



LEADERSHIP ACCESS INSTITUTE (LAI) SEMINARS

Richard Barnes & Casey Elford



Mechanical Contractors Association of America, Inc.

1385 Piccard Drive Rockville MD 20850 T 301 869 5800 F 301 990 9690 MCAA.ORG

LAI 101: 1 Day

Audience - Emerging and High Potential Leaders

Foundational, Essential and Transformative Skills (Part 1)

A. Communication, Active Listening and Critical Conversations – Skills and Theory

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 program delivers key concepts and techniques that can be immediately applied to maximize skills and help your organization maintain a competitive advantage.

We'll help identify communication and working styles. The ability to listen and comprehend the intention or message behind the words used by others will be improved. Participants 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 – listening to understand not just to respond
- How to deal with difficult situations
- Communication Theory – Attribution Error, Ego and Face Theory, Climate Theory
- Influence and Influence Tactics

This program is organized around 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 differ and risks are high. This approach has 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 change behaviors in employees and 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 people motivated and ensure productive teamwork.

B. Organizational Cultures and Change

The dramatic increase in products, markets, enhanced technology, and robust competition has led to a dynamic domestic and global business environment. Institutions that will flourish in the 21st century are those that have learned to respond to turbulence by managing change effectively. Most 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.

C. Leadership

“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)

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.

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. But what if you could access the best thinking from people in other organizations? Imagine the ability to reach out to a network of emerging leaders all of whom share common experiences? This program is designed for “learning by doing” incorporating presentations and discussion forums for the latest, most relevant experiences in leadership.

LAI 102: 1 Day

Audience - Emerging and High Potential Leaders

Foundational, Essential and Transformative Skills (Part 2)

A. Critical Thinking Skills

Daniel Kahneman, in his book Thinking Fast and Slow, says we use two primary modes of

thinking to process information and make decisions:

Mode 1 (Simplistic Thinking) is intuitive, instant, unconscious, automatic and emotional.

Mode 2 (Critical Thinking) is rational, conscious, reflective, reasoning and deliberate.

The simplistic thinker takes their perspective as the only sensible one and their goals as the only valid ones. This session examines the attributes of both thinking styles with a focus on the superior characteristics of the critical thinker.

B. Complex Problem Solving

Everyone benefits from having good problem-solving skills since we 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 requires thought and analysis. Identifying a problem can be a difficult task in itself. 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 but be able to communicate its nature to others.

The next stage involves careful analysis of the different courses of action and then selecting the best solution for implementation. These complex problems require critical thinking and innovative ideas.

C. Effective Decision Making

Decision-making lies at the heart of our professional lives. Our reality is that important decisions made by intelligent, responsible people are sometimes desperately inadequate. A poor decision-making process often results in bad decisions, flawed implementation, a lack of constituent support and perhaps an inability to grow or scale your organization.

The four most common types of decision making are Majority Decisions, Hierarchical Decisions, Proportional Decisions and Consensus Decisions.

We know from experience that teams outperform individuals. They do better because they put more people to work on a task – people who bring unique skills and perspectives. But effective collaboration of that team requires the use of Consensus Decision Making Techniques. This process is a creative and dynamic way of reaching agreement between all members of a group. Through interactive exercises participants will learn to apply the techniques of consensus.

LAI 103: 1 Day

Audience - All Organizational Leaders

Strategic Negotiation Skills (Session 1)

Agile Negotiation – Best Practices

When challenged to negotiate any issue with an employee, their union, your 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 do you collaborate through thoughtful and diplomatic interactions?

This session presents a framework into which any negotiation can be placed. Instead of telling you what to do, this 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 an understanding of game theory and its impact on negotiation, the advanced language of professional negotiation and the negotiation framework that explains competitive, cooperative and collaborative approaches. This session focuses on key strategies to use in the settlement of even the most difficult negotiation.

LAI 104: 1 Day

Audience - All Organizational Leaders

Strategic Negotiation Skills (Session 2)

Adapt, Influence and Win

This session presents the concept of Interest Based Negotiation and Multi-Party Bargaining. These sorts of negotiations are more common than you realize. Think of your organization and department heads dividing up scarce resources or a group of consumers launching a class-action lawsuit.

More than just the increased number of parties at the table, there are key differences in how negotiators manage two-party negotiation versus a multi-party negotiation. As an example, we often see power disparities in multi-party approaches.

How do you manage coalitions that form? What are your best and worst alternatives to the negotiated agreement? This program presents answers to challenging tactics in competitive negotiation and explains the advantages of using collaborative negotiation.

LAI 105: 1 Day

Audience - All Organizational Leaders

The Art of Group Facilitation

In any group process there are two competing dynamics – content and process. The first deals with the subject matter or the task on which the group is working. The second, process, is the directing, supporting, guiding and coaching groups of people through the stages and tasks required to attain their stated goal. This is the most accepted definition of facilitation. But the ideal facilitator does not lead the participants to conclusion, they 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.

This program will examine roles, styles of influence, decision making procedures, task and maintenance functions and stages of group development. Each participant will be exposed to the art of focused dialogue.

LAI 106: 1 Day

Audience - All Organizational Leaders

Briefing, Educational and Speech Techniques (Part 1)

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 briefing techniques and public



Mechanical Contractors Association of America, Inc.

1385 Piccard Drive Rockville MD 20850 T 301 869 5800 F 301 990 9690 MCAA.ORG

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 with an analysis of each:

- 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.

LAI 107: 1 Day

Audience - All Organizational Leaders

Briefing, Educational and Speech Techniques (Part 2)

Each participant will present a 15-minute presentation. The session will be recorded and the instructor will do a private self-assessment of their performance.

LAI 108: 1 Day

Audience - Executives, Managers and Supervisors

Creating Allies at Work Through Diversity, Equity and Inclusion*

*This course taught by CRBA Associate Casey Elford

As the country's demographics become more diverse, the construction industry must expand its workforce and leadership to reflect that diversity. Companies in the top quartile for gender or racial and ethnic diversity are thirty-five percent more likely to have financial returns above their national industry medians. They're also better able to attract top talent, improve employee satisfaction and decision-making, and are almost twice as innovative as their less diverse competitors.

Creating Allies at Work Through Diversity, Equity & Inclusion is an interactive course designed to examine the degree to which human differences in race, language, religion, ethnicity, gender identity, sexual orientation, economic status, physical abilities, and other social distinctions shape individual experiences of, and perspectives on work styles, team communication and expectations, and conflict resolution. This course will raise awareness and help participants better understand, and respect these differences and show them how these differences can be leveraged to help organizations become more profitable, productive, and innovative.

PARTICIPANTS WILL LEARN

- To recognize bias in the workplace, e.g., race, ethnicity, gender, age, religion, disability, sexual orientation, and weight
- The value of creating inclusive environments where diverse perspectives, backgrounds and contributions are encouraged, valued, and rewarded
- Challenges organizations face in promoting Diversity, Equity & Inclusion

- The importance of developing policies, practices, and education programs that promote buy-in and support
- How cognitive processes and biases impact our perceptions and how we react to others at work
- To leverage diversity to help expand our perceptions and understanding of others
- How to deal with bullying, harassment, micro-aggressions and difficult diversity discussions
- Steps to create a diversity initiative in the workplace
- How Diversity, Equity & Inclusion programs are being implemented in organizations in the U.S. and other countries

LAI 109: 1 Day

Audience – All Organizational Staff and Executives

From Hostile to Helpful: Workplace Conflict Resolution Strategies*

*This course taught by CRBA Associate Casey Elford

Workplaces generate constant conflict in the best of times. As many workers now transition from unemployment or remote work back into the workplace, they bring with them the physical, mental and emotional stress from the pandemic with them. Add to that organizations' colossal war for talent and an unprecedented number of political, cultural and social debates, the potential for workplace disputes and violence is higher than ever. In order to survive, organizations must commit to taking immediate action to identify and rectify hostile workplace environments. Reskilling employees in communication, problem-solving, and dispute resolution techniques helps develop competencies throughout the organization and empower everyone with the skills needed to disarm conflict.

From Hostile to Helpful: Workplace Conflict Resolution Strategies is an interactive course designed to help employees and managers understand the complexities of conflict, identify its possible sources and paths to resolution. It includes a focus on communication and negotiation skills and will give participants a practical framework for modeling behavior that prevents conflict, coaching others through modern disputes, and assuming the role of mediator when necessary.

PARTICIPANTS WILL LEARN

- The sources and types of toxic workplace cultures and how individuals contribute to and advance conflict.
- The economic cost of organizational conflict from productivity, wellness, HR and legal standpoints.
- Why traditional HR and litigation approaches may not be the best ways to resolve conflict.
- The benefits of early resolution strategies.
- Communication and negotiation techniques.
- How to identify and implement the best approaches to resolution from specific techniques to litigation alternatives.
- To redesign workplaces by developing transformational conflict resolution strategies and management systems.



Mechanical Contractors Association of America, Inc.

1385 Piccard Drive Rockville MD 20850 T 301 869 5800 F 301 990 9690 MCAA.ORG

LAI 110: 1 Day

Audience – All Employees – Administrative to Executives

Pardon the Interruption: Business Etiquette and Protocol*

*This course taught by CRBA Associate Casey Elford

Has the concept of common courtesy disappeared entirely? Emails have become annoyingly abrupt, voicemail messages are left unanswered, and business practices are evolving so quickly that workplace expectations are frequently misinterpreted if not entirely left unmet. Business etiquette relies on international standards that create a professional, mutually respectful atmosphere while improving communication, increasing customer and employee satisfaction, and minimizing the possibility of unnecessary conflict.

Pardon the Interruption: Business Etiquette and Protocol is an interactive course designed to help employees and managers understand and practice intercultural etiquette, business

protocol, executive presence and cultural sensitivity and awareness.

PARTICIPANTS WILL LEARN

- To recognize and understand accepted practices in etiquette and protocol.
- Various cultural communication styles and how to adapt their personal communication style with those of others in the workplace.
- How to make memorable first impressions that establish credibility and trust.
- Verbal and non-verbal skills that can make or break negotiations and meetings.
- How to present information with executive presence.
- Common etiquette blunders and how to avoid them.



About the Instructor:

C. Richard Barnes

C. Richard Barnes & Associates, LLC is a consulting firm which provides leadership training and development, dispute resolution services, dispute

resolution systems design, facilitation, coaching and negotiation skills training to a cross-section of industry, labor, private, public and service organizations, both nationally and internationally.

Prior to forming his company, Richard Barnes was the Executive Director of the W. J. Usery 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 his early years, he was an International Representative with the Laborers International Union of North America where he negotiated in excess of 350 labor agreements across 35 separate industries.

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 leadership development, 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.

Richard is an internationally recognized mediator, facilitator, skills trainer and speaker. He served 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. Additionally, Richard advances the practice of dispute resolution through his role as a visiting 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. Recently, Richard developed a year-long experiential leadership program that was adopted by the Electrical Training Alliance as their national leadership development program. Richard currently serves as the Faculty Chair for this program known as the VOLT Leadership Academy.

A native of Chattanooga, Tennessee, Richard is a veteran of the U.S. Army and served three years as an instructor at the Medical Field Service School at Brooke Army Medical Center, Fort Sam Houston, Texas. Richard is a graduate of the U.S. Army's prestigious Faculty Development Program and as a graduate of Antioch University and the George Meany Center for Labor Studies he holds academic degrees in Labor Studies and Organizational Leadership.

Contact Information:

Contact Richard at **678-480-0700** or richardbarnes@bellsouth.net



Mechanical Contractors Association of America, Inc.

1385 Piccard Drive Rockville MD 20850 T 301 869 5800 F 301 990 9690 MCAA.ORG



About the Instructor:

Casey Elford

Casey Elford is a California attorney, mediator and corporate skills trainer who specializes in conflict resolution practices.

As a practicing California attorney for the last two decades, Casey has litigated and mediated construction, surety bond, business and product liability disputes. Her experience as counsel includes representing clients in mediations, arbitrations, judicial settlement conferences, and bench and jury trials. In addition to her role as an advocate, she is an adjunct professor at Pepperdine University School of Law where she teaches courses in Mediation and Employment Disputes. She also serves as a Personnel Commissioner for the City of Huntington Beach where she renders advisory opinions for the City Council on grievance appeals.

Casey frequently presents training programs, continuing legal education seminars, and roundtable discussions on workplace dispute resolution practices, strategic negotiation skills, and communication skills to clients and business organizations throughout the country.

Casey is a graduate of the University of California, San Diego (B.A.) and Pepperdine University School of Law (J.D.; Master of Dispute Resolution; Master of Laws).

Contact Information:

Contact Casey at **714-614-1887** or crichardbarnes@bellsouth.net

About the National Education Initiative (NEI):

MCAA will bring lifelong learning directly to you! The National Education Initiative Seminars are our best MCAA/MSCA programs—brought to your local association or even your company. Our goal is to provide ongoing and advanced education and training in support of individual and association growth across the mechanical contracting industry. We offer standard and custom-designed classes exclusively for your association or company's unique needs and challenges. If you need training quickly or have a large group, we are here to help!

For more information or to schedule a course:

Contact **Priya Nirmal** at **301-869-5800** or pnirmal@mcaa.org.



Mechanical Contractors Association of America, Inc.

1385 Piccard Drive Rockville MD 20850 T 301 869 5800 F 301 990 9690 MCAA.ORG