



MREA'S LEADERSHIP TRAINING IS UNIQUE

in that it combines leadership modules with a curriculum designed specifically for the rural electric cooperative industry.

LEADERSHIP TRAINING 2021

PRE-REQUISITE TO MODULES

YOU ARE A LEADER ONLY IF OTHERS FOLLOW (FORMERLY BASIC PRINCIPLES)

Jan. 19 T 9-12 pm ONLINE

THE MODULES

MODULE 1:

BUILDING YOUR LEADERSHIP FOUNDATION

Jan. 19-20, 22, 25	T, W, F 1-4 pm, M 9-12 pm	ONLINE
Mar. 2-3	T, W 8:30-4:30 pm	Sugar Lake Lodge, Grand Rapids
Apr. 20-23	T, W, Th 1-4 pm, F 9-12 pm	ONLINE
Oct. 5-6	T, W 8:30-4:30 pm	Country Inn & Suites, Mankato

MODULE 2:

THE CLIMB TO TOP PERFORMANCE

Jan. 26-29	T, W, Th 1-4 pm, F 9-12 pm	ONLINE
Mar. 23-24	T, W 8:30-4:30 pm	Holiday Inn, Alexandria
May 18-21	T, W, Th 1-4 pm, F 9-12 pm	ONLINE
Oct. 26-27	T, W 8:30-4:30 pm	TBD - Spicer / Willmar

MODULE 3:

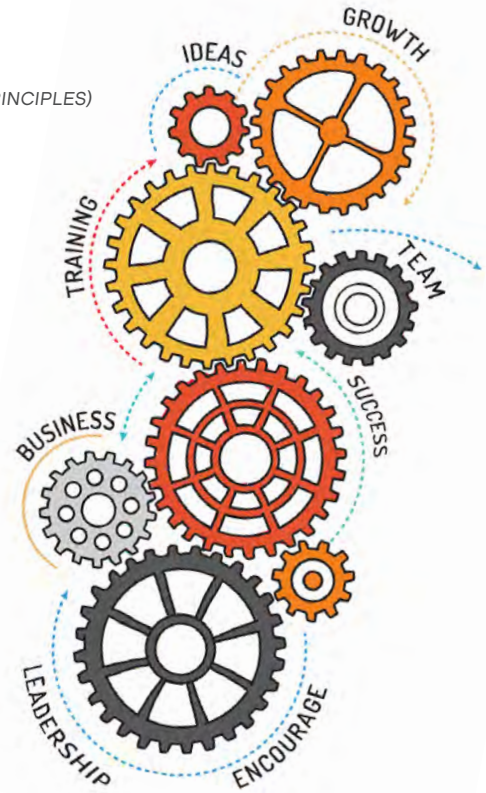
THE POWER OF PICTURE, PURPOSE, PLAN AND PART

Feb. 9-12	T, W, Th 1-4 pm, F 9-12 pm	ONLINE
March 30-31	T, W 8:30-4:30 pm	DoubleTree Hilton, Bemidji
June 15-18	T, W, Th 1-4 pm, F 9-12 pm	ONLINE
Nov. 16-17	T, W 8:30-4:30 pm	TBD - Mankato

MODULE 4:

MAXIMIZING YOUR IMPACT AS A LEADER

Feb. 23-26	T, W, Th 1-4 pm, F 9-12 pm	ONLINE
April 6-7	T, W 8:30-4:30 pm	TBD - Bemidji / Grand Rapids
Sept. 21-24	T, W, Th 1-4 pm, F 9-12 pm	ONLINE
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CERTIFICATION

The program certification includes seventeen (17) individual sessions. We offer both in-person and online course options. **You Are a Leader Only if Others Follow is a prerequisite for the four subsequent modules, which can be taken in any order.**

PRESENTATIONS AND MATERIALS

Class sizes are limited to 20 people to provide maximum opportunity for participants to benefit from the instructor-led multimedia activities. Each participant receives workbooks for each skill unit, including observation and planning forms. Online course attendees will receive course materials and Zoom login instructions via email. In order to fully participate in the online classes, a computer with a good microphone and a webcam is required.

PLUS, NEW THIS YEAR:

LEADERSHIP TRAINING CLASSES FOR EXPERIENCED LEADERS

- LEADERSHIP DOWN THE LINES, March 16-18
- STRATEGIC THINKING, PLANNING, AND ANALYSIS, May 20
- LEADING CHANGE: TRANSFORMATION AND RENEWAL, Aug. 9-10
- THE ENGAGEMENT FACTOR: BUILDING A HIGH COMMITMENT COOPERATIVE, Oct. 14

2021

LEADERSHIP TRAINING

PREREQUISITE *YOU ARE A LEADER ONLY IF OTHERS FOLLOW* (FORMERLY BASIC PRINCIPLES)

APPROACH

To practically apply research-based, universal leadership guidelines.

The session is based on the 2 foundational concepts:

1. Three Things Effective Leaders Do
 - a. Invest in their own strengths
 - b. Surround themselves with the right people and maximize their team
 - c. Understand the needs of followers
2. The Four Basic Needs of Followers
 - a. Trust
 - b. Compassion
 - c. Stability
 - d. Hope

FIRST TIMERS MUST COMPLETE THIS PRE-REQUISITE BEFORE TAKING THE MODULES. MODULES 1-4 MAY BE TAKEN IN ANY ORDER.

January 19 T, 9-12 pm ONLINE

MODULE 1 *BUILDING YOUR LEADERSHIP FOUNDATION*



SESSION 1

UNLEASH YOUR TALENTS AND LEAD WITH YOUR STRENGTHS

Employ CliftonStrengths® assessment and philosophy of focusing on what is right with yourself rather than what is wrong with yourself to achieve success. Participants will take CliftonStrengths® assessment prior to this session.

SESSION 2

LISTEN TO MOTIVATE, UNDERSTAND AND SUCCEED

Use experiential activities to evaluate and understand the importance of active listening as a way to build trust and credibility as a leader.

SESSION 3

FROM DIALOGUE TO ACTION

Use techniques from Crucial Conversations® to respectfully and confidently share ideas, explore the ideas of others and create action

SESSION 4

SCENARIO BASED COMMUNICATION

This will be a working session to pull together the strengths and communication techniques from module 1, parts 1-3 and will give participants to bring real-life examples to practice the techniques from each of the previous modules.

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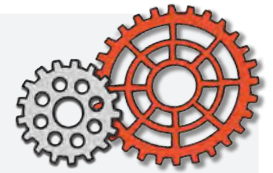
PRICE

PRE-REQUISITE PRICING

MREA education member:	\$344
Non-MREA education member:	\$394

INDIVIDUAL MODULE PRICING

MREA education member:	\$644
Non-MREA education member:	\$694



MODULE 2 THE CLIMB TO TOP PERFORMANCE

SESSION 1

WORK-LIFE FUSION

Build a weekly workplan template that embraces priorities, establishes and enforces boundaries and infuses energy into every day.

SESSION 2

BUILDING A CULTURE OF GRATITUDE

Encourage authentic recognition and rewards to achieve a team culture where praise and gratitude happens at all levels and in every direction.

SESSION 3

CONNECTING YOUR TEAM IN ALL THE RIGHT PLACES

Use the principles and components of Strengths Based Teams to build a plan in the areas of Common Purpose, Connection, Communication, Collaboration and Celebration.

SESSION 4

EMOTIONAL ECONOMY IN THE WORKPLACE

Use scientific data to understand how our bodies react in emotional workplace situations and how we can gain control rather than letting emotions take over.

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MODULE 3 THE POWER OF PICTURE, PURPOSE, PLAN AND PART

SESSION 1

SURVIVING AND THRIVING THROUGH CHANGE

Use proven transition model and coaching techniques to lead your team through the constant changes you experience in today's business environment.

SESSION 2

BUILDING TRUST THROUGH COMMUNICATION AND CONFLICT

Use techniques from Crucial Conversations® to go from conflict to resolution while maintaining respectful and trusting relationships with those involved.

SESSION 3

COACHING FOR MOTIVATION, ENGAGEMENT AND PERFORMANCE

Use Gallup's Strengths Based Coaching Model to enhance employee performance by establishing expectations, continually coaching and creating accountability

SESSION 4

LEADING A DIVERSE WORKFORCE

Equip leaders with data, knowledge and strategies to build and engage a diverse and inclusive workforce.

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MODULE 4 *MAXIMIZING YOUR IMPACT AS A LEADER*

SESSION 1

TRANSITIONING TO SUPERVISION

Focus on the various roles you play as a leader and ways to manage the demands of those roles while fulfilling the 4 needs of followers (trust, compassion, stability and hope).

SESSION 2

EFFECTIVE DELEGATION THROUGH CLEAR EXPECTATIONS

Use a Strengths Based Coaching model to establish clear expectations when assigning and delegating work and then follow-up with continual coaching conversations that help create accountability.

SESSION 3

CREATING ACCOUNTABILITY

Use a Strengths Based Coaching model to plan and practice conversations that create accountability to performance expectations.

SESSION 4

LEADING FOR THE FUTURE – STRATEGIC PLANNING, INNOVATION AND EFFECTIVE MEETINGS

Use proven processes and tools to help lead your organization into the future by building a culture of innovation, facilitating effective meetings and actively participating in the strategic planning process.

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INSTRUCTORS

Dana Haagen spent over a decade in the software industry serving in individual contributor and leadership roles from product development to product management/strategy to human resources. As a college professor at M State, she teaches students ranging in age from Gen Z to baby boomer in the areas of human resources and accounting. She also develops and delivers customized leadership, team and personal development sessions for organizations across various industries. As a Gallup Certified Strengths Coach, Dana has coached nearly a thousand individuals and teams in discovering and harnessing the power of their individual and collective strengths to achieve success - both personally and professionally. She earned an accounting degree from MN State University Moorhead and is a CPA, as well as a certified professional in human resources. Dana lives in Moorhead. She and her husband have three daughters.

Steve Wischmann successfully led thousands of people and managed numerous regional and national-level programs, initiatives, and their related budgets over the course of his 29-year military career. Upon his retirement from military service in 2013, Steve translated his passion for building capacity in people and organizations into the launch of Horizon Performance Solutions, LLC (HPS), a leadership and organizational development consulting company. HPS assists businesses and organizations strengthen their leadership, increase professional competence, and improve overall performance through tailored consulting and training support, assistance with all stages of the strategic planning process, and guidance in aligning people and purpose. Readiness Division (2015-2020), providing a range of tailored trainings to private and public organizations on topics including Emotional Intelligence, Leadership Excellence, Effective Communication, and Successful Supervision.

THIS COURSE IS GEARED SPECIFICALLY FOR CREW CHIEFS AND FOREMEN: LEADERSHIP DOWN THE LINES



One of the major challenges facing electric cooperatives today is attracting, retaining, engaging, and developing the next generation of leaders. The GreatCo-ops Leadership Down the LinesSM Certificate Program is designed specifically to help electric cooperatives address this critical issue. This 2 1/2 day program ensures that co-op employees, especially those in "outside" positions, are equipped with the skills necessary to be the best possible leaders and influencers, helping electric co-ops improve employee engagement, retention, safety, and much more.

Mar. 16-18 T 9-4, W 8:30-4:30, Th 8:30-12

In-person class - Minneapolis NW Marriott, Brooklyn Park
\$1,200 members / \$1,500 non-members

INSTRUCTOR

J. Lee Whittington, Ph.D. has decades of industry and consulting experience, including over 20 years working in manufacturing and distribution, where he held executive positions in marketing, logistics, and general management. His consulting and leadership development experience includes engagements with electric cooperatives, high tech companies, major logistics organizations, national retailers, heavy manufacturers, and a variety of not-for-profits and government organizations. J. Lee is Professor of Management at the University of Dallas and is formerly dean of UD's Satish & Yasmin Gupta College of Business. He focuses his teaching, research, and consulting in the areas of leadership, organizational behavior, and spiritual leadership. His research has been published in numerous top journals, including The Leadership Quarterly, Journal of Management, Academy of Management Review, Journal of Organizational Behavior, Journal of Applied Social Psychology, and others. He is co-author of the book *Leading the Sustainable Organization*. His book, *Biblical Perspectives on Leadership and Organizations*, was published by Palgrave-Macmillan in 2015, and his latest book, *Enhancing Employee Engagement: An Evidence-Based Approach* was published by Palgrave-Macmillan in 2017. He has received multiple awards for excellence in teaching and research. He has been recognized as a Distinguished Scholar in Organizational Behavior by the Southwestern Academy of Management. In 2011, he was selected by students and alumni to receive the Haggerty Teaching Excellence Award at the University of Dallas. He attended Austin College where he graduated with a B.A. in Economics and Political Science. He received his M.B.A. and Ph.D. in Management from The University of Texas at Arlington.

3-COURSE SERIES FOR EXPERIENCED LEADERS

STRATEGIC THINKING, PLANNING, AND ANALYSIS

To have the greatest success, co-op staff and directors must be able to think and behave strategically, as well as set clear, engaging, context-appropriate goals for their co-ops. This interactive seminar explores key issues around strategic thinking, planning and analysis.

May 20 Th 9-4:30

Minneapolis NW Marriott, Brooklyn Park

\$650 per class or \$1,500 for all three in this series

LEADING CHANGE: TRANSFORMATION AND RENEWAL

Today's cooperatives are faced with increasingly complex and dynamic environments. Leaders must face the reality that they are navigating through "permanent white water." Leaders must be equipped for this new environment and the constant pressure to transform their organizations to respond to the heightened demands of the new economic realities. This seminar equips leaders at every level of the organization to be successful change agents.

Aug. 9-10 M 1-4, T 8:30-4

Radisson Blu Mall of America, Bloomington

\$650 per class or \$1,500 for all three in this series

THE ENGAGEMENT FACTOR: BUILDING A HIGH COMMITMENT COOPERATIVE

Attracting, retaining, and engaging a talented work force is a strategic imperative. Creating a committed workforce requires a comprehensive set of organizational practices. This seminar is designed to provide an understanding of the Human Resources Value Chain as the context within which engagement occurs. Then, we drill down on the practices of full-range leadership, job design, goal setting, performance management and creating trust. The session involves a wide variety of individual assessments and skills development exercises that will help participants develop their own engagement-enhancing skills.

Oct. 14 Th 9-4

Minneapolis NW Marriott, Brooklyn Park

\$650 per class or \$1,500 for all three in this series