



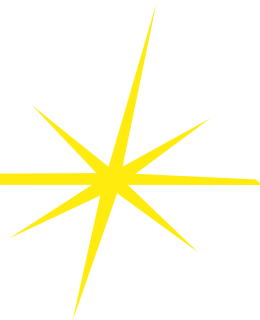
*Hometown services. Hometown strengths.  
Hometown solutions.*



# DUEL™

*Developing Utility Expertise  
and Leadership™*

[WWW.MMUA.ORG](http://WWW.MMUA.ORG)



# Developing Utility Expertise and Leadership™

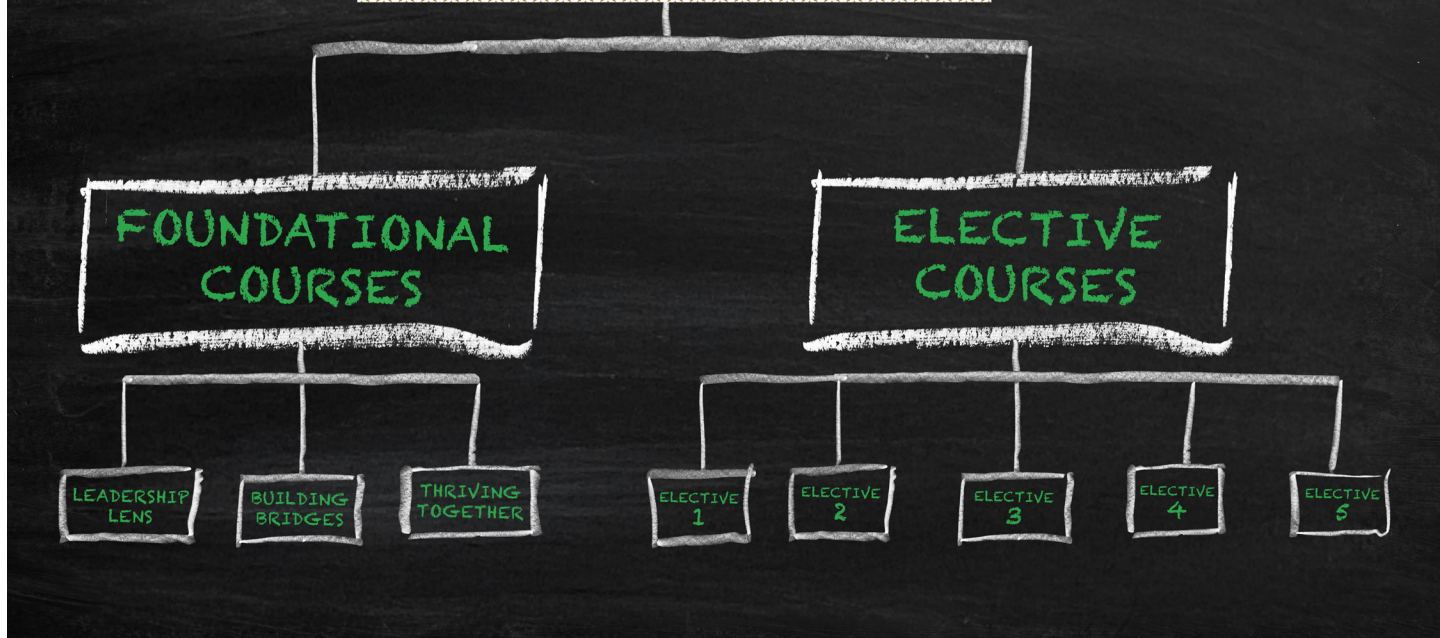
**DUEL™ provides foundational competency for leaders that will influence organizational culture, improve performance, and contribute to long-term success**

A successful leadership program will help position utility leaders for the rapid changes the utility industry is experiencing. It will also help to build well-rounded leaders who are capable of navigating, and even driving, rapid change and response.



**MMUA's DUEL program has been designed to foster practical skills and cultivate the next generation of utility leadership.** The lineup of courses will equip current and emerging leaders with the skills, knowledge, and networks they need to succeed in the ever-evolving environment of hometown utilities. With a municipal utilities focus, the program combines technical knowledge, real-world case studies, and peer collaboration, to build a cohort of leaders capable of tackling the most pressing challenges.

# UTILITIES U™

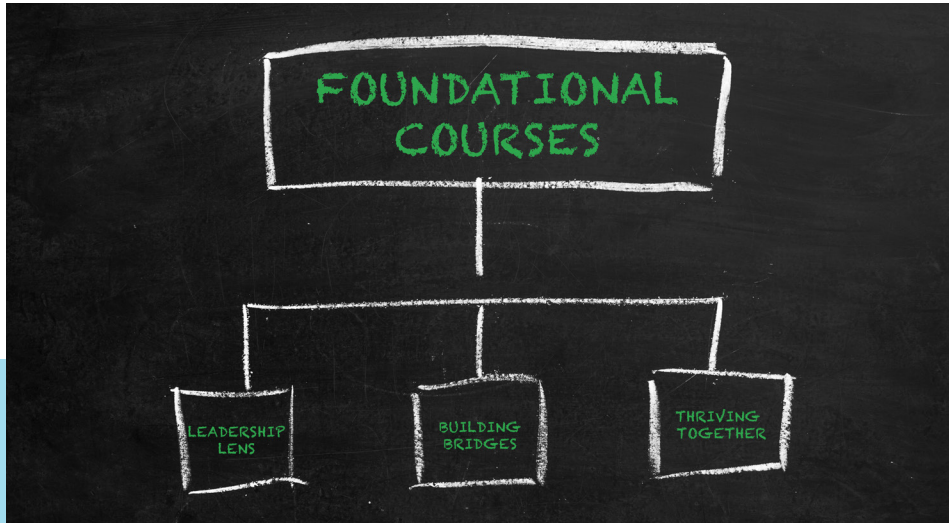


Participants completing the foundational cohort-based learning sessions and at least five (5) elective courses will earn an MMUA utilities leadership certificate. Upon completing DUEL and receiving a certificate, leaders will be eligible for ongoing engagement in a facilitated peer group that will continue to serve as a support and a resource long after the formal program ends.



## Foundational courses: cohort-based deep dives

All participants will take a series of in-person foundational courses that will take place in three two-day sessions. This format allows for extensive discussion of specialized content, experiential learning, and the opportunity to build relationships with a network of peers.



# 1

## LEADERSHIP LENS: YOUR UTILITY, YOUR STYLE, YOUR PATH FORWARD

### **The utility landscape**

Explore distinct types of utility ownership models, infrastructure, regulatory frameworks, technological advancements, and sustainability efforts. The course aims to equip participants with a working knowledge that will enable them to understand and successfully navigate the complexities of the municipal utilities sector from a broad perspective.

### **Leveraging DiSC® for effective leadership**

Using the DiSC® assessment, leaders will better understand their own behavioral style as well as the behaviors of others on their team. This course combines theoretical frameworks with practical exercises, helping leaders develop skills to enhance their leadership capabilities, supervision methods, and to develop strategies for working with a wide range of interpersonal styles.

### **Leading a municipal utility**

Gain insights into the governance and regulatory frameworks that shape municipal utilities, their roles in local communities, and the strategies they employ to deliver essential services.

## 2

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## BUILDING BRIDGES: CONNECTING PLANS, PROJECTS, AND PEOPLE

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### **Leading strategically in the utilities sector**

Explore the essential components of strategic leadership, focusing on the ability to create and communicate a compelling vision, align resources, and create a strategic plan that will drive organizational success.

### **Influencing others: enhancing leadership, communication and team dynamics using Real Colors®**

Understand the essential communication, problem solving, and team building skills necessary for effective leadership using the Real Colors® workshop as a foundation. Learn about various communication styles, strategies for building trust and rapport, and techniques for influencing others.

### **Project management excellence in the utilities sector**

Learn about the principles and practices of project management. You will explore the entire project lifecycle—from initiation to planning, execution, monitoring, and closure. Emphasis is placed on developing the skills required to effectively manage resources, time, costs, quality, and risk in a project environment.

## 3

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## THRIVING TOGETHER: LEADERSHIP FOR DYNAMIC TEAMS AND EVOLVING CHALLENGES

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### **Building high-performance teams in municipal utilities: cultivating a culture of excellence and collaboration**

Explore the key elements that contribute to a strong culture, including values, behaviors, and practices that foster engagement and collaboration. Learn about the dynamics of effective teamwork that elevate the entire organization and drive results, then develop techniques to maximize them for your utility.

### **Leading dynamic changes in municipal utilities: driving innovation and transformation**

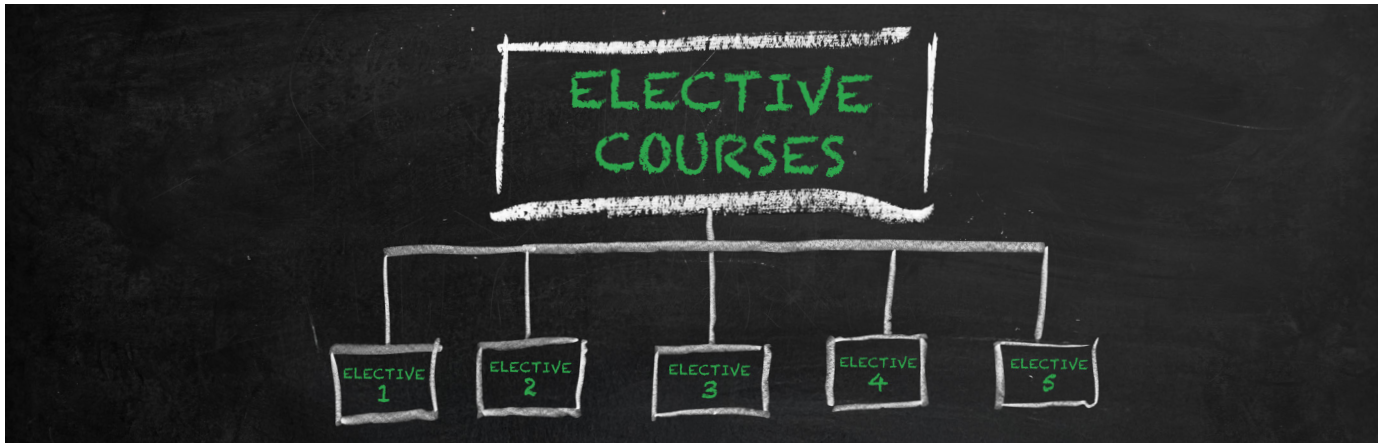
This segment will equip leaders with the tools and strategies to drive change within the organization and overcome resistance to it. Learn to align teams with ever-evolving goals, manage push back, and implement sustainable solutions that enhance efficiency, service delivery, and community impact.

### **Interactive capstone project**

Leaders will apply their learnings to develop a strategic initiative aimed at improving operational efficiency, service delivery, or sustainability within their municipal utility. Each leader will identify a key challenge facing their utility and design a framework for a comprehensive solution that aligns with the utility's long-term objectives. Team presentations and peer solutions will round out this course.

## Elective courses

The DUEL program features a wide variety of elective educational courses. Program participants will choose the five elective courses that best fit their needs and interests. The classes will be offered virtually over the course of a year, and additional courses may be added as hot topics arise.



### **Bonding and financing tools for municipal utilities**

This course will provide utility leaders with a comprehensive understanding of the financial tools and strategies available for funding infrastructure projects, managing debt, and ensuring long-term fiscal health. Explore the intricacies of municipal bonds, funding mechanisms, and financial management critical to the sustainability and growth of utility operations.

### **Building a strategic utility budget: managing resources for sustainable growth**

This course will equip leaders with a comprehensive overview of how to create and manage a utility budget. We will cover the building blocks of budgeting including important background work such as rate studies, salary surveys, and other benchmarking. The course will also cover estimating revenues and expenditures, the importance of financial policies, forecasting, and capital planning.

### **Collaborative leadership: working with councils and commissions**

This course will examine the skills and strategies necessary for effectively engaging with local councils, commissions, and other governing bodies. Leaders will learn how to navigate the complex dynamics of municipal decision-making, build strong relationships with elected officials and commissioners, and advocate for policies that support the growth and sustainability of utility operations.

### **Crisis leadership in the utilities sector: navigating challenges and ensuring continuity**

Learn the skills and strategies necessary to effectively respond to and manage a crisis. The course will help you build resilience and readiness, preparing you to navigate difficult challenges.

### **Critical thinking for effective decision making**

This course will help enhance your decision-making skills in both personal and professional contexts. Learn various decision-making techniques, improve critical thinking abilities, and develop tools to navigate complex decisions with more confidence.

### **From peer to leader: coaching your way to success**

Learn practical strategies to help navigate the unique challenges of transitioning from colleague to leader using a mentor/coach framework for leading while maintaining positive relationships and building an effective team.

### **Mastering grant writing for utilities: securing funding for growth and innovation**

This course will provide leaders with the essential skills and strategies to write successful grant proposals, from identifying funding sources to submitting well-crafted proposals that meet the needs and expectations of the funders.



### **Navigating the interview process: identifying talent with integrity and compliance**

This course will equip new leaders with the skills necessary to conduct effective and legal interviews. Topics will focus on enhancing leadership capabilities in asking the right questions, assessing talent, making informed hiring decisions, and fostering a positive candidate experience.

### **Negotiation skills for utility leaders: collaboration and stakeholder engagement**

Utility leaders are front and center when negotiation is needed. From daily work group discussions and inter-departmental problem-solving to more complex situations such as developing labor agreements, nailing down the terms of business contracts, and addressing service territory changes, successful negotiation with a diverse range of stakeholders is an essential part of your professional toolkit. This course will acquaint you with the basic negotiation skills needed to drive strategic outcomes, foster collaboration, and maintain positive relationships across all levels of utility engagement.

### **Regulatory knowledge and compliance in municipal utilities: navigating challenges for operational success**

This course will provide leaders with the tools and resources needed to navigate the complex landscape of utility regulations. Learn how to interpret and apply regulations effectively, identify potential compliance risks, and implement best practices for maintaining compliance across all areas of operations.

### **Strategic risk management in the utilities sector: safeguarding operations and ensuring resilience**

This course will equip utility leaders with the knowledge and skills needed to protect critical infrastructure from cyber threats and other areas of risk. Learn about the fundamentals of cybersecurity, the unique challenges faced by the grid, and strategies for safeguarding infrastructure and data.

### **Telling the municipal utilities story: crafting a compelling narrative for community engagement**

Discover how to effectively communicate the value, challenges, and impact of municipal utility services to diverse audiences. Through a blend of storytelling techniques and strategic messaging, you will learn how to craft compelling narratives that highlight the essential role municipal utilities play in the community.

### **Understanding human resources basics and employment law**

Gain practical insights into the foundational aspects of human resources, including the employee life cycle, while also diving into important employment laws including those addressing discrimination, workplace safety, labor rights, and compliance.

Register now at [www.mmua.org/events](http://www.mmua.org/events).  
Cohorts are kicking off throughout the year!

## CONTACT US



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