1. BACKGROUND & PURPOSE

Transitioning workers into supervisory roles has created leadership improvement opportunities inherent to the workforce. A critical part of many organizations where this is prevalent is at the level of "front-line supervisors" and "entry-level managers".

One of the largest drivers of personnel being promoted into a leadership role is they showed proficiency and skill performing the tasks and work that they will now be assigned to supervise. While having some benefits, this approach fails to address the fact that more than task experience should be considered when filling a role that requires someone to lead.

Many challenges can exist for those who are asked to lead others. A lack of understanding of these challenges and an inability to effectively manage them can result in negative impacts to not only the individual but also to the company including:

- Liability exposure
- Human Resource (HR) issues
- Poor Health, Safety, & Environment (HSE) culture (potentially increased incidents)
- Low team morale resulting in general underperformance
- Higher attrition rates

While the focus of this guideline is to highlight fundamental leadership development elements in support of front-line supervisors and entry level managers, the approach and benefits are applicable to all levels of leadership within an organization.

Fostering this skill at the supervisory level can be the foundation of growth in an organization's overall performance, efficiency, communication, and safety and quality culture. For the individual, these skills can help them to motivate, engage, teach, listen, and coach their subordinates more effectively.

These improvement opportunities address key employee feedback from the 2021 INGAA Foundation Safety Culture Survey for service providers that highlighted specific areas where supervisory roles can have improved focus and impact:

- Lack of communication
- Hazard identification/safety awareness

Developing leaders is essential to achieving positive morale, being safety minded, and attaining high level job performance. A notable quote from an iconic developer of leaders:

> *"Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile."*
>
> *Vince Lombardi*

2. SCOPE

The scope of this guideline is to offer an approach to developing leaders using common tools to improve **Communication** and **Leadership** skills.

Key elements of a leadership development program include:

- **Development of Emotional Intelligence**

- **Managing Workplace Challenges**

- **Applying the Correct Leadership Approach**

- **Leading Team Performance**

While these categories are not all inclusive of leadership, the contents of this document can help to form a leadership development program and provide focus areas for training to support the program.

This document contains definitions and components of a leadership development program that supports effective workplace communications and prioritizes safety culture. This guideline does not specifically address experience levels, nor does it address all options available for the activities described.

3. RESPONSIBILITIES

3.1. **Senior Management:** The most senior staff of an organization or business, including the heads of various divisions or departments led by the chief executive.

Responsibilities include but may not be limited to the following:

- Clearly support the safe completion of all work activities.

- Communicate that although production is important to the success of a business, it should never be seen as a priority over the safety, quality, and well-being of the workforce.

- Messaging and support of the company goals and ensuring that the appropriate resources are available to achieve those goals.

3.2. **Middle Management:** Managers who are below the top level of management, and who are responsible for controlling and running an organization rather than making decisions about how it operates.

Responsibilities include but may not be limited to the following:

- Lead and participate in Leadership Training

- Implement appropriate training options

- Perform observational checks of work operations

- Enforce policies and procedures

- Ensure all jobs are pre-planned prior to the start of work

- Implement a review cycle to evaluate the effectiveness of the new training process (and other processes) and include employee feedback in the review cycle.

- Participate in annual performance reviews

3.3. **Front-line Supervisor:** *(includes all personnel on site with a supervisory role - i.e., Team Leader, Crew Lead, Straw Boss, Project Engineer, Project Manager):* Reports to middle or executive management and are often an organization's largest population of leaders. Though it's common for frontline supervisors to be first-time managers, they are hugely important and are often responsible for critical day-to-day operations and influencing the work of their direct reports. These individuals are critical to the creation and maintenance of an organization's culture.

Responsibilities include but may not be limited to the following:

- Participate in leadership training programs

- Develop the skills to be a great communicator/listener

- Listen to team members when asked to participate. Don't just go through the motions. Body language speaks louder than words.

- Be approachable. If your teammates feel intimidated or worried that you may not respond well, they will not participate.

- Encouraging crew participation in jobsite safety analysis (JSA's) safety meeting and work plans.

- Ensure team performs with the highest level of safety and quality

- Supervisor's responsibilities when it comes to Mental Health and the impact on their teams

3.4. **Front-line Workers:** also known as key workers, are employees who provide an essential service or key public service.

- Engage in communication of tasks.

- Speak up / Listen up

- Pre-plan the job with their Team Leader

4. LEADERSHIP DEVELOPMENT PROGRAM ELEMENTS

4.1. Development of Emotional Intelligence

Emotional intelligence consists of two aspects: intrapersonal, or the ability to understand and manage one's own emotions, and interpersonal, or the ability to

recognize and influence the emotions of others. Research suggests that leaders with high emotional intelligence are more likely to stay calm under pressure, resolve conflict effectively, and respond to co-workers with empathy. There are four components of emotional intelligence: self-awareness and self-management (intrapersonal); social awareness and relationship management (interpersonal).

Self-Awareness:

- Describes the ability to recognize internal strengths and weaknesses, as well as recognize personal emotions that may impact others, including direct reports (Psychological Capital).

- Developing self-awareness among supervisors leads to decreased stress and increased motivation within a group.

- Increasing self-awareness skills helps reduce stress and leads to building more diverse and inclusive relationships.

- Ways to develop supervisor self-awareness include receiving regular feedback from colleagues and direct reports in order to gain insights into their behavior and understand how they are perceived in the organization. (example: 360-degree feedback)

Self-Management (Self-leadership):

- Self-management is the ability to manage emotions, especially during stressful situations.

- Leaders with lower self-management are more likely to react impulsively without a strategic response.

- Although reactions are automatic, learning to pause prior to responding to stressors and adversity allows for a more thoughtful response.

- Practicing self-talk is another way to become more aware of internal emotions.

Social Awareness: Listening & Fostering Feedback (Tuning-in):

- Leaders with competency in social awareness are able to recognize and identify emotions in others. Understanding social ques, recognizing team dynamics and unwritten power structures demonstrates high social awareness. This takes time listening, observing team behaviors, with appropriate team interactions.

- In general, the more workers feel supported by their supervisor, the more likely they are to engage and have positive perceptions of safety, quality and overall, less likely to take risks/shortcuts.

- Team Leaders can learn to gain social awareness skills by practicing active listening, rephrasing what they have heard, and asking follow-up questions. An employee will be more willing to achieve the goals for the day, if they see that the supervisor is in the field talking and coaching them and being a part of their success. It requires an investment in someone to receive back something.

- Social awareness is a key aspect to building psychological safety, which is defined as the "shared belief that the team is safe for interpersonal risk taking" (Amy Edmondson, Harvard Business School). The overriding characteristics of a team with a high level of psychological safety include (a) equity in airtime amongst team members, or equality in conversational turn taking, and (b) tuning in, in which team members pay attention to nonverbal cues within the team. A supervisor can model both of these behaviors for the team and can also act as a facilitator in managing team dynamics.

Relationship Management:

- Relationship Management refers to the ability to clearly communicate, maintain good relationships, coach, mentor, and resolve conflict with direct reports.

- In general, effective relationship management addresses issues proactively, reduces unproductive behaviors in the workplace, and ultimately builds trust with individuals and within a team environment.

- Increasing relationship management skills begins with spending time with direct reports and understanding them on a personal level. Developing a weekly plan to ensure that time is spent with each direct report checking in on a personal level and on a professional level ("What are you working on and how can I help?"), along with providing regular and specific feedback, will go a long way in developing and building relationships.

4.2. Managing Workplace Challenges

Managers will always encounter challenges. In fact, the purpose of management, in large part, is to address workplace challenges. For that reason, it is necessary for all leaders to develop the tools necessary to address a variety of challenges, both external and internal. Some of those challenges are but not limited to:

Adversity:

- The definition of adversity is a misfortune, a troubling situation, or hardship. There are six types of adversity that you may encounter in your lifetime: self-doubt, physical injuries or illnesses, rejection, poverty, losing a loved one, and struggling to succeed in your selected career.

- In this guideline, we would like to specifically address self-doubt. A successful and effective leader includes his/her team in both the planning and execution of a project or initiative. Leaders may feel that it appears that they lack experience by including their team in planning and execution, when in actuality, this thinking could result in the exact opposite. The inclusion of his/her team will make the team more cohesive, safer, and therefore, more productive.

- While facing adversity of any type, but especially within a work environment, it is critical that you take care of yourself while you are working on the problem. Sufficient sleep, managing stress by taking breaks, sharing the load by leaning into your team, and good nutrition are some of the ways that you can care for yourself while facing adversity. Self-care is especially important for a leader in a work environment because you are simultaneously addressing the adversity and setting an example for your team—who may or may not be aware of or understand the adversity you are facing.

Conflict Resolution:

- The definition of conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement/dispute amongst them. The disagreement may come from a variety of aspects (I.e., personal, professional, financial, political, or emotional). When a dispute arises, often the best course of action is negotiation to resolve the disagreement.

- Conflicts will arise within your team. Being able to address and resolve conflict at the lowest possible level, and in an unbiased manner is of utmost importance and is a critical role of a successful leader. If the conflict is within your own team (direct reports), it is important that you listen to both parties and encourage communication. Encouraging the personnel in conflict to always treat each other with respect and find resolution without your intervention could cultivate a stronger team.   When a Leader includes team members in planning and execution, it will avoid most conflicts that arise, or they can be addressed in the process.

- If a conflict arises between your team and a third party, it is a good practice to have a conflict resolution ladder or decision tree in place to resolve any issues at the lowest level or agree to disagree and escalate the conflict to the next level of authority. This resolution ladder allows the lower-level members to continue to work together without creating a hostile environment.

- There are numerous tactics/processes that can be implemented to resolve a conflict in a respectful manner. Some key principles you will want to keep in mind are:
  - Never ignore conflict

- o Clarify what the issue is
- o Identify and apply a solution
- o Continue to monitor the situation and follow-up

Managing Change:

- Management of change (MOC) is a method of controlling risks (e.g., safety, health, environmental) associated with temporary or permanent changes to factors such as design, technology, materials, equipment, physical configuration/layouts, site conditions, procedures, personnel, or organizational structure. Leaders should be aware of the MOC policy for their organization and be sure to adhere to it whenever applicable. If the company does not have a MOC, then leaders must COMMUNICATE the proposed changes and then execute significant changes deliberately and consider the impact the change will have on the safety of the workforce, the process, scope of work, or work environment, and identify what training is needed to implement the change. Third parties (including but not limited to; contractors, inspectors, etc.) should be aware-of and understand Owner-Operator MOC requirements, including documentation, approvals, and communication of changes, and why adherence to them can reduce risk exposure. (API RP1169)

Time Management:

- Time management is the process of organizing and planning how to divide your time between different activities. Get it right, and you'll end up working smarter, not harder, to get more done in less time – even when time is tight, and pressures are high. The highest achievers manage their time exceptionally well.

- There are 4 types of time management skills. The 4 Ds are: **Do, Defer (Delay), Delegate, and Delete (Drop)**. Placing a task or project into one of these categories helps you manage your limited time more effectively and stay focused on what matters most to you.

- Do not procrastinate. At times, stepping away from a task can be beneficial for clarity. But procrastination at its core is avoidance, not creation or advancement. Procrastination can happen when we're unsure of our next steps or when we're afraid of failing at something new, and this has the potential to relay a message of "unimportance" or lack of priority to team members.

- There are numerus examples of tools on the internet to help with time management.

Stress Management:

- Stress is an inevitable and some would say, even a necessary component of life--to a degree. Excessive stress can become a disease-promoting agent and constitutes a major health concern today. While some stressors can be avoided and others need to be confronted, in the end, a good balance of stress in one's life can be healthy, and growth-promoting in terms of one's physical, social, emotional, and intellectual development.

- Effective communication skills are a vital component in dealing with potentially stressful situations. Many life events are interpersonal in nature (making friends, dating, marriage, employment, education, etc.,) and if effective communication skills are not developed, expression of personal feelings (i.e., interest, dissatisfaction, unhappiness, loneliness, frustration) cannot take place, thus, cultivating a potentially stressful environment.

- Developing effective communication skills and being able to communicate with your team helps to minimize stress by including them in the planning and execution of the task at hand. This creates commitment with your team to achieve the planned goals, thus helping to minimize stress.

- One of the biggest drivers of stress is having a lack of autonomy at work. Therefore, one way that supervisors and managers can help to mitigate stress levels is by maximizing autonomy and self-management, as much as possible given the specific job constraints.

- Other workplace factors that contribute to stress on the job include lack of transparency, work overload, toxicity tolerated, lack of communication from one's supervisor, unreasonable time pressures, and lack of recognition. A supervisor needs to keep an eagle eye on the rise of workplace factors that might be impacting their team members and find proactive ways to address these systemic issues within the team.

Energy Management:

- Energy management is the maintenance of one's personal well-being, in order to have the "fuel" needed to accomplish daily tasks. Supervisors need to be modeling self-care at work (e.g., "fueling up" with healthy eating to avoid "sugar crashes"), demonstrating how to not only manage their time, but also manage their energy.

- Given the high-risk nature of the work, energy management is critical, and is an essential component of Total Health Worker®, which is defined as policies, programs and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness-prevention efforts to advance worker well-being (NIOSH).

Enhancing Fitness for Duty:

- Mental Health Awareness: Today's mental health crisis calls for more from leaders. Creating an environment that fosters and promotes a sense of caring, belonging and safety are critical ingredients for employee mental health and well-being. Promoting mental health among the work force can be as easy as a Supervisor (leader) showing interest in an employee's personal well-being; take a minute to listen to an employee and what they may be going through outside of work. A person that feels heard will respond to a supervisor in a more positive way and be more willing to be a part of the success of the team.

- Having the skills and ability to understand and recognize when someone may be experiencing stress or fatigue that may be impacting their performance and well-being.

- Fatigue Management (Fit for duty): "Fit for duty" refers to the workers' ability to safely undertake the demands of their job. An individual is considered fit for duty if they are in a physical, physiological, and psychological condition to perform the tasks safely. When workers are not fit for duty, a variety of terms can describe this such as impaired, unfit for work and not fit for duty. Fit for duty assessments, often referred to as Functional Abilities Evaluations, are typically performed to determine medical fitness after an illness or injury, but are sometimes done after employment has been offered, as requested by the employer, or as a condition of a job transfer.

4.3. Applying the Correct Leadership Approach

Knowing Your Strengths:

- Understanding your leadership style will help you understand the strengths that you have as a leader. According to a University of Arizona Business Staff Member, there are four different leadership styles: Autocratic, Democratic, Laissez-faire, and Transformational.

- Knowing your strengths can increase self-awareness, help you like yourself more, and boost your happiness. To recognize your strengths and understand how they influence your work, you have to spend time collecting information about when and how you succeed. There are many different methods for learning about your strengths, and it is important to research them from a variety of perspectives so that you can effectively apply those strengths in various workplace scenarios.

Knowing Your Team:

- A leader's greatest/most valuable assets/resources are the people and the potential they hold. Time and again, it is proven that engagement, productivity,

and profits of any organization will rise when people feel empowered and valued. Therefore, leaders should always prioritize learning more about their team members. The better they know people as individuals, the better they'll perform as leaders.

- Communication is a major component of leadership. After all, this is how you share information with your team, learn about them, and find out more about their needs. Communication should always be a two-way street. Just as you communicate your expectations and objectives to your team, you also want them to be able to share ideas, voice concerns, and provide feedback. Part of communication also involves actually learning about your team. For example, do you know their birthdays? Do you know if they have children? Do you know what their professional goals are? Are you aware of their hobbies or interests? Getting to know your team members a little better can make a big difference in workplace morale.

Human Performance Principles:

Human performance principles are fundamental to changing behavior across the organization. They focus on how an individual's performance is directly related to their relationships with others. There are 5 Human Performance Principles:

- People Make Mistakes. Mistakes are a normal part of achieving success. Errors are not intentional. Any error that does not have a significant consequence is an opportunity for learning and growth and creates "leading indicator" data.

- Blame Fixes Nothing. Criticizing an individual for making a mistake will make them, and potentially other team members, more likely to hide a future incident. Blame misdirects resources and strategies and takes a negative toll on company culture. Instead of blaming individuals, work toward fixing systems and error-proofing your operations.

- Learning and Improving is Vital. Instead of blaming and punishing, leaders should use these opportunities to learn and improve. Learning is one of the most powerful safety tools you have and will lead to proactively preventing incidents. When a leader focuses on learning, he or she will ask important, relevant questions. Above all, workers are the experts and can provide the most valuable feedback and suggestions for improvement if approached in a constructive manner.

- Context Drives Behavior. An individual's behavior in the workplace is influenced by processes and values. The work environment should be built in such a way that makes it easy to do the job right and difficult to do the job wrong. The work environment will have a great impact the employee's behavior and actions. If a

leader can fix the context, it is largely more effective and sustainable than trying to fix the people.

- How You Respond to Failure Matters. You have the biggest influence on your direct workers and will create the feedback system you have. You can blame and punish or learn and improve, but you can't do both. Your team is watching you closely to determine what is important to you. Leaders who respond to failure by learning will gain more knowledge about their operation and have more opportunities for improvement. Providing an environment where it is safe to fail and learn will foster improvement and innovation in your organization.

How to Gain buy-in:

- When employees follow rules not to avoid punishment, but because they value their life and the life of others and see the worth of safety practices, the organization will achieve a happy team that works safer, at a higher quality level, and will be more productive. A significant, positive correlation exists as worker engagement increases, so does a worker's sense of control, ultimately yielding higher levels of performance on the job. Gaining buy-in, when team members, is imperative to establishing a successful, positive safety culture. Take the following steps to encourage safety endorsement with your teams.

- Make it Personal – Utilize personal illustrations. Speak about not only workplace safety, but safety in the home as well. Share your own successes and failures, making them relatable to others.

    o Involve Everyone – Solicit feedback from all areas that are involved in your operations. Addressing concerns helps them realize they have a stake in their own safety and builds trust amongst your team.

    o Psychological Safety – The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. In teams, they can take risks without experiencing negative consequences by leaders or other team members (Harvard Business Review). This will allow team members to feel more engaged and that their contributions matter. Keys to building psychological safety in the workplace are:

    o Encourage open communication, contribution, and collaboration. Explain why the team members' viewpoints matter. Actively invite input.

    o Leaders demonstrating fallibility and humility. If leaders are able to admit their mistakes, it will normalize vulnerability. This includes things like being respectful, open to feedback, and willing to take risks.

- o Respond productively. Be appreciative and forward thinking. Replace blame with curiosity. Adopt a learning mindset and gain more information about why the individual performed actions that led to a mistake.

4.4. Leading Team Performance:

The total or wholistic performance of the team is critical for success when it comes to safety, quality, production, profitability, and progress within a department. Measuring and improving team performance over time can help improve positive aspects of your team and remove negative ones. Learning how to improve your team management can help your department continuously increase its processes over time.

Setting Expectations:

- When the leader and employee agree on clearly defined expectations, there is less confusion, more empowerment in their positions and a road map for the employee to succeed.

- Expectations can be set in the form of goal or key performance indicators (KPI's) and routinely follow the SMART principle.

  - o Specific: Be specific concerning expectations, measurements, and due dates of team members.

  - o Measurable: Try to use units that are measurable and easy to understand. This can help establish expectations quickly.

  - o Achievable: Setting goals well within your team's capabilities ensures you can evaluate their performance on an accurate scale.

  - o Relevant: While the purpose of performance evaluation is a measurement, the goals your team completes should still be relevant to the company.

  - o Time-based: Make your evaluated goals time-based. This can ensure expectations have a limit so that proper evaluation of work can result from your SMART goal.

Delegating:

- When one person is unable to complete an entire project by themselves, they break up the overall goals into smaller tasks and assign those tasks to other people. This process is known as delegating and is an essential part of working as a team. While delegating may seem like the logical solution to being stressed and overworked, being able to delegate effectively is an advanced leadership skill that you can develop and practice.

- Delegating a task means that you are re-assigning a responsibility to someone else so that they can complete it. It can also refer to giving someone else the authority to act on your behalf.

- Delegating requires you to know the strengths of your team and the strategies they use to complete their work. You also need to have a big picture understanding of how different delegated tasks come together to accomplish a final goal. Delegating involves clearly setting expectations about what needs to be accomplished, standards for success and a timeline for completing a project.

- Regardless of the position you hold in the workplace, your time is valuable. Trying to accomplish too many tasks at once can cause burnout and unnecessary stress. Protecting your time by delegating non-essential tasks to others allows you to focus on your core competencies and responsibilities.

- Working hard on your responsibilities while also checking in with your team about the status of delegated tasks displays the ability to multitask and prioritize, two essential skills in management that can help grow your career.

Mentoring:

- Mentoring is the process of having a more experienced person provide guidance, coaching, or counseling to a less experienced person.

- Developing talent - Being a good communicator and listener can mitigate the confidence issues that are often present in those with less leadership experience who are tasked with leading members of his/her team that may have considerably more experience in the tasks to be performed. Mentors become trusted advisers and role models – people who have "been there" and "done that." They support and encourage their mentees by offering suggestions and knowledge, both general and specific. The goal is to help mentees improve their skills and, hopefully, advance their careers.

- Mentoring partnerships can be mutually beneficial and rewarding – on both professional and personal levels. Mentors can develop leadership skills and gain a personal sense of satisfaction from knowing that they've helped someone.

- Mentees can expand their knowledge and skills, gain valuable advice from a more experienced person, and build their professional networks. Both partners can improve their communication skills, learn new ways of thinking, and, ultimately, advance their careers.

Collaborating:

- Collaboration is a joint effort between two or more people, free from hidden agendas, to produce an output in response to a common goal or shared priority.

Often this output is greater than what any of the individuals could have produced working alone. Collaboration is a key skill that can increase employee engagement both within and across teams. Collaboration fostered by leaders has a visible effect as the approach cascades throughout organizations. It positively impacts employees' well-being and productivity and ultimately, the company's success.

- In a true collaborative partnership, obligations are broadly distributed, the possibilities for cooperation are more extensive, understanding and solidarity grows among the collaborative partners, communication is frequent and intensive, and the interpersonal context is rich.

- Building collaborative partnerships takes planning and disciplined leadership to bring everything together and make it operate at its full potential.

Supporting Company Principles and Processes:

- Helping front-line workers (especially new or "short-service" personnel) drives the success of those individuals as well as the success of the team, and ultimately the company. A key part of this help is ensuring that they understand and follow the processes that the company uses to conduct business – specifically the policies, standards, and procedures.

- The policies, standards, and procedures span Human Resources, Safety, Compliance, Operational approach, as well as several others relative to each company. Having an understanding of the procedures is imperative to personnel be able to adhere to them. Proper education of these procedures to the manager and supervisor level helps to ensure that those leading our front-line workers have the necessary knowledge to teach those reporting to them how the company does business. Functional support departments provide a good resource and the subject matter expertise to assist in this effort.

- In addition to sharing the knowledge, helping all personnel understand why these processes exist helps them to accept and more easily buy-in to the processes.

- Finally, leading by example to show each level of management's commitment to the processes. This helps to reinforce the importance and helps to establish a just culture, where all are subject to a common set of "rules". This part of leadership for managers and supervisors is particularly critical in areas related to Safety.

Safety Leadership:

- Safety leadership is the practice of enforcing safety procedures within a workplace or an organization via designated leaders. Safety leaders value safety in the workplace and model appropriate workplace behavior for others to imitate.

These individuals effectively advise employees on helpful safety precautions and show creativity when developing solutions to workplace safety issues. Anyone in the organization can be recognized as a safety leader.

- Safety leadership is important because it allows an organization to assess its current safety policies while ensuring employees work according to established safety procedures. To cultivate a positive and safe workplace with limited safety issues, attentive safety leaders use positive feedback to motivate employees to remain mindful of their actions.

- Great safety leaders relentlessly drive the message in all they do. For these leaders, safety is not an "and" message. It is a deep value – the first thing they talk about and the issue that influences all decisions.

- Great safety leaders are present in the field on a regular basis. "In the field" means all the way to the front lines. They support safety systems and procedures by wearing the proper protective equipment in the work area, following the safety guidelines put into effect and modeling desired behaviors.

- Strong safety leaders ensure they are aligned with subordinates on what they need to do to support them. They coach and mentor employees, and provide them with the training, resources and assistance needed to achieve their goals. They work collaboratively with their people to get the most out of their performance.

5. TRAINING

5.1. Framework

This guideline details many key elements to support a Leadership Development Program. These may be included in a general overview and may even offered in more detail individually based on the current needs of your organization.

As detailed in the purpose of this guideline, the focus is to help address the existing industry need to help develop leaders who have limited experience in supervision and management. Below is a recap of some of the key points:

Expectations & Changes from prior role

- Priorities and Accountabilities
- Review of Company's Goals and Management Philosophy
- Functional changes from previous role
- Review of Procedures that they are now accountable for

Core Leadership Development Training addressing key elements:

- Development of Emotional Intelligence
- Managing workplace challenges

- Applying the correct Leadership approach
- Leading team performance

Mentorship

- Shadowing opportunities of other established managers

Continuous Improvement

- Observation of performance to target next development focus

6. CONTINUOUS IMPROVEMENT

6.1. Program Assessment

Assessment of the program and the personnel. Workers must have the ability to do their job safely and effectively. The employer needs to evaluate their skill. The program itself should be audited to determine if the principles used are effective.

- Document findings including any gaps / deficiencies

- Assign corrective actions if needed

- Perform follow-up review to ensure all identified gaps / deficiencies have been addressed.

- If conditions warrant, document gap/deficiency and corrective action in a Lessons Learned or equivalent tool to share with the organization.

- Document findings from assessments, investigations, lessons learned, and apply all learnings to program improvement efforts.

7. ADDITIONAL RESOURCES

Examples of resources that can be used to enhance training programs and help develop leaders are listed below.

This list includes ideas for supporting materials that have been provided by various member companies. These providers have not been individually vetted by a collective member group or the INGAA Foundation. Inclusion on this list is not a blanket endorsement of any service provider referenced in this document. Use of any of the providers or their information should follow your normal company protocol for selecting and working with a contractor.

- Leadership Development Organizations
  - o Franklin Covey
  - o Dale Carnegie
  - o John Maxwell
  - o Kotter

- Books / Publications
    - How to Win Friends & Influence People - Carnegie
    - 4 types of leaders - Rutherford
    - Extreme Ownership – Willink
    - Going From Peer to Supervisor (various articles)
    - Communication Challenges Between Generations (various articles)

- Training and Providers
    - Think Like a Leader (Udemy)
    - Pipeline Safety Leadership Program (Caterpillar)
    - On the Front Line & Speak Up, Listen Up
    - Becoming a Successful Leader - Inclusive Leadership Training (edX)
    - Program in Business Leadership (edX)
    - Agile Leadership Principles and Practices (edX)
    - Building Your Leadership Skills (Coursera)
    - Inspired Leadership Specialization (Coursera)
    - Coaching Skills for Leaders and Managers (LinkedIn Learning)
    - Leading Organizations and Change (Emeritus)
    - OSHA T&D 20 Hour Leadership

- Other potential resources
    - TED Talks
    - Leadership Podcasts

8. REVISION HISTORY

Revision	Date	Description
0	1/3/2024	Initial Issue