



**The Ohio Aggregates & Industrial Minerals Association**  
*2023 Emerging Leader Program*

**The Five Foundational Pillars:**

1. Networking
2. Industry Awareness
3. Geographic Awareness
4. Leadership Development
5. Mentorship/Accountability

**Overview of Individual Sessions:**

- Each session starts on a Tuesday at noon and ends on Thursday at noon. (1/2-day, full day, 1/2-day format).
- Sessions are held in various areas of the state to promote geographic and product awareness.
- Participant travels Tuesday morning arriving at location for informal networking lunch and greeted by program staff and host company where/when appropriate.
- **Day 1 (Tues)**- Opening session starts at 12 p.m. (noon) with lunch followed by the start of program, adjourning approximately 5:00 p.m. We conclude the day with dinner in a casual setting ideal for networking, relationship building.
- **Day 2 (Wed.)** - We begin the next morning with breakfast, followed by continued classroom leadership training and lunch. Following lunch, we travel to an aggregate or industrial minerals facility for a tour and learn about the operation. We conclude the tour with a debrief and recap of the day. We return to the hotel following the tour. We conclude the day with a dinner that will include a guest speaker when possible.
- **Day 3 (Thur.)**- The closing session will provide a morning wrap-up with training/speaker and conclude with a box lunch. Travel home that afternoon

### **Each Session includes the following components:**

1. Technical (facility tour/subject matter expert), safety discussion at the facility.
2. Self-development (individual, team, organization).
3. Networking (with both participants and local industry leadership).
4. Political (introduction to local elected officials as they serve as session guest speakers).

### **Session Highlights:**

- Thorough debrief after each session - What did we learn? Workplace applications? Adult learning principles applied as opposed to traditional “school.”
- Greg Coker provides one-on-one coaching during interim (between each session). If the attendee should need more coaching on a specific subject, Greg Coker will be available to provide further assistance throughout the duration of the program.
- Reading material between each session. Each participant will be provided reading material recommendations and encouraged to do some homework between each session which will assist in better understanding the previous session and/or help better understand what will take place during the next session.
- During the first session we introduce the importance of “Mentoring” within one’s organization with the expectation that each participant will select a mentor within her/his organization before Session Two. A training module will be provided for both the participant and the Mentor (between sessions one-two) with continuous support from Greg Coker/OAIMA staff throughout the process.

### **Application Process: A Sponsor and Candidate Application Required for Each Nominee**

#### **Participant/Company Investment:**

- The tuition for the 2023 Ohio Aggregates & Industrial Minerals Association Emerging Leader Program is a suggested \$3,250 per individual.
- Minimum attendance is 15. Maximum attendance is 20.
- The tuition does not include lodging and/or transportation to/from program sessions.
- Investment covers the cost of the meeting locations in the hotel settings, food and beverages, any outside speakers, transportation for the group at each location, etc.



## Program Overview (Draft 1-23-23)

### March 28th – Bonus Mini Session -One Day Kick-Off and Orientation



2023 Emerging Leaders will learn about the legislative process and tour the Ohio Statehouse in March of 2023.

#### Location: Athletic Club of Columbus/Eastman & Smith/Ohio Statehouse

- This is an optional in-person session designed to introduce participants to the Legislative Process.
- Participants will learn from industry experts about how an idea becomes law.
- Greg Coker will present an introduction to the 5 Pillars of the OAIMA Leadership Program (virtual option)
- Participants will visit the Ohio Capitol.
- Participants will attend a legislative committee hearing and legislative session (if available)
- Participants will attend part of the OAIMA Board Meeting and be introduced to industry leaders.
- Participants will attend the OAIMA Legislative Reception at the Capitol Rotunda and meet with state legislators.





In 2022 Emerging Leaders Toured the Belden Brick Co. Operations and will return in 2023.

## **Session One: Leadership & Management**

**Location: Canton Ohio, Host Member: Belden Brick Co.**

**Dates: Tuesday May 16, Wednesday May 17<sup>th</sup>, and Thursday May 18<sup>th</sup>**

### **Day 1 - 1/2 Day**

- Arrive at noon: Networking/Introductions/ Lunch
- Session begins at 1 p.m.
- OAIMA leadership will provide a general overview of the Emerging Leader Program.
- What is OAIMA and "Why" do we exist - background on the association.
- Theme of afternoon session will be "Getting to know each other."
- Participant Introductions
- Stages of Team Growth (Form-Storm-Norm-Perform)
- The Appreciation of Differences (Social Style Model)
- Breakouts/Debrief
- Day 1 Debrief
- Adjourn at approximately 5pm
- Informal Dinner/Social

### **Day 2: - Full Day**

- Breakfast
- Guest Speaker: Kick off the morning with a guest speaker, elected official, business leader, etc.
- Building Cathedrals: The Power of Purpose
- Management & Leadership
- Lunch

- Tour of Belden Brick Operations
- Day 2 debrief
- Dinner
- Guest Speaker: TBA

### **Day 3: - Half Day**

- Breakfast
- Guest Speaker: TBA
- The Mentoring Process
- Emotional Intelligence
- Session One Debrief
- Next steps/reading assignment
- Preview Session two
- Box Lunch – Adjourn



2022 Emerging Leaders  
Visited Lafarge's Marblehead  
operation

### **Session Two: Finance / Mini MBA**

**Location: TBA**

**Dates: Tuesday July 18, Wednesday July 19, Thursday July 20**

### **Day 1 - 1/2 Day**

- Arrive at noon: Lunch
- Session starts at 1 p.m.
- Discussion on Management and Leadership - What is the difference?
- Debrief of the 10 Day MBA Book
- Breakouts/Debrief

- Day 1 debrief
- Adjourn at approximately 5pm
- Dinner/Activities

### **Day 2: - Full Day**

- Breakfast
- Guest Speaker: We like to kick off the morning with a guest speaker, elected official, business leader, etc.
- Guest Speaker - Business / Accounting related speaker from industry.
- Focus areas - Economics, balance sheets, cash flow statements, budgeting, etc.
- Lunch at the hotel
- Quarry tour - TBA
- Day 2 debrief
- Dinner

### **Day 3: - Half Day**

- Breakfast
- Guest Speaker: TBA
- Strategic planning and problem solving
- Public speaking & how to run a meeting
- Session Two Debrief
- Next steps/reading assignment
- Preview Session three - Ohio politics, what are the hot topics in the Ohio legislature, preparation of how a bill becomes law.
- Lunch – Adjourn



2022 Emerging Leaders visited Melvin Stone Co. and heard from Ohio House Leadership at Jurgensen Co. Headquarters.

### **Session Three: Organizational Dynamics & Team Effectiveness**

**Location: TBA**

**Dates: Tuesday August 22, Wednesday August 23, Thursday August 24**

#### **Day 1 - 1/2 Day**

- Arrive at noon: Lunch
- Session starts at 1 p.m.
- Team Effectiveness,
- Stages of Team Growth
- Day 1 Debrief
- Adjourn at approximately 5pm
- Dinner/Activities

#### **Day 2: - Full Day**

- Breakfast
- Organizational Dynamics
- Change Management
- Engagement & Motivation
- Employee Orientation
- Performance Management
- Culture
- Tour - TBA
- Dinner
- Guest Speaker: TBA

### Day 3: - Half Day

- Breakfast
- Quarry Tour - TBA
- Debrief of session 3
- Next steps/reading assignment
- Preview Session four
- Lunch- Adjourn



2022 Emerging Leaders visited Shelly Materials Marblecliff operation and adjacent MetroPark.

### **Session Four: Continue Strategic Planning, Work/Life Balance, Negotiation, Customer Service**

**Location: TBA**

**Dates: Tuesday October 10, Wednesday October 11, Thursday October 12**

### Day 1 - 1/2 Day

- Arrive at noon: Lunch
- Session starts at 1 p.m.
- Focus Areas:
  - Soft Skills Training



- Strategic Planning
- Negotiation
- Customer Service
- Day 1 debrief
- Adjourn at approximately 5pm
- Dinner/Activities

### **Day 2: - Full Day**

- Breakfast
- Guest speaker: TBA
- Continue Soft Skills training
- Lunch at the hotel
- Tour
- Day 2 debrief
- Dinner
- Guest Speaker: TBA

### **Day 3: - Half Day**

- Breakfast
- Guest Speaker
- Complete any unfinished business
- reflect on session 4
- Debrief 2020-2021 Leadership program - feedback on entire program
- Lunch at hotel or local restaurant – Adjourn



Industry experts share their knowledge with 2022 Emerging leader program participants.



2022 OAIMA Emerging Leaders  
Program Graduates at the OAIMA  
Annual Meeting.

## Session Five: Graduation/OAIMA Annual Meeting November 16-17, 2023

### Appendix

#### Workshop Topics/Training Outcomes *(covered within the five sessions)*

- **Building Cathedrals: The Power of Purpose.** *Module Outcome: To see one's organization's higher purpose. The "WHY" that author/speaker/consultant Simon Sinek highlights. I use a "Cathedral" as a personal/organizational expression of purpose.*
- **Managing the Business; Leading your People.** *Module Outcome: Realize the difference between management and leadership and the importance of and need for both.*
- **The Appreciation of Differences (Related to Communication Style).** *Module Outcome: To realize we approach life and work from four basic perspectives (Driver, Analytical, Expressive, Amiable) and should understand, appreciate and utilize each approach. I'm also certified in the Myers Briggs Type Indicator (MBTI). Participants could take this instrument prior to workshop and I could share results during this session. MBTI is similar to the Driver, Analytical, Expressive, Amiable Model but more in-depth and considered the Gold Standard of personality profiles. If we decide to go with MBTI, this would replace the Driver, Analytical, Expressive, Amiable Model. Bottom line, the time needed would be roughly the same.*
- **Emotional Intelligence (EQ in addition to IQ).** *Module Outcome: Emotional Intelligence (EQ) is a relatively new term. We introduce what EQ is, why it's important and the key components. Just like it's not Management OR Leadership but rather Management AND leadership, we emphasize its not IQ OR EQ but rather IQ AND EQ.*

- **Coaching/Mentoring.** *Module Outcome: Most think of Coaching as a sports coach. That's more directing versus coaching. Also, more and more employees (especially newer ones) are asking for a personal coach/mentor. We explain what a coach is and what it's not and provide a coaching model.*
- **Team Effectiveness.** *Module Outcome: Most teams are not reaching peak performance (Hence the book, *The Five Dysfunctions of a Team*). We cover the characteristics of effective teams, the steps of team growth (Form-Storm-Norm-Perform) and specific strategies to build highly functioning teams.*
- **Change Management.** *Module Outcome: The only constant is change. I cover the seven dynamics of change and their impact on employees while presenting strategies for implementing needed changes.*
- **Customer Satisfaction:** *Module Outcome: Very often, we make customer service harder than it has to be. We simplify by outlining the four basic things customer's want, the art of recovery when we drop the ball, how customers rate us, cycles of service and key moments of truth that are most important for the customer.*
- **Problem-Solving/Project Management.** *Module Outcome: The topic itself is a bit intimidating. I share a simple problem-solving tool (GBASS: Goals, Barriers, Alternatives, Selection, Sequence) outlining how it can be used from the grocery store floor to more formal planning sessions.*
- **Performance Management (The Appraisal Process)** *Module Outcome: Get rid of "Evaluations" and replace with "Real Conversations" regarding performance and how to get even better. Big emphasis on Coaching.*
- **Handling difficult conversations: Getting the "wrong people off the bus" with dignity and self-esteem in place.** *Module Outcome: Give participants specific strategies on how to have that difficult conversation when things just don't work out with an employee.*
- **Employee Orientation.** *Module Outcome: The importance of and specific strategies to getting employees productive once we hire them versus a "Glad you're here, fill out all this paperwork, you'll start tomorrow."*  
*Organizations with a strong onboarding process improve new hire retention by 82% and productivity by productivity by more than 70%.*
- **Negotiation.** *Module Outcome: While almost 100% of managers say negotiation is a critical skill, less than 10% report ever having training on the topic. We discuss "Above the Line" (the numbers) and "Below the Line" (the psychology/human dynamics) aspects of "Win-Win" negotiations.*
- **Culture.** *Module Outcome: Participants will understand how they are a HUGE part of the overall organizational culture, and they must "own" the culture of their operations. Numerous surveys report culture is one of the*

*main reasons' employees stay and one of the main reasons they leave.  
Culture is tied to more "human dynamics" versus "technical expertise."*

- **Taking Care of You:** Stress Management. *Module Outcome: Everyone's at their wits end. We can't take care of others if we're not taking care of ourselves. We provide the seven characteristics of people who manage stress.*