



Emerging Leaders Program

Emerging Leaders Program



The Primex³ Emerging Leaders Program is a dynamic 7-month professional development opportunity to discover one's strengths and develop the competencies needed to grow in leadership effectiveness. A cohort of 16 individuals with high leadership potential from the Primex³ membership who have been nominated and endorsed by their supervisors will be selected to participate in a competency-building curriculum including workshops, reading and assignments, discussion boards, simulations, and a mentor-mentee real-world project. Only completed applications will be considered.

A completed application consists of:

- The completed online application - Part 1 (see application link on page 5 or 11)
- A letter from your nominating supervisor stating why you are being nominated for the program
- Part 2: A two-minute (max) video of yourself stating why you should be considered for the 2020 Emerging Leaders Program. A drop box link to upload your video will be provided to you in the application.

Application Deadline is January 31, 2020

Acceptance notifications will be sent out by February 14, 2020. If you are selected to be part of the 2020 Emerging Leaders Program cohort, your organization will be invoiced \$275 for the program.

Program objectives:

- Integrate into practice the competencies of high performance leadership as defined by scientific research and practicing executives.
- Identify a project that addresses an existing issue within participant's organization and strategically define and implement solution(s).
- Recognize the link between Emotional Intelligence (EQ) and behavioral style, Leadership Levers[®], and conflict styles, and use it to build leadership competency.
- Build competences which promote an effective and accountable risk management culture through integrity, knowledge, and practice.
- Relate the importance of ethical analysis and decision-making processes through case analysis and live interaction with emerging leaders from various public sector agencies.

Who Should Apply?

Emerging Leaders is designed for individuals in the Primex³ Property & Liability program who have some managerial experience or have demonstrated the potential to assume mid- to senior-level leadership positions in the near future. Ideal candidates would have a bachelor's degree or have some college-level education.

Program Dates, Sessions and Assignments

The 7-month program commences with a kick-off dinner and keynote speaker for the program's participants and their mentors and culminates with a graduation ceremony on October 14, 2020 at Primex³ in Concord, NH.

Note: Sessions run 8:30 a.m. - 4:00 p.m. unless otherwise noted. A light breakfast and lunch will be provided for the all-day programs.

Acceptance into the program requires a commitment to attending all dates:

- April 13-14, 2020 (overnight at the Chase House, Mill Falls, Meredith, NH)
- April 28, 2020 at Primex³
- May 19 (required) May 20 (optional) 2020 Primex³ Risk Management Summit at Mount Washington Hotel, Bretton Woods
- June 17, 2020 at Primex³
- August 18, 2020 at Primex³
- September 10, 2020 (Location, TBD)
- October 14, 2020 at Primex³

ASSIGNMENTS

Note: All materials will be provided by Primex³

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

— John Quincy Adams

- Once accepted into the program and prior to the first session, each participant will be expected to choose a mentor to work with throughout the program; this may be their nominating supervisor, or it can be another person whom the participant respects and will be willing to meet monthly with the Emerging Leader.
- Each participant will complete three assessments: **The TriMetrix EQ Assessment, the Zenger Folkman's Leadership Levers**, a tool that measures participants' capabilities in six critical areas that have a direct impact on organizational outcomes such as employee engagement, discretionary effort and overall leadership effectiveness, and the **Thomas Kilmann Conflict Mode (TKI)**.
- In addition to session materials, participants will also be required to read *The Extraordinary Leader: Turning Good Managers into Great Leaders* by John H. Zenger & Joseph R. Folkman throughout the course of the program.
- Participation in monthly Discussion Forums through the Primex³ Virtual Classroom are required.
- Each participant, working with their mentor, is required to complete a project during the duration of the program which will be presented on the final day.

The Sessions

April 13, 2020 • 5:00 p.m. • Kick-Off Dinner and Speaker for Participants and Mentors

Chase House, Mill Falls, Meredith, NH

Risk and Vulnerability: How Leaders Prepare to Learn

Speaker: Jon Wortmann, advisor, speaker, and author

Overnight accommodations are provided for Emerging Leader Program participants only and are included in the program fee. (A room block has been secured in the area for mentors desiring overnight accommodations at their own expense. Details will be forthcoming).

Note: A light breakfast and lunch will be provided for the all-day programs

April 14, 2020 • 8:30 a.m. – 4:00 p.m.

Location: Chase House, Mill Falls, Meredith, NH

How to be a Resilient Leader

Facilitated by: Jon Wortmann, advisor, speaker, and author

April 28, 2020 • 8:30 am – 4:30 p.m. (Note: This day will end at 4:30)

Location: Primex³, Concord, NH

Behaviors, Motivators, Emotional Intelligence and the Public Sector Leader

Carl Weber, Primex³ Member Services Director

Leadership Levers: Building Critical Strengths

Jennifer Brennan, Assistant to the CEO, Primex³

May 19, 2020 (May 20 is optional)

Primex³ Annual Risk Management Summit

Location: Omni Mount Washington Hotel, Bretton Woods, NH

(Attendance on May 19 is required, May 20 is optional. **Note:** Overnight accommodations for the Primex³ Risk Management Summit are not included in the Emerging Leaders Program fee)

June 17, 2020 • 8:30 a.m. – 4:00 p.m.

Location: Primex³, Concord, NH

Communicate to Influence – Jon Wortmann, advisor, speaker, and author

Conflict Management – Carol Kilmister, SPHR, Human Resource Consultant, Primex³

August 18, 2020 • 8:30 a.m. – 4:00 p.m.

Location: Primex³, Concord, NH

Coaching for Performance, Carl Weber, Primex³ Member Services Director; and Jennifer Brennan, Assistant to the CEO, Primex³

September 10, 2020 • 8:30 a.m. – 4:00 p.m.

Location: To be determined

Emerging Through Exploration and Reflection, Ty Gagne, CEO, Primex³

October 14, 2020 • 9:00 a.m. - 2:00 p.m.

Location: Primex³, Concord, NH

Project Presentations, Graduation Ceremony, Luncheon for Participants and Mentors

Application Process

Application Deadline: January 31, 2020

Candidates must complete an online application which includes submitting a 2-minute video stating why they are a good candidate for the Emerging Leaders Program, as well as a letter from their nominating supervisor stating why the applicant is being nominated for the program. Nominees will be selected for participation based upon their supervisor's recommendation and nominee's application. **Attendance at all sessions and completion of all assignments, including The Project is required for successful completion of the program.**



Upon successful completion, participants will receive 8 CEUs. Primex³ is an Accredited Provider by the International Association for Continuing Education and Training (IACET).

Cost for the entire program, including materials, meals and the overnight accommodations for the participants at the Kick-Off session is **\$275**, which will be invoiced to your organization upon acceptance into the Primex³ Emerging Leaders Program.



Click here to PREVIEW the **Emerging Leaders Application**

Click here to COMPLETE the **Emerging Leaders Application**

For more information, please contact:

Elaine St. Jean, Education & Training Program Coordinator
estjean@nhprimex.org ■ 603-225-2841 ext. 114



"I found the whole experience to be one of the most beneficial leadership programs I have ever taken in my career. This program allowed up to network and take a close, hard look at our strengths and weaknesses. It helped us to form a foundation for mentoring and coaching those that report to us and to help move the organization we work for, forward. Recent training and seminars are teaching "us" what to do and how to act in specific scenarios or situations. It is safe and predictable training. This program is one based in development, focusing on growth and taking you "outside of the box". In a nutshell, we learn to think and it tests courage and leadership. You are developing the thinkers of tomorrow."

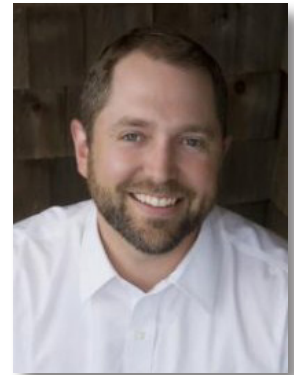
— Mike McQuillen, Battalion Chief,
Londonderry Fire Department and 2015 Emerging Leader Graduate

Program Description and Instructor Bios

Kick-Off Dinner and Speaker for Participants and their Mentors

Chase House, Mill Falls, Meredith, NH
Risk and Vulnerability: How Leaders Prepare to Learn
Facilitated by: *Jon Wortmann, advisor, speaker, and author*

Great leaders are always learning, and they prepare to intentionally learn every day. This opening session will set the course for the entire program, preparing you to take risks and be vulnerable, while defining the expectations of a great leader. The introduction into the brain of a healthy, resilient leader will teach you to measure your stress and know how to take advantage of the resources in the emerging leader program. Having your mentor in this session with you will establish the collaborative support and accountability for the months ahead, tackling the learning you will experience together.



Jon Wortmann is an executive coach, trainer, and author. A graduate of Harvard Divinity School, his books have been #1 best sellers in 22 categories on Amazon. He has trained dozens of towns and affiliate groups in addition to thousands of public sector leaders to be strategic communicators and resilient leaders. He has lead 43 service projects to cities like New York and Toronto and disaster areas like New Orleans. The suburban-urban partnership program he co-lead in Worcester, MA has provided summer camp for 80 1st through 6th graders for more than a decade. A PGA Tour and NCAA golf coach, his present research focuses on the role of brain health in sports performance and the behaviors that build trust in public life. His favorite person is his wife Jen, and they live outside Boston, MA.

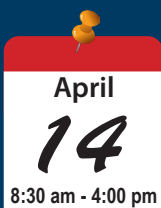
How to be a Resilient Leader

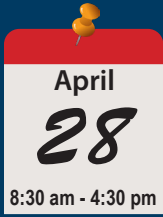
Chase House, Mill Falls, Meredith, NH
Facilitated by: *Jon Wortmann, advisor, speaker, and author*

Resilience, the ability to bounce back stronger from difficulty and failure, is no longer just a psychological research topic; it is an essential characteristic of leaders facing the stress, uncertainty, and change impacting organizations of every size. The good news is that resilience is teachable. In this session, you will explore experiences where you have already been resilient, recognizing your current mental and emotional strength and learn how to build upon that, using the core skills every leader needs to be ready for challenges big and small. To optimize your success, the end of the workshop will test your learning as we develop your public presentation skills, skills you will use throughout the program. By the end of the two days you will have improved your capacity to:

Learning Outcomes:

- Measure your moment-to-moment stress level
- Assess your present brain health
- Recognize daily ways to build cognitive endurance
- Transform stress reactions into valuable feedback
- Build memory files of what the leader values most
- Define the steps to effective, compelling public presentation





Behaviors, Motivators, Emotional Intelligence and the Public Sector Leader

Primex³, Concord, NH • Morning Session

Facilitator: *Carl Weber, Director of Member Services, Primex³*

Emotional Intelligence is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity. This session, based upon the theories of Daniel Goleman, will explore the tenets of Emotional Intelligence and outline techniques to build competency in intrapersonal and interpersonal skills.

Learning Outcomes:

- Recognize and understand your moods, emotions, and drives, as well as their effect on others
- Be able to control or redirect disruptive impulses and moods and the propensity to suspend judgment
- Establish proficiency in managing relationships and building networks
- Have the passion to work for reasons beyond money and status
- Pursue goals with energy and persistence
- Recognize the emotional make-up of other people
- Pursue goals with energy and persistence



Carl Weber, Director of Member Services at Primex³, is responsible for member account development, member growth, stability forecasts, strategic positioning, and management of the Member Services Department. Carl has worked in local government for more than 10 years, most recently as the Town Administrator of Amherst, NH. Once upon a time he was a search-and-rescue swimmer for the US Navy. Carl holds Bachelors' Degrees in Political Science and Community Development and a Master's Degree in Public Policy. Carl is a Certified Professional Behavioral Analyst (CPBA) and Certified Professional Values Analyst (CPVA). Carl regularly teaches on human factors and the relationship of behavior and leadership styles, as well as motivation, coaching, leadership challenges, team building, and failing as a leader.

Leadership Levers: Building Critical Strengths

Primex³, Concord, NH • Afternoon Session

Facilitator: *Jennifer Brennan, Assistant to the CEO, Primex³*

Research on over 75 thousand global leaders across all industries shows that there are six critical capabilities, or "Leadership Levers," employed by those who produce extraordinary business results. Becoming highly competent at just one of these critical levers catapults employees into the 72nd percentile of global leaders in terms of effectiveness. Building capabilities across just three of the levers moves employees into the 90th percentile of global leaders.



(session description continued on next page)

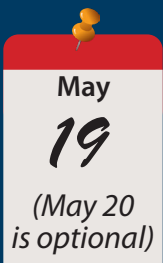
Leadership Levers: Building Critical Strengths is a half-day workshop that focuses on connecting the strategy and needs of the organization with participants' strengths, energy, and passion, within the six Leadership Levers framework. This results in higher employee engagement, discretionary effort, and the organizational outcomes that matter most. Above all else, the workshop promotes a focus on developing **strengths** – rather than focusing on weaknesses – as the best and fastest way to increase leadership effectiveness.

Learning Outcomes:

- Analyze your results from the Leadership Levers Preferences Self-Assessment.
- Learn a useful framework to analyze your competence, passion and organizational context, which will help you select a Leadership Lever to develop and strengthen.
- Create a development plan focused on building high competence in one of the Leadership Levers.
- Identify the correlated behaviors specific to your Leadership Lever, and how these behaviors can be incorporated in your roles.

Please Note: Participants must bring their Leadership Levers Preferences Self-Assessment Result Reports with them to the workshop.

Jennifer Brennan, Assistant to the CEO, joined the Primex³ staff in 2010. In her role, Jennifer works to support the CEO and is an integral contact for the Primex Board of Trustees. She also works throughout Primex³ to help develop and implement projects to complement the goals of the CEO and the organization as a whole. Jennifer is a certified coach and facilitator through Zenger Folkman, a leadership-development organization, and is passionate about helping Primex³ members learn how to identify and leverage their own strengths as leaders, and also learn how to coach and develop others. Prior to joining Primex³, she worked as a newspaper reporter and editor. Jennifer graduated with Bachelor's Degrees in journalism and English from the University of Connecticut, and a Masters of Business Administration from Plymouth State University.



Primex³ Risk Management Summit

Omni Mount Washington Hotel, Bretton Woods, NH

(Attendance on May 19 is required, May 20 is optional.)

Note: Overnight accommodations for the Risk Management Summit are not included in the Emerging Leaders Program fee)

The Primex³ Risk Management Summit is a two-day event with educational sessions, inspiring keynote speakers, and valuable member networking among peers. All meals and sessions are free to Primex³ members, but overnight accommodations are not included in the Emerging Leaders program fee.

Registration information will be available on the Primex³ website in early Spring.



Communicate to Influence

Primex³, Concord, NH • Morning Session
Facilitator: *Jon Wortmann, advisor, speaker, and author*



The best communicators know that every conversation is a chance to create an unforgettable moment. To influence their teams and those they serve, they know how to recognize others' communication tendencies, what motivates them, frame meetings, prepare for conflict, and give impactful presentations. Leaders who become master communicators know what skills they need to practice on a daily basis so teammates and colleagues love working with them and value their feedback and vision. Based on the best selling communication book *Mastering Communication at Work: How to Lead, Manage, and Influence*, leaders will leave this participatory workshop aware of what they are already doing to effectively communicate and with new techniques they can immediately apply to one-to-one, meeting, board presentation, and town hall settings.

Learning Objectives:

- Recognize others' communication tendencies
- Identify what motivates others
- Practice and employ techniques for effective communication

(See bio from previous session)

Conflict Management

Primex³, Concord, NH • Afternoon Session
Facilitator: *Carol Kilmister, SPHR, SHRM-SCP Human Resource Consultant, Primex³*



Conflict in the workplace can be incredibly destructive to an organization and leaders are often challenged by the need to address workplace conflict, whether it presents as legitimate differences between coworkers, or aggressive behaviors that have spiraled out of control. This session is meant to provide emerging leaders with a firm understanding of workplace conflict, from causes through resolution. You will have opportunities to engage in interactive discussions and practice an array of resolution techniques.

Learning Objectives:

- Define conflict and identify the causes
- Recognize the importance of resolving conflict
- Distinguish between the Thomas Kilmann dimensions of conflict
- Employ the six steps of conflict resolution in conflict situations
- Practice conflict management techniques

(continued on next page)

Carol Kilmister is a Human Resource Consultant in the Legal and HR Services Department at Primex³ where she provides training, guidance, and support to Property & Liability members. Prior to coming to Primex³, she worked for many years as the Director of HR for a multi-district SAU in NH. She is a graduate of Rivier University with a Master of Science degree in Human Resource Administration and holds a Bachelor of Science degree in Business Administration from Plymouth State University. In addition, she holds national certification as a senior HR professional from both HRCI and SHRM. She serves on the board of directors of the Greater Concord HR Association of SHRM as well as the Association of NH Public Employer HR Administrators (ANHPEHRA).



Coaching for Performance

Primex³, Concord, NH

Facilitators: *Jennifer Brennan and Carl Weber*

Leaders typically spend much of their time focusing their staff on getting results. However, when leaders also have the ability to coach well, they have the potential to increase not only their personal leadership impact, but also the effectiveness and engagement of those they coach. At the end of the day, participants will leave with the tools they need to coach well, with the outcome of building more productive, engaged, and committed teams.

Learning Objectives:

- Define coaching and its purposes
- Identify the skills that make coaching effective
- Apply the framework for coaching conversations
- Practice effective methods for delivering reinforcing and redirecting feedback

(See bios and photos from previous session)



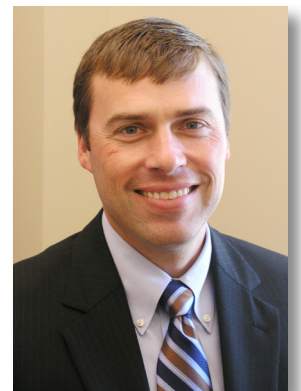
Emerging Through Exploration and Reflection

Location: TBD

Facilitator: *Ty Gagne, CEO*

This program will offer participants an opportunity to explore leadership, teamwork, decision-making and risk management in an experiential learning model.

Ty Gagne, Chief Executive Officer of Primex³, has held executive positions in the municipal (law enforcement), non-profit, and healthcare sectors, and was a two-term school board member. Ty holds a Master of Public Administration from the University of New Hampshire and a Bachelor of Science from Granite State College. Ty is a member of the Leadership NH Class of 2013. Ty completed the program for Senior Executives in State and Local Government at Harvard University's Kennedy School of Government. He holds the Associate in Risk Pool Management (ARPM) and the Associate in Risk Management for Public Entities (ARM-P) designations.





Project Presentations, Graduation Ceremony & Luncheon

Primex³, Concord, NH

Project Presentations, Graduation Ceremony & Luncheon for Participants and Mentors

Emerging Leaders will each deliver a 10-minute presentation on their project to their mentors, fellow Emerging Leaders Program participants, and instructors. The presentation will include information on identifying the project need, evaluation of the implementation process, deliverables and future actions. We will then celebrate with a luncheon and graduation ceremony.

Application Process

Application Deadline: January 31, 2020

Notifications of acceptance into the Program will be sent out by February 14, 2020.

Candidates must complete an online application which includes submitting a 2-minute video stating why they are a good candidate for the Emerging Leaders Program, as well as a letter from their nominating supervisor stating why the applicant is being nominated for the program. Nominees will be selected for participation based upon their supervisor's recommendation and nominee's application. Attendance at all sessions and completion of all assignments, including The Project is required for successful completion of the program.



Upon successful completion, participants will receive 8 CEUs. Primex³ has been accredited as an Accredited Provider by the International Association for Continuing Education and Training (IACET).

Cost for the entire program, including materials, meals and the overnight accommodations for the participants at the Kick-Off session is **\$275**, which will be invoiced to your organization upon acceptance into the Primex³ Emerging Leaders Program.



Click here to PREVIEW the **Emerging Leaders Application**

Click here to COMPLETE the **Emerging Leaders Application**

For more information, please contact:

Elaine St. Jean, Education & Training Program Coordinator
estjean@nhprimex.org ■ 603-225-2841 ext. 114



Life is about discovering who we are;
leading is about striving to become better
than we are and helping everything and
everyone around us to become better too.

— Lolly Daskal
Lead from Within

***More comments from past
Emerging Leaders graduates:***

“It is only natural that during various periods throughout ones career, complacency in the workplace starts to become the status quo. The Emerging Leaders Program is an effective development opportunity that provides renewed motivation, confidence, and inspiration for those seeking to improve both as a professional and a person.”

– Kyle Pimental, Principal Regional Planner
Strafford Regional Planning Commission

...

“The Emerging Leaders Program inspired me to be a better version of myself by focusing on my assets. The training, in conjunction with my remarkable classmates, was a recipe for growth and success.”

– Sarita Croce, Assistant Director
Public Works Department/Wastewater
Town of Merrimack, NH

...

“The Emerging Leaders program provided us with the tools we needed to know ourselves well enough that we could learn how to develop others. Leadership starts with an awareness of who you are, how you perceive others and how others perceive you.”

– Scott Hunter, Fire Chief
Bedford Fire Department

Emerging Leaders Schedule At-a-Glance

<p>Session 1 Chase House Meredith, NH April 13-14</p> <p>Participant/Mentor Dinner & Speaker</p> <p>Risk and Vulnerability: How Leaders Prepare to Learn <i>Jon Wortmann</i></p> <p>How to be a Resilient Leader <i>Jon Wortmann</i></p>	<p>Session 2 Primex³ April 28 8:30 - 4:30</p> <p>Behaviors, Motivators, Emotional Intelligence and the Public Sector Leader <i>Carl Weber</i></p> <p>Leadership Levers: Building Critical Strengths <i>Jennifer Brennan</i></p>	<p>Session 3 Primex³ Risk Management Summit May 19-20</p> <p>Omni Mount Washington, NH Bretton Woods, NH <i>(Attendance May 19 is required. Participants can stay May 20, but overnight accommodations are <u>not</u> included in program fee)</i></p>	<p>Session 4 Primex³ June 17 8:30 - 4:00</p> <p>Communicate to Influence <i>Jon Wortmann</i></p> <p>Conflict Management <i>Carol Kilmister</i></p>	<p>Session 5 Primex³ August 18 8:30 - 4:00</p> <p>Coaching for Performance <i>Carl Weber and Jennifer Brennan</i></p>	<p>Session 6 Location: To be determined September 10 8:30 - 4:00</p> <p>Emerging Through Exploration and Reflection <i>Ty Gagne</i></p>	<p>Session 7 Primex³ October 14 9:00 - 2:00</p> <p>Project Presentations and Graduation Luncheon with Mentors</p>
--	--	--	---	--	---	---



“Leadership is bringing people into new realms of excellence and challenging them to become distinguished in their chosen field.”

— Onyi Anyado



603-225-2841
800-698-2364

www.nhprimex.org

Bow Brook Place
46 Donovan Street
Concord, NH 03301

© COPYRIGHT 2020
New Hampshire Public Risk Management Exchange
All Rights Reserved.