



THE LEADERSHIP PARTNERSHIP OF RHODE ISLAND

PREPARING TOMORROW'S
LEADERS. TODAY



**ARNOLD
LUMBER**

Cooley/Group

THE
**UNIVERSITY
OF RHODE ISLAND**

OFFICE OF
STRATEGIC INITIATIVES





The Leadership Partnership of RI Fact Sheet

Who?	The Leadership Partnership of RI (TLPRI) is a group of Rhode Island employers with a common need for leadership development. TLPRI is funded through Real Jobs RI to create and deliver leadership development programs. The Partnership Advisory Board includes Toray Plastics, AstroNova, Arnold Lumber, Dominion Diagnostics, Banneker Supply Chain Solutions, Hexagon Manufacturing Intelligence and the URI Office of Strategic Initiatives.
What?	A set of customized leadership training programs designed to: <ul style="list-style-type: none"> • Prepare/develop/support emerging and new leaders • Enhance skills of high potential experienced leaders • Provide opportunities for learning through mentoring • Increase engagement among leaders in the workforce
How?	Training programs have multiple components: <ul style="list-style-type: none"> • Formal classroom sessions using competency-based curriculum • Learning from others as a <i>mentee</i> or developing others as a <i>mentor</i> • On-the-job training activities and capstone projects • Online learning and networking resources
Where?	Training location rotates among participating organizations to provide a richer experience for participants by affording them the opportunity to visit other manufacturing organization campuses.
When?	We are recruiting participants for our next session now! Participation in this program is <i>absolutely free of charge</i> ; all materials and supplies are provided. In addition, participants receive a Certificate & CEUs from URI upon completion of the program.
Why?	Our mission is <i>to prepare tomorrow's leaders today</i> to address the challenge of succession planning facing many Rhode Island companies.

For more information or to register employees for one of our programs, please visit our web site at www.tlpri.com or contact:

Lindsey Brickle, Partnership Manager
The Leadership Partnership of RI
Lindsey.brickle@gmail.com or 401-641-8032

Donna Malley, Grant/Fiscal Management
The Leadership Partnership of RI
Donna.malley.p8@mail.toray





Employer Commitment

The purpose of the Employer Commitment Letter is to advise the participating company of their requirements for participation.

Please complete required fields and return this commitment letter to your Leadership Partnership Advisor. Thank you for supporting your employee's leadership development!

Dear Leadership Partnership Advisory Board:

I, _____, as a representative of _____, commit to the following so that _____ may successfully participate in the Leadership Partnership training program supported by Real Jobs RI:

- Provide all necessary and complete applications and documentation for each employee participant;
- Allow participating employee(s) to attend all classroom sessions of the cohort training schedule;
- Allow participating employee(s) to complete any make-up work in lieu of attendance at any session;
- Allow ample time for supervisor and participant to engage in on-the-job training activities, mentoring activities, and provide progress reports, in support of the program curriculum;
- Provide for timely evaluation of employee by supervisor, including necessary metrics;
- Respond to requests from Advisory Board for general information regarding internal advancement of participating employees.

It is my understanding that in exchange for the above, my employee(s) will receive training that is professional, well-constructed, and taught by instructors who are prepared and credentialed in the field. Further, I realize that ***The Leadership Partnership*** reserves the right to dismiss any employee who fails to comply with all of the requirements of the program.

Thank you.

Sincerely,

Name and Title



Preparing Employees for the Learning Opportunity

Let's face it, you only get one chance to make a first impression. Make it count!

It's recommended that the employer create a shortlist of their emerging leaders and determine which leadership training program most closely aligns with the progression of their career path.

Now that you've completed the hard work of determining *who* will be submitted to participate in the training program, the next step is to prepare your newly referred employee for the leadership program.

The first step is communication. We recommend that the timing of when the employer submits the employee's name to The Leadership Partnership of Rhode Island, the employer crafts an email to the employee congratulating the employee on being selected to participate in the leadership training program.

Email Example:

*I am pleased to announce that you were nominated by the management team to participate in the next **[Insert leadership program name]** (refer to page **[XX]** for course description) which starts on **[Insert date]**. Congratulations!!!*

*This is a collaborative **[Insert number of weeks]** course that has **[XX]** in-person classes and **[XX]** virtual classes (refer to page **[XX]** for the class schedule).*

*In this **[XX]** -session x 2-hour weekly program you will learn:*

- ***[List a summary of what the employee will learn in the training program. Use the description contained in this booklet].***

*You will be receiving an email from **Lindsey Brickle, Partnership Manager** with The Leadership Partnership of Rhode Island with enrollment instructions. This program is fully funded by Real Jobs RI.*

This is a great opportunity to leverage and enhance your existing management skills.

Please do not hesitate to reach out to me with any questions.

[Include the course schedule in your email communication].

The second step is communication. Follow up with your employee and engage in a collaborative discussion explaining why they were selected for this leadership program. Following Lindsey Brickle's email, ensure they have registered and created their profile for the program.

The third and ongoing step is communication. One week prior to the start date, follow up and ask if he/she has any questions and knows where they are going for their first session.

By following the steps on this page, you are setting your employee up for success!



Being A Leader Level 1

Training for Emerging Leaders

This program is designed for new and emerging leaders looking to develop foundational supervisory skills. Topics include: (1) Understanding the Supervisory Role, (2) Courage, (3) Managing Conflict, (4) Driving Engagement, (5) Planning and Aligning and (6) Optimizing work Processes. The program is competency based and includes a couple of individual assessment to enhance self-awareness, experiential learning methodologies, on-the-job activities and a capstone project. In addition, participants learn from others by being matched with a certified mentor. The program includes 36 hours of classroom instruction, a leadership coach/coachee workshop, all materials and job aides. Upon completion of program requirements, participants receive a certificate and continuing education units from the University of Rhode Island Office of Strategic Initiatives. The following provides a summary of each topic in the program.

➤ **Understanding the Supervisory Role**

This module will educate participants to distinguish the worker role from the supervisory role, understand the key supervisory functions of Managing Self, Managing Others and Managing the Organization, as well as identifying ideal supervisory characteristics. Participants will complete the Extended DISC assessment and Emotional Intelligence as part of this module and spend time analyzing and discussing their results to gain self-awareness of their particular behavioral style. Focus will be on using this awareness to build their individual professional development plan. Concepts and skills will be reinforced through on-the-job activities and mentoring. This module provides foundational knowledge and skills to succeed.

➤ **Courage**

This module is designed to teach participants to direct the work of their team, manage crisis and mitigate challenges. Their leadership strengths will be revealed, challenged and practiced. They will emerge confident in what it means to have courage. Concepts and skills will be reinforced through on-the-job activities and mentoring. The three main topics covered in this module are:

➤ **Managing Conflict**

Preparing students to learn how to recognize signs and triggers of conflict, methods of de-escalation, mediation and active listening, as well as techniques and formulas to separate the person from the conflict. Participants will complete the Strengths Deployment Inventory (SDI) as part of this module.





➤ **Driving Engagement**

Preparing participants to discuss the characteristics of positive relationships and successful teams as well as appreciating the importance of self-awareness and team member-awareness in the areas of values, strengths, learning styles, behavioral styles and leadership styles. Participants will emerge with the tools and skills to motivate their staff and create a team atmosphere.

➤ **Planning and Aligning**

This module will introduce participants to key concepts of Project Management while they learn how to prioritize and organize the work of their team so that deadlines will always be met, contingencies will be accounted for and results will be evaluated. Participants will emerge well equipped to manage projects, resources and processes. This is a classroom environment and concepts learned in the classroom will be reinforced through on-the-job application and mentoring. Participants successfully completing this course will learn how to build benchmarks and outcomes into their work plan and have the ability to use them to measure progress.

➤ **Optimizing Work Processes**

Participants will learn how to set and communicate clear expectations, organize work, assign tasks, monitor and track progress and provide performance feedback. Participants will benefit from exposure to work planning forms, peer-to-peer role plays and individual and group feedback techniques.



Level 1: Being a Leader (Cohort 17 – Spring 2025)

Course Schedule*

Module 1: The Supervisory Role			
Session	Date	Timeframe	Location
Session 1	3/06/25	1:00-4:00 pm	AstroNova 600 East Greenwich Ave. West Warwick
Session 2 Leadership Panel	3/20/25	1:00-4:00 pm	Dominion 211 Circuit Dr. North Kingstown
<p style="text-align: center;">Leadership Coaching Workshop</p> <p style="text-align: center;">Includes Level 1 Leadership Participants and Leadership Coaches March 27, 2025 1:00-4:00 pm In-person: Arnold Lumber</p>			
Module 2: Courage			
Session	Date	Timeframe	Location
Session 3	4/10/25	1:00-4:00 pm	Toray 181 Cripe Street North Kingstown
Session 4 Leadership Panel	4/24/25	1:00-4:00 pm	Toray 181 Cripe Street North Kingstown
Module 3: Managing Conflict			
Session	Date	Timeframe	Location
Session 5	5/8/25	1:00-4:00 pm	AstroNova 600 East Greenwich Ave. West Warwick
Session 6 Leadership Panel	5/15/25	1:00-4:00 pm	Arnold Lumber 297 Main Street Wakefield
Module 4: Driving Engagement			



Level 1: Being a Leader (Cohort 17 – Spring 2025)

Session	Date	Timeframe	Location
Session 7	5/29/25	1:00-4:00 pm	Dominion 211 Circuit Dr. North Kingstown
Session 8 Leadership Panel	6/5/25	1:00-4:00 pm	Toray 181 Cripe St. North Kingstown
Module 5: Planning and Aligning			
Session	Date	Timeframe	Location
Session 9	6/19/25	1:00-4:00 pm	Toray 181 Cripe Street North Kingstown
Session 10 Leadership Panel	6/26/25	1:00-4:00 pm	Cooley/Group 350 Esten Ave. Pawtucket
Module 6: Optimizing Work Processes			
Session	Date	Timeframe	Location
Session 11	7/10/25	1:00-4:00 pm	URI Memorial Union 50 Lower College Road Kingston
Session 12 Leadership Panel	7/17/25	1:00-4:00 pm	Dominion 211 Circuit Dr. North Kingstown
OJT Presentations and Graduation	8/7/25	9am-12:00 pm	Arnold 297 Main Street Wakefield



Level 1: Being a Leader (Cohort 18 – Fall 2025)

Course Schedule*

Module 1: The Supervisory Role			
Session	Date	Timeframe	Location
Session 1	7/31/25	1:00-4:00 pm	Toray 181 Cripe Street North Kingstown
Session 2 Leadership Panel	8/7/25	1:00-4:00 pm	AstroNova 600 East Greenwich Ave. West Warwick
<p>Leadership Coaching Workshop</p> <p>Includes Level 1 Leadership Participants and Leadership Coaches August 21, 2025 1:00-4:00 pm In-person: Arnold Lumber, 297 Main Street, Wakefield</p>			
Module 2: Courage			
Session	Date	Timeframe	Location
Session 3	8/28/25	1:00-4:00 pm	Dominion 211 Circuit Dr. North Kingstown
Session 4 Leadership Panel	9/4/25	1:00-4:00 pm	Toray 181 Cripe Street North Kingstown
Module 3: Managing Conflict			
Session	Date	Timeframe	Location
Session 5	9/18/25	1:00-4:00 pm	AstroNova 600 East Greenwich Ave. West Warwick
Session 6 Leadership Panel	9/25/25	1:00-4:00 pm	Arnold Lumber 297 Main Street Wakefield
Module 4: Driving Engagement			



Level 1: Being a Leader (Cohort 18 – Fall 2025)

Session	Date	Timeframe	Location
Session 7	10/9/25	1:00-4:00 pm	Dominion 211 Circuit Dr. North Kingstown
Session 8 Leadership Panel	10/16/25	1:00-4:00 pm	Toray 181 Cripe St. North Kingstown
Module 5: Planning and Aligning			
Session	Date	Timeframe	Location
Session 9	10/30/25	1:00-4:00 pm	Toray 181 Cripe Street North Kingstown
Session 10 Leadership Panel	11/6/25	1:00-4:00 pm	Cooley/Group 350 Esten Ave. Pawtucket
Module 6: Optimizing Work Processes			
Session	Date	Timeframe	Location
Session 11	11/20/25	1:00-4:00 pm	URI Memorial Union 50 Lower College Road Kingston
Session 12 Leadership Panel	12/4/24	1:00-4:00 pm	Dominion 211 Circuit Dr. North Kingstown
OJT Presentations and Graduation	1/08/26	1:00-4:00 pm	Arnold 297 Main Street Wakefield

Level 2: Leading with Character and Competence Program Overview

TARGET AUDIENCE: Mid-level Leaders

No matter what your role is in your organization, every day, in every action, you choose whether you want to be a leader. To increase your leadership skills, you must build your “competence and character” to work effectively and to inspire others to follow you. And “influence” forms the basis of leadership, no matter how many people you influence—and that influence also requires being both capable and of good character. Grounded in building personal capacity, broadening trustworthiness and collaboration, as well as capabilities for advancing leadership, the course has a dozen focal components.

Each of these 12 elements is derived from the latest evidence on effective leadership and business acumen. The address of them goes intentionally and strategically from self-awareness and personal leadership character and competency, to creating followership & team-leading, then ultimately to enterprise-wide efficacy and achieving overall desired outcomes. The program involves 14 contact hours of varied and experiential instruction in a hybrid program format. It includes group mentoring, a separate complementary and dedicated stretch assignment, plus additional supplemental, self-paced, learning options.

The real-time, work-based stretch targeting, so critical for professional growth, will enable further leader development. Further, the intelligent use of emotions, employee engagement, and optimal communication skills, plus strengths-based coaching and group mentoring of participants will enable trainees to learn how to function more efficiently and effectively with direct reports and teams, as well as how best to address organization climate and culture.

In this program you will learn:

- How to identify the foundations of leadership,
- How to build your “character and competence” as a leader, and
- How to cultivate the four components each of character (Integrity, Humility, Courage, and Accountability), and competence (Learning, Change, Judgment and Vision).



Leading with Character and Competence **Level 2** *Framework for Leadership Development*

No matter what your role is in your organization, every day, in every action, you choose whether you want to be a leader. To increase your leadership skills, you must build your “competence and character” to work effectively and to inspire others to follow you. And “influence” forms the basis of leadership, no matter how many people you influence—and that influence also requires being both capable and of good character. Grounded in building personal capacity, broadening trustworthiness and collaboration, as well as capabilities for advancing leadership, the course has a dozen focal components.

Each of these 12 elements is derived from the latest evidence on effective leadership and business acumen. The address of them goes intentionally and strategically from self-awareness and personal leadership character and competency, to creating followership & team-leading, then ultimately to enterprise-wide efficacy and achieving overall desired outcomes. The program involves 28 contact hours of varied and experiential classroom instruction, including 7 hours of group mentoring, and a separate complementary and dedicated stretch assignment, plus additional supplemental, self-paced, mostly e-learning options.

The real-time, work-based stretch targeting, so critical for professional growth, and will enable further leader development. Further, the intelligent use of emotions, employee engagement, and optimal communication skills, plus strengths-based coaching and group mentoring of participants will enable trainees to learn how to function more efficiently and effectively with direct reports and teams, as well as how best to address organization climate and culture.

In this 7-session x 4-hours weekly program you will learn:

- How to identify the foundations of leadership,
- How to build your “character and competence” as a leader, and
- How to cultivate the four components each of character (Integrity, Humility, Courage, and Accountability), and competence (Learning, Change, Judgment and Vision).





Leadership Level 2: Leading with Character and Competence (Cohort 12 - Spring 2025) Hybrid Training Schedule

Session/ Date/Location	Time	Topic	Asynchronous Assignment	Clark Book Chap- ter
<i>One</i> 3/11/25 (In per- son) Dominion Diagnostics 211 Circuit Drive NK	2 hours 1:30-3:30 pm	Introductions to Course, Materials & Each Other	Cornerstones self- assessment (in class)	Preface, Intro. & Chapter 1
<i>Two</i> 3/18/25 Virtual	2 hours 1:30-3:30 pm	<i>Integrity</i>	4 Cores of Credibility self-test	Chapter 2
<i>Three</i> 3/25/25 Virtual	2 hours 1:30-3:30 pm	<i>Humility and Ac- countability</i>	Humility self-test	Chapters 3 & 4
<i>Four</i> 4/1/25 Virtual	2 hours 1:30-3:30 pm	<i>Learning</i>	Courage demo activity	Chapter 5
<i>Five</i> 4/8/25 Virtual	2 hours 1:30-3:30 pm	<i>Change</i>	Assessment of workplace culture	Chapter 6
<i>Six</i> 4/15/25 Virtual	2 hours 1:30-3:30 pm	<i>Judgment</i>	Bias ID activity	Chapter 7
<i>Seven</i> 4/22/25 (In person) Toray/EWC 181 Cripe St. NK	2 hours 1:30-3:30 pm	<i>Vision</i> and Summation/ Graduation	Continuing Development presentation on site	Chapter 8



Learning Through Leadership Coaching



Overview

This program is designed for experienced leaders at any level who want to share their expertise with less experienced (new/emerging) leaders. The methodology taught is strength-based and seeks to develop the mindset, skillset and toolset necessary to help others grow.

There are two training options available, Leadership Coaching Full and Leadership Coaching Lite. Participants in the Leadership Coaching Full program meet for 18 hours of instruction (in-person or virtually), gain self-awareness through several self-assessments and receive a certificate and continuing education units from URI. Participants in the Leadership Coaching Light program meet for 8 hours of instruction (in-person or virtually) and receive the course text, *10 Steps to Successful Mentoring* (see below for full citation).

Participants in either program are invited to attend a leadership coach/coachee workshop if they are interested in coaching a new/emerging leader from our Level 1: Being a Leader training program.

Leadership Coaching Framework

[3Fs]: The Focus, Framework and Format for coaching new and emerging leaders

[3Ms]: A Model, the Methods & Mechanics for leadership coaching focused on strengths usage and enhancement

[3Ds]: The keys to addressing Data, professional Development & Decision-making

Assessments and Textbooks

Extended DISC Behavioral Assessment (<https://www.extendeddisc.org>)

Strengthscope (<https://www.strengthscope.com>)

Strengths Deployment Inventory (<https://totalsdi.com>)

The Coaching Pathfinder: A Concise Guide (2021). Gene Knott

10 Steps to Successful Mentoring. (2019). Wendy Axelrod. Alexandria VA: ATD Press (ISBN 978-1-949036-48-0)

