

JUNE 6, 2019

**THE
ACADEMY**

AMERICAN PUBLIC
POWER ASSOCIATION

Dear APPA Public Power Manager Certificate Program Participant:

Welcome to the APPA Public Power Manager Certificate Program, and specifically the ***Strategic Leadership for Public Power*** course, which will be held at SCPA in Glendora California from June 24th (afternoon) through June 27th, 2019. Mike Renquist and I look forward to working with you in this APPA arranged and supported program known as ***ACCESS Leadership*** that we have developed.

There will be a lot of interaction and learning during each day of the program. Our hope is that you will return to your “everyday” responsibilities and become a stronger leader as a result of the course, having gained knowledge about yourself as a leader, key elements of effective leadership and how to lead organizational change. To get the most from the program, we request that you do a few things before joining us at SCPA. This pre-work will help focus your learning and increase the likelihood that the work we engage in can be immediately applied to your utility and your job when you return to work.

The ***Strategic Leadership for Public Power*** course will be held from 1:00 – 4:30 p.m. on Monday, June 24th, from 8:30 a.m. to 4:30 p.m. Tuesday and Wednesday, and from 8:00 a.m. to 3:00 p.m. on Thursday. We will use elements of an approach called ***Action Learning***, in which you and other participants will engage in working on problems and opportunities that are based on real utility situations. You will analyze these situations, recommend decisions/actions, and then reflect on your thinking and approach.

This course has been designed by three instructors with deep knowledge of leadership and extensive utility backgrounds, who are currently working with utilities across the nation. We also have many years of adult learning and leadership development experience that will enable us to effectively support your learning objectives. Your instructors for this course are Betsy Aylin and Mike Renquist.

- ***John Miner***, is a former chief operating officer, general manager, and governing board officer for three different public power organizations. He is also an accomplished engineer, utility management consultant, and educator, specializing in organization and management reviews, governance development, strategic planning, and performance management. A former university professor, John has taught numerous technical and management courses and has been an instructor for APPA for more than 30 years.
- ***Dr. Betsy Aylin*** has served as an internal organization development consultant for a large public power utility and as a director of organization and management development for a utility consulting company working in the U.S. and internationally. Betsy’s focus is on organization and management reviews, workforce planning and development, and strategic planning. Betsy has taught courses and led workshops on a wide range of utility topics, and has coordinated the ACCESS leadership program development.

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- **Dr. Mike Renquist** is an experienced change agent and trainer having worked across a wide range of organizations and industries. He has a reputation for analyzing communications for process improvement, change management and merger integration. Programs that he has designed and implemented throughout the country include strategic planning, process re-engineering, managerial and leadership development, integration strategies, performance assessment, project management, curriculum development, coaching and programs on transitional management.

In order to prepare for the course, we ask that you complete **five (5) pre-course assignments** which include three assessments (leadership feedback questionnaire to be completed by you and your manager or governing board liaison, the DiSC Work of Leaders Profile, and the Barrett Values Centre Personal Values Inventory) and some pre-reading articles. These are described in the attachments to this letter.

Mike and I look forward to seeing you soon.

Sincerely yours,

A handwritten signature in black ink that reads "Betsy Aylin". The signature is written in a cursive, flowing style.

Betsy Aylin

**APPA PUBLIC POWER MANAGER CERTIFICATE PROGRAM
STRATEGIC LEADERSHIP FOR PUBLIC POWER
Course Preparation and Requirements**

- 1. ACCESS LEADERSHIP QUESTIONNAIRE.** Complete this brief questionnaire (attached) and ask the person in your organization to whom you directly report to do the same. This person could be your immediate manager or governing board liaison if you report to a board. If time permits, we recommend that you meet with that person to ensure understanding of his/her responses and to discuss any significant differences with your own responses. Please bring both completed questionnaires with you to the course for reference.
- 2. COMPLETE AND SUBMIT A PERSONAL VALUES ASSESSMENT (PVA).** Complete the on-line *Personal Values Assessment (PVA)* that is offered through the Barrett Values Centre (link: <http://www.valuescentre.com/pva/>) to identify and reflect on the personal values that guide and motivate you in your work. E-mail a copy of the report you receive to Jillian Wolfe at Jillian.Wolfe@cl-cu.com and print a copy to bring with you to the course. Please complete and email the PVA report by not later than Wednesday, June 12th.
- 3. COMPLETE AND SUBMIT THE DiSC WORK OF LEADERS PROFILE.** You will receive an invitation to complete an online **DiSC Work of Leaders Profile**. This invitation will come by email to the address that you provided APPA when you registered for the program. Be looking for an incoming message that displays "rminer@inscape-epic.com". The message will contain a link that takes you directly to the website with the online assessment. It should take you no more than 20 to 30 minutes to complete the assessment. Please contact Jillian Wolfe at Jillian.Wolfe@cl-cu.com if you have not received the email invitation by noon on Friday, June 7th. When you respond to the assessment, please think of how you are when you are in your usual role at work. You will notice that some of the available response choices are repeated but mixed in with different choices. This is part of the design of the DiSC assessment that enhances the validity of the results. Some of the choices may also be uncomfortable for you. Just choose the "best" responses as you go without trying to be consistent with any previous responses. The results are most accurate if you go with your first choice among the options and refrain from a lot of analysis. The assessment may have additional instructions once you open it.

Please complete the **DiSC Work of Leaders Profile** as soon as you can, but by no later than **Friday, close of business, June 14th**. Once you complete the assessment, a copy of your profile report will be sent to you by email. Please print a color copy of the report and bring the copy with you to SCPPA..

4. **COMPLETE A LEARNING PLAN.** Complete the Learning Plan (attached) and bring two (2) printed copies with you to the course. We will collect one of the copies for our use. Before preparing your Learning Plan, review both completed questionnaires (yours and that of your manager or governing board liaison if you report to a board), taking note of any differences.

5. **READING.** We ask that you read a brief discussion of Action Learning by Dr. Nancy M. Dixon, and an article from T&D World entitled Utility Leadership, the Next Generation which are attached. Please complete the reading assignments before coming to the first day of the program on Monday, June 24 at 1:00PM.

6. **POST-COURSE PROJECT.** Upon successful completion of these courses and a webinar on utility overview, you have an opportunity to earn the APPA Public Power Manager Certificate. There are several ways to earn this achievement.
 - a) **Leadership Demonstration Project.** You may complete a post-course project. The project should be one that will bring value to your organization, and is either assigned to you by your manager (or governing board) or is otherwise within your normal area of responsibility and authority to implement but requires more than your normal day-to-day work. You will be asked to create a project plan, carry out that plan, and assess and report on the project results. Details of the project requirements are outlined in the attached Post-Course Project Information document, including a Project Proposal Guide.

 - b) **Leadership Research White Paper.** Research and develop a “white paper” report that explores in more depth one of the ACCESS dimensions covered in the course or an issue that is important to your organization at this time. The paper should include original research on the leadership or organizational topic selected, as well as a description of its applicability to the organization at this time. The paper should include 1) a statement of the topic or issue being researched and why it is relevant at this time, 2) key research findings relevant to the topic, 3) questions raised by the research including gaps in knowledge, and 4) a discussion of the applicability of the findings to the organization including any ways the research will be put into use. A reference list or bibliography must be included and It is expected that the final white paper would be 10 to 15 pages in length.

 - c) **Personal Leadership Reflection and Statement.** Participants will create a descriptive statement that summarizes their personal philosophy or credo of leadership--purpose, driving values, and aims that underlie their leadership practice based and will discuss its application to in their current role and organization. The narrative will include, at a minimum, 1) statement of leadership philosophy (purpose, values, aims), 2) reflection on how their current leadership practice aligns with or differs from their philosophy, 3) a self-assessment of the strengths, challenges and opportunities relative to their practice (may include feedback from

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others), and 5) ways in which they want to develop themselves as a leader including through mentoring and coaching within the organization. It may include ways in which the leader's philosophy and values align with or differ from the culture of the organization.

We encourage you to discuss potential follow-up opportunities with your manager or governing board, colleagues, and others to identify an issue, opportunity, or activity at your utility that would be valuable to address, and for which there will be adequate resources to complete.

A sample project proposal and a sample project report are available for viewing at a link provided by APPA.

If you intend to become certified, you will be expected to submit a proposal for approval by APPA and, once approved, to complete the project, white paper or leadership statement, and then to submit a final report once the work is complete. It may be helpful to begin thinking about possible projects before you come to the course.