LEADERSHIP ACCESS INSTITUTE 2018-2019

A Leadership Academy for the Construction, Design and Service Industry
The Leadership Access Institute is a leadership program taught over the course of 9 months for 13 total instruction days. Single session registrations cannot be accommodated due to class size limitations. The cost of each session covers materials, meals and presentation costs. The program cost can be paid for at one time or separately at the time each class is held.

A rebate of $100 per day of tuition will apply if participating employee attends at least 8 out of 9 sessions. Participant may miss one session, still graduate and the employer will still qualify for the rebate.

**EMPLOYER COMMITMENT**

As the nominating employer, my signature below indicates that I will be responsible for the entire cost of the program.

Employer Signature ____________________________  (Signature)  (Title)  (Date)

**PARTICIPANT COMMITMENT**

As the participating employee, my signature below indicates I would like to be considered for one of the 40 available spots in the Leadership Access Institute program. I understand this is a commitment to attend all 9 sessions and that I can only miss one session and still graduate.

Participant Signature ____________________________  (Signature)  (Date)
LEADERSHIP ACCESS INSTITUTE

ADMISSION APPLICATION / NOMINATION FORM
Only 40 seats available. Deadline to apply is August 1, 2018.
Please complete both forms and email to jordyn@campc.org

NOMINATING EMPLOYER

Company Name______________________________________________________________

Company Address_______________________________________________________________________________
__(Street Address, City, State and ZIP)__

Company Contact______________________________________________________________________________
__(Name and Title)__

______________________________________________________________(Phone Number) ____________________________________________(Email Address)

Supervisor of Nominated Employee______________________________________________________________
__(Name and Title, if different from “Company Contact” above)__

Why are you nominating the person below? ____________________________________________________________

EMPLOYEE INFORMATION

Name___________________________________________________ Preferred Name________________________
__(First, Last)__ ____________________ (If Applicable)

Home Address_____________________________________________________________________________________
__(Street Address, City, State and ZIP)__

Home Contact Information____________________________________________________
__(Home Phone Number) ____________________________________________(Home Email Address)

Work Contact Information____________________________________________________
__(Work Phone Number) ____________________________________________(Work Email Address)

Job Title________________________________________________________ Number of Years With Employer ______

College or University Education____________________________________________________
__(Institution Name) ____________________________________________(City, State) (Dates Attended) (Degree Earned)

______________________________________________________________(Institution Name) ____________________________________________(City, State) (Dates Attended) (Degree Earned)

Professional Training____________________________________________________
__(Course Name) ____________________________________________(Date Attended)

______________________________________________________________(Course Name) ____________________________________________(Date Attended)

Why do you want to attend? ________________________________________________________________

________________________________________________________________________________________


SESSION 1 - HELD TWO CONSECUTIVE DAYS

Communication Skills, Theory and Critical Conversations

How many times have poor communication and interpersonal skills damaged your organization in terms of lost work, impaired relationships and lack of coordination of internal processes? This training program delivers key concepts and techniques that can be immediately applied to maximize your skills and help you maintain a competitive advantage.

We’ll help you identify your communication and working styles. Your ability to listen and comprehend the intention or message behind the words used by others will be improved.

You will be able to identify ways to talk with groups in a manner that relates to them and their particular style.

Key Topics Include:

• Methods of communication
• Communication style and pitfalls
• Achieving effective communication
• Effective listening techniques
• How to deal with difficult situations
• Communication Theory – Attribution Error, Ego and Face Theory, Climate Theory
• Influence and Influence Tactics

This workshop is organized around seven principles which have been identified to separate the best from the good in dealing with difficult or risky conversations. Those who master critical conversations learn to first recognize the potential dangers, and then apply a variety of skills that help people stay in honest, candid dialogue – even when opinions vary and risks are high. This workshop has also been shown to increase respect among coworkers, supervisors and employees and helps participants create a safe environment for sharing facts, ideas, feelings, and theories candidly and honestly. Are you looking to create productive and dynamic team players? Critical conversations are a way to do just that! Staying ahead of possible conflicts and intervening when issues do arise are what critical conversations are all about. They are the best way to keep those you work with motivated and ensure productive teamwork.

SESSION 1 - CONTINUED

Organizational Cultures and Change

The dramatic increase in products, markets, enhanced technology, and robust competition has led to a dynamic global business environment. Companies that will flourish in the 21st century are those that have learned to respond to turbulence by managing change effectively. Most organizations are aware of the need for change; however, the challenge lies in implementing strategies that stick. For a number of reasons, including a lack of understanding of deeper organizational issues or a failure to recognize the cross-functional implications of change causes the system to often go awry. This session focuses on change and our ability to adapt to an ever-changing business environment.

SESSION 1 - CONTINUED

Dynamics of Group Interaction, Information Sharing and Consensus

In all human interactions there are two major ingredients – content (task) and process (maintenance). The first deals with the task on which the group is working. In most interactions, the focus of attention of all persons is on the content. The second ingredient – process – is concerned with what is happening between, and to, group members, while the group is working.

Group process, or dynamics, deals with such items as morale, feeling, tone, atmosphere, influence, participation, styles of influence, leadership struggles, conflict, competition, cooperation, etc. In most interactions, very little attention is paid to process, even when it is the major cause of ineffective group action. Sensitivity to group process will better enable one to diagnose group problems early and deal with them more effectively.
SESSION 2

Consensus – Individual and Team-Based Problem Solving

Everyone benefits from having good problem solving skills since we all encounter problems on a daily basis. Some of these problems are obviously more severe or complex than others and it would be wonderful to have the ability to solve all problems efficiently and in a timely fashion. Unfortunately there is no one way in which all problems can be solved.

The first phase of problem solving may sound obvious but often requires more thought and analysis. Identifying a problem can be a difficult task in itself; is there a problem at all? What is the nature of the problem or are there in fact numerous problems? How can the problem be best defined? By spending some time defining the problem, you will not only understand it more clearly yourself, but you will be able to communicate its nature to others.

The next stage involves careful analysis of the different possible courses of action and then selecting the best solution for implementation. Some solutions may not be possible, due to other problems, like time constraints or budgets. It is important, at this stage, to also consider what might happen if nothing is done to solve the problem. Sometimes trying to solve a problem then leads to many more problems and requires some very creative thinking and innovative ideas.

In any group process there are two competing dynamics – content and process. The process of directing, supporting, guiding and coaching groups of people through the stages and tasks required to attain their stated goal is the most accepted definition of facilitation. However, the ideal facilitator does not lead the participants to conclusion, but rather stimulates insights and then follows what emerges from the group.

Facilitation is fast becoming a core competency for anyone who leads a team, coordinates a committee or manages a project. Indeed, it is extremely difficult to create buy-in, set group goals or solve complex problems without highly developed facilitation skills.

SESSION 3 - HELD TWO CONSECUTIVE DAYS

Strategic Negotiation Skills – An Experiential Exercise

To most people, there’s negotiation, then there’s labor negotiation! Most other negotiations pale in comparison to the intense complexities of a full-bore labor negotiation where hundreds, perhaps thousands of jobs, and often hundreds of millions of dollars are on the line.

Not many of us are actually responsible for labor contract negotiations. But, the same principles apply in any negotiation. When challenged to negotiate any issue with an employee, union, employer, colleague, vendor or supervisor, are you overwhelmed? Can you hear others clearly and respond appropriately? When negotiating, do you seek to gain cooperation or to seize control? Do you avoid difficult negotiation situations including those in your personal relationships...or collaborate through thoughtful and diplomatic interactions?

This session presents to the participants a framework into which they can place any negotiation they engage. Instead of telling you what to do, the program helps you identify the critical moments in negotiation and how to make the strategic decisions that are most effective. Each participant will leave with the advanced language of professional negotiation, the negotiation framework that includes both distributive and integrative bargaining as well as key strategies to use in the settlement of even the most difficult cases.

If you’re ready to challenge yourself and move on to the next level, I strongly urge you to take this class. Richard Barnes keeps you on the edge of your seat and anxiously awaiting the next moment. Bar none, the best class I’ve ever attended.

Tim R.
In addition to the group training and classroom sessions, each attendee will participate in a leadership profile survey, conducted by a third-party vendor called Hogan Assessment Systems. The Hogan Leadership Forecast Series includes four development-focused reports. Based on Hogan’s trademark assessments, the Hogan Personality Inventory, Hogan Development Survey, and Motives, Values, Preferences Inventory, each report offers information regarding the characteristics, competencies, and values that underlie how a leader approaches work, leadership, and interaction with others in the workplace.

The instructor will lead a one-on-one coaching with each participant session to understand the report and what that means to their career. These sessions will be scheduled directly with the instructor and each participant. The report and the coaching session will be confidential and not revealed to anyone other than the participant.

Public Speaking consistently ranks as people’s top fear; the number 2 fear is normally death, followed by spiders as number 3. Astoundingly, 75% of people suffer from “speech anxiety,” but mastering this fear and getting comfortable speaking in public can be a great ego booster, and a huge benefit to your organization or the participant’s career. This session will provide the participant with valuable public speaking skills, including in-depth information on developing an engaging program and delivering your presentation with confidence and power. We will focus this program on three types of presentations:

- An informative speech provides an audience with new information, insights, or new ways of thinking about a topic.
- A persuasive speech is intended to influence the attitudes, beliefs, values, or acts of others.
- A special occasion speech also called a ceremonial speech, is prepared for a specific occasion and for a purpose dictated by that occasion.

SESSION 4
Intro to BEST Public Speaking Skills, Analysis and Rhetorical Devices

SESSION 5 • HELED TWO CONSECUTIVE DAYS
Public Speaking Presentations

SESSION 6 • HELED TWO CONSECUTIVE DAYS & SESSION 8
Hogan Coaching Sessions
Leadership development is a highly personal learning experience that can provide new and relevant insights into one's strengths as a leader, as well as, the key areas to work on for further development. The instructors, through their respective input, knowledge and skill, as well as, the responsibilities that go along with these, will make this leadership development session a purposeful and lasting experience.

Many leadership programs have a tendency to focus on fact and theory with the worst of training being perceived as a non-participative, functional exercise in knowledge transfer.

This session helps participants revitalize the relationships which affect their organizations. It goes beyond strategies for influencing the behavior of others to provide a process for creating clear communications, effective collaboration, and relationships that achieve results. This program will help sharpen listening and questioning skills, resulting in more precise informational exchanges.

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What if your best people could access the best thinking from the best people in other organizations? Imagine the ability to reach out to a network of emerging leaders all of who share common experiences? This program is designed for “learning by doing” from instructors who bring the latest, most relevant experience and state-of-the-art educational tools.

This session also includes a graduation ceremony. In addition to each eligible course participant being invited, the participant’s nominator will be invited as well as other management from the sponsoring company. The graduate will receive a Certificate of Completion.

“No man can reveal anything not already in the dawning of your own knowledge. The teacher, if he is wise, does not bid you enter the house of his knowledge but leads you to enter the threshold of your own mind.” ~ Ralph Long
C. Richard Barnes and Associates, LLC

C. Richard Barnes & Associates, LLC is a labor relations consulting firm which provides representation, dispute resolution services, dispute resolution systems design, workforce training and development and leadership coaching to a cross-section of industry, labor, private, public and service organizations, both nationally and internationally.

Prior to forming C. Richard Barnes & Associates, LLC, Richard Barnes was the Executive Director of the Center for the Workplace at Georgia State University in Atlanta, Georgia. For seventeen years preceding his tenure at Georgia State, Richard served as a Federal Mediator with the Federal Mediation and Conciliation Service (FMCS), with seven of those years in executive management.

In 1998, President Clinton appointed Richard to serve as the 14th Director of FMCS. Once confirmed by the U.S. Senate, he became the first career mediator in FMCS history to receive both the Presidential Appointment and Senate Confirmation, a testament to his vast experience in labor management relations, strategic negotiations and dispute resolution processes. His second Presidential Appointment to the National Partnership Council again recognized his commitment and expertise in developing and implementing positive workplace change initiatives.

As Director of FMCS, Richard was responsible for the management of our nation’s Federal Mediators in all fifty states, Puerto Rico, the U.S. Virgin Islands, Guam and the Panama Canal. As both Director and Deputy Director, he led mediation teams that resolved some of our nation’s most significant, intense and protracted labor-management disputes. In recent years, these included complex bargaining between the 185,000 members of the International Brotherhood of Teamsters and the United Parcel Service; the International Association of Machinists and the Kennedy Space Center; the California Nurses Association and Kaiser Foundation Hospitals; and The Boeing Company and the Society of Professional Engineering Employees in Aviation.

Most recently, he served on the FMCS mediation team that resolved the West Coast Ports dispute between the Pacific Maritime Association and the International Longshoremen and Warehouse Union.

In his early years with FMCS, Richard served as the Alternative Dispute Resolution Coordinator and as Preventive Mediation Coordinator for the Southern Region of the U.S. During his tenure as the Alternative Dispute Resolution Coordinator, he conducted complex multi-party regulatory negotiations, including the West Tennessee Tributary Project, Native American Self-Determination Projects and commercial dispute resolution issues involving the Panama Canal.

Richard was subsequently selected as the FMCS District Director for the Atlanta District and soon promoted to Southern Regional Director. Shortly thereafter, he was selected as the Deputy Director for Field Operations in Washington, D.C. and in this position played a pivotal role in the strategic redirection of FMCS, a five-year reinvention process that realigned the agency, its services and personnel, to meet the changing needs of the labor relations and conflict resolution communities throughout the United States.

Prior to his mediation career, Richard was an International Representative with the Laborers’ International Union of North America, AFL-CIO for 16 years. As a labor representative, he negotiated in excess of 300 labor agreements spanning thirty-five separate industries.

Throughout both public and private sectors, Richard is an internationally recognized mediator, facilitator, skills trainer and speaker. He serves as the facilitator for the Construction Users Roundtable’s (CURT) Tripartite Initiative, an unprecedented forum of construction industry leaders from the owner’s community, national trade organizations and organized labor. In addition, Richard is routinely called upon as a mediator in multi-party commercial disputes such as a recent mediation involving a complex water contamination dispute between the U.S. Department of Justice and the U.S. Air Force at the Kelly Air Force Base in San Antonio, Texas. Richard also advances the practice of dispute resolution in labor relations through his role as an adjunct professor at Pepperdine University’s Straus Institute for Dispute Resolution in Malibu, California, as a member of the Board of Advisors of the Institute for Conflict Management at Lipscomb University in Nashville, Tennessee, as a visiting professor at the Clinton School of Public Service at the University of Arkansas in Little Rock, Arkansas and as an adjunct professor at Kennesaw State University’s Masters of Science in Conflict Resolution program.

A native of Chattanooga, Tennessee, Richard is a Vietnam era veteran of the U.S. Army and served as an instructor at the Medical Field Service School at Brooke Army Medical Center, Fort Sam Houston, Texas. As a graduate of Antioch University and the George Meany Center for Labor Studies, he holds academic degrees in Labor and Industrial Relations. Richard and his wife Audrey currently reside in Atlanta, Georgia.