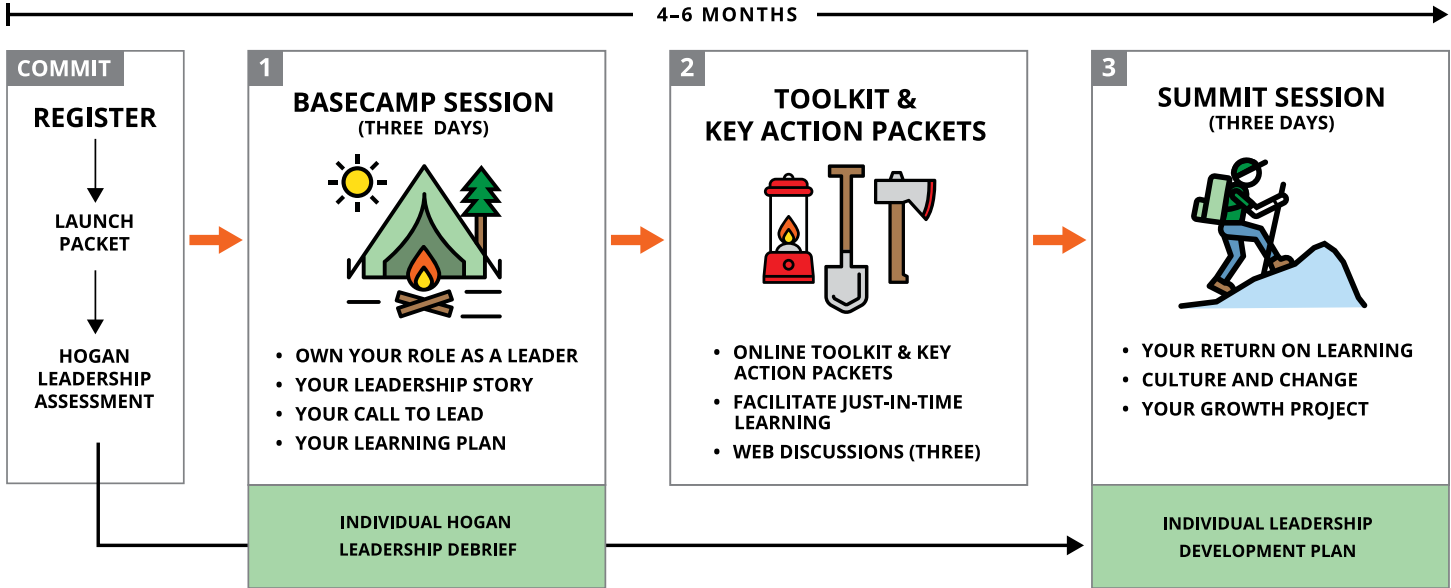
For any questions about this program or for more detailed information, please contact Elaine Dixon at elaine@nwppa.org or (360) 816-1445.

WHO IS ASCEND TO LEADERSHIP FOR?

Managers at all levels who wish to enhance their skills, build their toolkit for leadership, and connect with other leaders across the industry. Completion of the Leadership Skills Series or Foreman Leadership Certificate Program is highly recommended, but not required, prior to attending the Ascend to Leadership program..

Note: The Ascend to Leadership program replaces the Senior Leadership Skills Certificate Program.

Prerequisite: Participants must currently have direct reports prior to attending the Ascend to Leadership program, but not required.



HOW ASCEND TO LEADERSHIP WORKS

The Ascend to Leadership program is comprised of three main components:

- **Basecamp Session:** First three-day in-person class.
- **Toolkit and Key Action Packets:** A series of virtual work, such as a leadership assessment, coaching debrief, web discussions, and activity packets, completed online over 4-6 months.
- **Summit Session:** Second three-day in-person class (this session requires separate registration after completion of Basecamp).



BASECAMP SESSION

(THREE-DAY IN-PERSON CLASS)

PRIOR TO SESSION

REGISTER → LAUNCH PACKET → HOGAN ASSESSMENT

DAY 1

- WELCOME
- GET TO KNOW YOUR COLLEAGUES
- OWN YOUR ROLE AS A LEADER
- LEADERSHIP IS SITUATIONAL (SLII)
- WHAT IS YOUR LEADERSHIP STORY
- HOGAN ASSESSMENT AND PLAN
- WRAP UP

DAY 2

- WARM UP
- LEADERSHIP SIMULATION
- YOUR LEARNING JOURNEY AS A LEADER
- YOUR CALL TO LEAD
- YOUR LEADERSHIP TOOLKIT
- APPLICATION EXERCISE
- WRAP UP

DAY 3

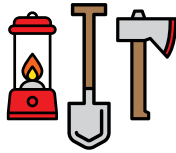
- WARM UP
- LEADERSHIP ACTION PACKETS
- YOUR LEARNING PLAN
- LEADER EXCHANGE
- ENGAGING YOUR MANAGER
- ENGAGING YOUR TEAM
- ACCOUNTABILITY PARTNERS
- WRAP UP

INDIVIDUAL HOGAN LEADERSHIP DEBRIEF

BEGINNING THE ASCENT

Participants will begin the program by receiving a launch packet that contains specific details and instructions to guide your way through the program. Participants will also complete the Hogan Leadership Development Assessment, and the results of that assessment will be used during the individualized parts of the program. Participants will then attend a three-day in-person class with colleagues across the West, where a deep dive into the leadership foundation will occur. An outline of the daily course discussion topics are listed above. After the class, participants will be scheduled with a coach to receive an individualized debrief of their Hogan Assessment and begin developing an individualized leadership plan.

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LEADERSHIP TOOLKIT AND KEY ACTION PACKETS (VIRTUAL ENVIRONMENT)

LEAD SELF

- 1.1 KNOW YOURSELF
- 1.2 ALIGN YOURSELF
- 1.3 ACCOUNT FOR YOURSELF
- 1.4 ORGANIZE YOURSELF
- 1.5 PRESENT YOURSELF
- 1.6 CARE FOR YOURSELF
- 1.7 TRUST YOURSELF
- 1.8 CHALLENGE YOURSELF

LEAD RELATIONSHIPS

- 2.1 KNOW RELATIONSHIPS
- 2.2 BUILD TRUST
- 2.3 ALIGN STYLES
- 2.4 STRENGTHEN INTERACTION
- 2.5 FOSTER COLLABORATION
- 2.6 PROVIDE COACHING
- 2.7 SEEK COACHING
- 2.8 CARE FOR RELATIONSHIPS

LEAD TEAMS

- 3.1 TEAM IDENTITY
- 3.2 TEAM TRUST
- 3.3 TEAM ALIGNMENT
- 3.4 TEAM ACCOUNTABILITY
- 3.5 TEAM EXECUTION
- 3.6 TEAM PERFORMANCE
- 3.7 TEAM TRANSITION
- 3.8 CARE FOR TEAM

LEAD WITHIN THE ORGANIZATION

- 4.1 KNOW YOUR BUSINESS
- 4.2 CREATE FOCUS
- 4.3 ESTABLISH MEASURES
- 4.4 IMPROVE PROCESSES
- 4.5 PEOPLE SYSTEMS
- 4.6 EXECUTE FOR SUCCESS
- 4.7 MANAGE CHANGE
- 4.8 CARE FOR ORGANIZATION

LEAD WITHIN THE CULTURE

- 5.1 KNOW YOUR CULTURE
- 5.2 INSPIRE VISION & VALUES
- 5.3 DEVELOP LEADERS
- 5.4 FACILITATE LEARNING
- 5.5 FOSTER TRUST
- 5.6 REINFORCE ACCOUNTABILITY
- 5.7 CREATE COMMUNITY
- 5.8 CARE FOR THE CULTURE

WEB DISCUSSIONS (3)

TOOLKIT AND KEY ACTION PACKETS

Over the next few months, with the help of a learning facilitator, each participant will work on specific key action packets. Each virtual packet provides lessons, tools, examples, and step-by-step application instructions. Completion and achievement of each packet will be tracked and reported. Participants will earn their entrance into the Summit Session by completing a certain number of key actions based on their individual leadership plan. During this time, there will also be a series of three web discussions to help connect what was learned at the Basecamp Session with the individualized work in the key action packets.

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SUMMIT SESSION (THREE-DAY IN-PERSON CLASS)

PRIOR TO SESSION

COMPLETE KEY ACTION PACKETS

DAY 1

- WELCOME BACK
- TEAM ACTIVITY
- ACCOUNTABILITY MODEL
- YOUR RETURN ON LEARNING
- GROW OTHER LEADERS
- APPLICATION EXERCISE
- WRAP UP

DAY 2

- WARM UP
- TEAM EXERCISE
- GROW YOUR TEAM
- LEADERSHIP AND CULTURE
- APPLICATION EXERCISE
- WRAP UP

DAY 3

- WARM UP
- LEADERSHIP AND CHANGE
- PREPARE YOUR GROWTH PROJECT
- PRESENT YOUR GROWTH PROJECT
- WRAP UP

INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN

REACHING THE SUMMIT

For those who have completed the basecamp session and met the requirements of the key action packets, the final step is reaching the summit. In this final three-day class, participants will tie everything together and learn how to apply what was learned. After the second class, all participants will finish with an individualized coaching session, and leave the program with an individualized development plan to help them achieve their full potential as a strong leader.

EXAMPLE PARTICIPANTS SCENARIOS

Meet Margo. Margo is a general manager at a utility with many years and many workshops under her belt. But that doesn't matter. She still sees the need to keep learning and growing, especially as a leader. Not only that, she considers the Ascend to Leadership program to be unique and refreshing in how it helps leaders truly learn how to lead within the context of their actual work. She believes that it's not just classroom theory. It's not just concepts. It's hands-on learning.

In fact, Margo is so enthusiastic about Ascend to Leadership that she has enlisted her assistant general manager and one of her board members to go through the process with her. She believes that as we learn together, we will be better equipped to lead together. She can't think of a wiser investment.

Meet Miguel. Miguel is foreman at a mid-sized PUD. Three years ago he was promoted from a journeyman lineman to the foreman. He is known as a problem solver, very results oriented, and works well with both his crew and management.

Miguel knows the ins and outs of the operation. He is a fast learner and has initiative. What Miguel needs more than anything are tools to help him increase his self-awareness as a leader and to accomplish work by coaching and facilitating others.

Miguel has already completed a handful of NWPPA workshops, including the Foreman Leadership Skills Series. He is now ready to take his leadership to the next level in a very customized and focused way.

Meet Milo. Milo is a senior engineer with many years of experience within the utility. He is technically very competent and has a huge network of colleagues and associates – both within and outside of his organization. Milo has two direct reports who like working with Milo. He is definitely a good guy, easy to work with, and very dependable.

What Milo needs most is to grow his leadership skills. Leadership is more than just getting along with others and being a good team player. It also requires strategic thinking, confronting tough issues, and successfully holding the difficult conversations. If Milo can bolster his capacity in these key areas, he will be ready for opportunities ahead.

Milo attended the Leadership Skills Series and really likes the Situational Leadership model and tool. His utility is about to open an engineering manager position and he would like to apply for it.

For more information, please contact Elaine Dixon at elaine@nwppa.org or (360) 816-1445.



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