



LEADERSHIP ACCESS INSTITUTE (LAI) SEMINARS

Richard Barnes



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



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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

Leading Focused Conversations

In a world brimming with distractions, the ability to steer a conversation not only ensures that time is respected but also deepens comprehension and rapport among participants. When leaders initiate and maintain focused dialogue, they set a precedent for efficiency, clarity, and purpose. This approach nurtures an environment where ideas flourish, decisions are made promptly, and actions are aligned with collective goals.

A focused conversations will harness the diverse strengths and perspectives within a team, enabling a more holistic approach to problem-solving and innovation. By concentrating the discussion around specific objectives, leaders can effectively sift through the noise, identifying and leveraging the most relevant information. Our method reduces miscommunication and conflict, fostering a culture of trust and respect.

But the real value of leading focused conversations, goes above the immediate benefits of any single discussion. It cultivates a mindset of embedding these principles into the fabric of an organization's culture. Through the consistent practice of focused dialogue, leaders not only drive progress and efficiency but also inspire a deeper sense of purpose and connection among team members, making it an indispensable tool in the arsenal of effective leadership.



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LAI 106: 1 day

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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 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: 3 days

Audience - All Organizational Leaders

Advanced Public Speaking Skills

If you have ever considered attending an Advanced Public Speaking course you probably have already determined the importance of communication skills in your work. You probably also realize that effective public speaking is rapidly becoming a core competency for leaders.

Public speaking is an ancient art; part theater and part political declaration. It's cadence, rhythm, imagery and poetry suggests a thing of great power and great delicacy. Effective public speaking skills can make the dullest of minds dance.

These skills refined through the ages, have evolved significantly with the advent of advanced technologies and methodologies. The art, once confined to orators standing before their audience, delivering speeches from memory or paper, has transcended these traditional boundaries, embracing a new era marked by digital innovation, sophisticated storytelling techniques, and enhanced audience engagement strategies.

Personal branding has also become integral to the realm of public speaking. In an age where content is abundant, establishing a unique voice and a distinct message is crucial for speakers aiming to stand out. Effective public speakers build their brand around authenticity, expertise, and the ability to connect emotionally with their audience.

Advanced public speaking is an intricate blend of art and science, where mastery of content, audience psychology, technology, personal branding, and continuous improvement converge to create impactful, engaging, and memorable

experiences. As society evolves, so too will the art of public speaking, forever pushing the boundaries of how we communicate, connect, and convince.

In this course you will study Opinion Give and Take, Persuasive Appeals, Crisis Speeches and Motivational Presentations.

LAI 108: 8 sessions

Audience - All Organizational Leaders

8 Soft Skills for the Hard-Nose Leader

This dynamic course is designed to build field leadership with a focus on people management skills. Participants will examine the essentials of leading and motivating teams in a construction environment, concentrating on understanding individual and group dynamics, communication techniques, leadership styles and dispute resolution techniques.

The course addresses critical topics such as performance management, conflict resolution, team-building strategies, and the importance of fostering a culture of advancement and innovation. Through interactive discussions, role-playing scenarios, and real-life case studies, attendees will gain insights into effective strategies for managing diverse teams, improving collaboration, and driving employee engagement.

At the completion of this course, field leaders will have acquired practical tools and techniques to lead employees more effectively, enhance productivity, and create a positive work environment that maximizes potential. This course is designed for the field leader or anyone interested in developing strong leadership skills focused on people management in the construction industry.

Session 1 - Unlocking the Power of Critical Thinking: Sharpen Your Mind, Enhance Your Insight

In today's fast-paced world, the ability to think critically is more essential than ever. "Unlocking the Power of Critical Thinking" will equip field leaders with the tools to navigate complex problems and make informed decisions.

During this interactive session, we will explore the fundamental principles of critical thinking, including analysis, evaluation, and synthesis of information. This class is designed to challenge assumptions and foster a mindset of inquiry.

By sharpening critical thinking skills, leaders will not only enhance their problem-solving abilities but also improve their communication and collaboration in both personal and professional settings.

Session 2 - Engaging Employees through Shared Values and Organizational Cultures

Fostering a culture rooted in shared values is essential for driving employee engagement and organizational success. This session offers a comprehensive exploration of how alignment



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between individual and organizational values can enhance motivation, collaboration, and productivity.

Participants will explore the principles of value-based leadership and learn practical strategies to create an inclusive environment where employees feel connected to the mission and vision of the organization. Through interactive discussions, case studies, and collaborative exercises, attendees will discover how to communicate these core values effectively and integrate them into daily operations.

Session 3 - Words that Work: Building Bridges through Effective Communication

This session explores the power of words that foster understanding and relationship building in the workplace. Participants will explore techniques for clarity in messaging and persuasive communication to engage their teams effectively. This program delivers key concepts and techniques that can be immediately applied to maximize leaders' skills and help your organization maintain a competitive advantage. Through interactive exercises and real-life scenarios, attendees will learn to navigate and improve interpersonal relationships, resolve conflicts, and enhance teamwork. By the end of this class, participants will possess the tools to communicate with confidence and empathy, ultimately creating a more connected and productive organizational culture.

Session 4 - Listen Up: The Secrets of Active Listening and Engagement

In a world filled with distractions, truly hearing and understanding others can transform conversations and relationships. In this session, attendees will learn to tune into verbal and non-verbal cues, cultivate empathy, and respond thoughtfully. The course emphasizes the importance of creating a safe space for dialogue, encouraging openness and participation. By mastering the art of active listening, participants will not only enhance their personal and professional relationships but also promote a culture of understanding.

Session 5 - Captivating Leadership: Mastering Your Style, Image, and Professionalism

Effective leadership goes beyond just skills and expertise; it encompasses the ability to inspire and engage through one's personal style and professional presence. This session offers invaluable insights for field leaders seeking to enhance that presence. Participants learn to effectively communicate their vision through polished personal branding and confident body language. By focusing on the art of making strong first impressions and understanding the nuances of interpersonal interactions, attendees gain essential tools to inspire and motivate employees. This course not only equips leaders with the skills needed to stand out in their fields but also fosters a culture of respect and collaboration, ultimately paving the way for impactful leadership that resonates with authenticity and influence.

Session 6 - Making Smart Choices: Navigating Decision Making in a Dynamic Industry

Our construction landscape is constantly evolving and the ability to make informed and strategic decisions is more crucial than ever. How do you navigate complex choices, anticipate trends, and adapt to changes with confidence?

Through a blend of theoretical frameworks and practical case studies, attendees learn to analyze risks, weigh options, and consider the implications of their choices. This class emphasizes critical thinking, collaboration, and adaptability, equipping individuals with the tools to make informed decisions that drive innovation and success.

Session 7 - Negotiation and Persuasion – Key Skills for Field Leaders

The ability to negotiate effectively and persuade others is essential for success in leadership roles. This session will explore essential strategies and techniques that empower field leaders to influence outcomes, build strong relationships, and achieve their objectives. We'll discuss the nuances of negotiation, the art of persuasion, and how to foster win-win scenarios.

Participants are guided through the intricacies of effective negotiation tactics and persuasive communication by engaging in practical exercises and real-world simulations. This class provides confidence to navigate challenging conversations and leverage emotional intelligence with team members.

Session 8 - From Tension to Understanding – Resolving Workplace Disputes

When conflicts arise in the workplace they create tension and hinder productivity. This session explores effective strategies for transforming disputes into opportunities. We'll examine the root causes of workplace disagreements and present frameworks that promote positive outcomes.

This class is not only focused on resolving disputes but also on building a culture of understanding and respect in the workplace. By equipping individuals with the ability to transform tension into constructive dialogue, this class empowers teams to work more cohesively, ultimately enhancing productivity and workplace morale.



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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:

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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!



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