# Leadership Academy

**2025**

# Winning in Weber Leadership Academy

## Johnnie Miller

Johnnie Miller is the Chief Executive Officer of the Utah Counties Indemnity Pool, an Interlocal agency operating as a group self-insurance fund for Utah Counties and County related entities. Miller has held designations as a Certified Insurance Counselor, Certified Risk Manager and Associate in Risk Management for Public Entities. Miller is a Current board member of the County Reinsurance Limited captive insurance company and the New Mexico Counties Reinsurance captive insurance company, former board member of the National League of Cities Mutual, former board member of the Association of Governmental Risk Pools, and former President of the Utah Public Risk Management Association. Miller also serves as the Risk Manager to the Utah Sheriff's Association.

## Hollie Doyle

Hollie has more than 16 years of global operations leadership, with expertise in large-scale methodology development, business-intelligent process design, transition, transformation, implementation, process innovation, employee development, and best practices.

*EACH SESSION IS LIMITED TO 25 ATTENDEES
$50/PER ATTENDEE/PER SESSION
BILLED TO THE DEPARTMENT

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## Mark King



Mark was born and raised in Weber County. He attended Weber State University where he graduated with a bachelor's degree in Manufacturing Engineering. Mark worked 26 years for Autoliv Inc. which is the benchmark of the automotive Industry in Lean Manufacturing. He graduated Valedictorian of his class in Autoliv's APS Lean University and received his Masters APS Lean 201 certificate. He held many Engineering Positions in Research & Development, Quality, and Production over the years. Mark has been a Project Manager and Team Manager. He spent most of that time learning how to effectively use the different tools of Lean Manufacturing and Lean Management.

Mark has worked the last 9 years mentoring and teaching other businesses Lean Principles. Mark created Wasatch Lean Consulting because he believes that the Lean Principles and Lean Management, which are used primarily in manufacturing, can lift The Service Industry to be more effective and efficient and find greater success than ever before. He has been married for 41 years and has two boys with wives of their own and 5 grandchildren.

*EACH SESSION IS LIMITED TO 12 ATTENDEES
$29/PER ATTENDEE/PER SESSION
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## WCF Insurance



With over 100 years of experience, WCF Insurance is an innovative property and casualty insurance provider that serves the Western United States. Every day our dedication is to the people who make our communities thrive - from the amazing businesses we insure, to our incredible agency partners, to our fantastic employees, and the non-profits we support. We strive to make a lasting impact by continuing to make investments in the region and protecting the communities within it.

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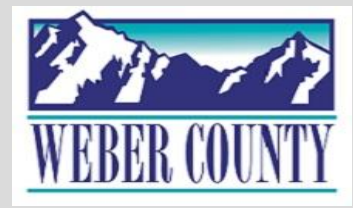
## Spring Sessions

**January – April**

### Module 1- Organization Intelligence

|  | Class | Date | Time | Instructor | Credits |
|---|---|---|---|---|---|
| January | Employment Law | January 7th | 9:30am-10:30am | Johnnie Miller | 1.0 |
|  | Recognizing & Rewarding Employees * | January 16th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
|  | Leadership Principles* | January 23rd | 9:30am-10:30am | Mark King | 1.0 |
| February | Ethics in the Workplace | February 4th | 9:30am-10:30am | Johnnie Miller | 1.0 |
|  | Understanding Growth Mindset * | February 20th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
|  | County Core Values | February 27th | 9:30am-10:30am | Chris Crockett | 1.0 |

### Module 2- Leadership Competency

|  | Class | Date | Time | Instructor | Credits |
|---|---|---|---|---|---|
| March | The Money Matters | March 13th | 9:30am-10:30am | Scott Parke | 1.0 |
|  | Implementing a Growth Mindset* | March 20th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
|  | Behavioral Safety | March 26th | 9:30am-10:30am | WCF | 1.0 |
| April | Systems Management* | April 10th | 9:30am-10:30am | Mark King | 1.0 |
|  | Analyzing & Make Practical Decisions* | April 17th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
|  | FLSA | April 24th | 9:30am-10:30am | Courtlan Erickson | 1.0 |

*\* Hollie Doyle Classes are 25 ATTENDEES $50/PER ATTENDEE/PER SESSION*
*\*Mark King Classes are 12 ATTENDEES $29/PER ATTENDEE/PER SESSION*

**\*Credits: Complete 12/24 credits within each session to receive a Winning in Weber Leadership Academy 2025 certification at the end of the year.**

# Winning in Weber Leadership Academy

## Summer Sessions

**May – August**

### Module 3- Building Integrity and Growth

| | Class | Date | Time | Instructor | Credits |
|---|---|---|---|---|---|
| May | Standards of Conduct | May 6th | 9:30am-10:30am | Johnnie Miller | 1.0 |
| | Collaboration, and Communication* | May 15th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
| | Performance Management | May 20th | 9:30am-10:30am | Johnnie Miller | 1.0 |
| June | Human Performance | June 12th | 9:30am-10:30am | WCF | 1.0 |
| | Fostering Loyalty* | June 19th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
| | Visual Management * | June 26th | 9:30am-10:30am | Mark King | 1.0 |

### Module 4- Investing in the People

| | Class | Date | Time | Instructor | Credits |
|---|---|---|---|---|---|
| July | Performance Counseling | July 8th | 10:30am-11:30am | Johnnie Miller | 1.0 |
| | Becoming an Effective Leader* | July 17th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
| | Effective Communication | July 31st | 9:30am-10:30am | WCF | 1.0 |
| August | Recruiting, Hiring & Orientation | August 12th | 10:30am-11:30am | Johnnie Miller | 1.0 |
| | Building Stronger Teams* | August 21st | 8:30am-12:30pm | Hollie Doyle | 4.0 |
| | Discipline | August 28th | 10:30am-11:30am | Emily Wilde | 1.0 |

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# Winning in Weber Leadership Academy

**WEBER COUNTY**

## Fall Sessions

**September-December**

### Module 5- Psychological Safety

|  | Class | Date | Time | Instructor | Credits |
|---|---|---|---|---|---|
| September | Active Shooter | September 11th | 4:00pm-7:00pm | Sheriff Office | 1.0 |
|  | Engaging & Retaining Employees* | September 18th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
|  | Cyber Safety | September 25th | 9:30am-10:30am | Javier Nunez | 1.0 |
| October | Violence in the Workplace | October 2nd | 9:30am-10:30am | WCF | 1.0 |
|  | Setting Expectations* | October 16th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
|  | FMLA & ADA | October 22nd | 10:30am-11:30am | Ryan Smith | 1.0 |

### Module 6- Your Leadership

|  | Class | Date | Time | Instructor | Credits |
|---|---|---|---|---|---|
| November | Maintaining Mental Health | November 5th | 9:30am-10:30am | GBS | 1.0 |
|  | Conflict Resolution | November 11th | 10:30am-11:30am | Johnnie Miller | 1.0 |
|  | Working with Difficult People* | November 20th | 8:30am-12:30pm | Hollie Doyle | 4.0 |
| December | Diversity | December 2nd | 9:30am-10:30am | Johnnie Miller | 1.0 |
|  | Standardized Work for Managers* | December 11th | 9:30am-10:30am | Mark King | 1.0 |
|  | Managing Change* | December 18th | 8:30am-12:30pm | Hollie Doyle | 4.0 |

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## Summary of Courses Offered

- **Active Shooter**

  Active shooter training addresses the threat of an active shooter by providing awareness, preparation, prevention, and response methods. Participants learn actions to take when confronted with an active shooter, workplace violence key indicators and how to manage an active shooter incident.

  This class will start later in the afternoon for classroom training. When the building closes to the public the live simulations will start throughout the building.

- **Becoming an Effective Leader**

  It is pretty easy to look outside of ourselves and identify a good leader. We can describe how they act and what they do. It is even easier to describe a bad leader. We've all been there.

  Most of us struggle, though, to know exactly how to act so we can be good leaders. This workshop gives us the tools and the plan.

  We will discuss hands-on leadership skills that you can take back to work. Today. This workshop will explore key leadership skills, including:

  1. The leadership imperatives: What leaders must do
  2. Cultivating authentic trust both up and down in the organization
  3. The essential need for balance. Ownership versus delegation. Oversight versus micro-management. Coaching versus dictating

  This is a dynamic, highly interactive training workshop. The instruction will benefit all leaders and managers, regardless of level or role in an organization. It will also provide guidance for potential leaders and managers.

- **Behavioral Safety**

  This course is an introduction to the concepts of behavioral safety. The workplace cultures and management styles in which the behavioral safety process can be successful will be discussed. Essential elements of behavioral safety will be represented, and resources provided on how to implement the process in the workplace.

- **Building Stronger Teams**

  The best teams are motivated by positive influences. We know that.

  But many of us have ached in a job that motivates through threats or fear (the "my way or the highway" management style).

  We think it's important to develop leaders who know how to build strong teams in a positive workplace. Because it's way more fun to go to work because you *want* to and not because you *have* to—because you don't want to lose your job...you need the health-care coverage.

  The workshop will help every individual in every organization because it will generate morale, build teams, and make the organization an attractive workplace.

  It will help everyone in the organization because it will help them build teams, solve problems, and work together toward a common vision.

  You'll learn four key concepts—and more:

  1. The value of working in teams

2. The component parts of a team
3. The roles *leaders* play in building teams
4. The roles that *workers* play in building teams

- Delegation

    Imagine feeling busy up to your eyeballs. In this hypothetical scenario, you are so overwhelmed that you feel like you are drowning. Surely the easiest answer is to delegate, right? But imagine that sickening feeling as you realize that no one knows what you know. No one can do the tasks like you do.

    It feels like delegation won't help you. Instead, delegation feels like an extra thing you'll need to babysit.

    You feel...stuck.

    If only this all-too-familiar scenario were only hypothetical! In reality, we've all been there. This workshop is designed to inject some invaluable logic into the frenetic pace of overwhelming tasks. This workshop will teach hands-on skills to—

    1. Realistically identify tasks that can and cannot be delegated
    2. Evaluate skillsets of team members to determine to whom we can delegate
    3. How to package and communicate expectations
    4. How to have a conversation to delegate
    5. Manage follow-up conversations and accountability without micromanaging

- Effective Communication

    Communication is defined as the imparting or exchanging of information and a means of connection between people. Effective communication is a foundational element for managers and supervisors to impart knowledge and instruction to employees. This 60-minute course will identify obstacles and explore strategies to communicate effectively with employees, colleagues, and others in a business environment in order to achieve optimal performance.

- Engaging, Recognizing, and Retaining Employees

    A 2018 survey of U.S. employees found that only 45% of workers are happy with their jobs. When we look at the same survey by age group, only 35% of the younger workforce is happy.

    Whoa. That's a lot of unhappy people, especially early in their careers.

    With employees staying at a job for only three to four years, most employers are struggling to figure out the secret recipe for keeping employees happy and extending their longevity at work.

    This workshop is for all levels of leadership. We focus on approaches that solicit authentic feedback from employees. We then focus the discussion on tools to create genuine job satisfaction (and we'll dive a little deeper than suggesting you buy a foosball table and bean-bag chairs).

    This is an interactive workshop with leaders from multiple organizations. The discussion will focus on the following:

    1. How to engage employees in safe and honest ways
    2. Factors that do and do not contribute to job satisfaction
    3. Establishing meaningful recognition programs
    4. Fostering workplaces of growth and loyalty

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- **How to Analyze and Make Practical Decisions**

  Remember the TV game shows of the 1970s where contestants could choose a prize hidden behind curtain 1, 2, or 3? Two of the curtains concealed wonderful prizes. One curtain, however, hid a bogus prize (like a pet donkey or a barrel costume attached to a pair of suspenders).

  Leadership decisions often feel like an overwhelming version of the same game. With so much on the line, we can't afford to mess up. We can't afford to accidentally choose the wrong curtain because the impact of our decisions is so great.

  From setting company goals to making hiring decisions to planning big purchases – this workshop will teach skills to make decisions at every level of significance. We will learn powerful tools to logically walk through our options and walk away confident in our decisions.

  In this workshop, we will learn to –

  Evaluate the full spectrum of options available

  1. Develop a practical decision analysis tool for any situation
  2. Define and weigh the value of all our decision criteria
  3. Make big decisions with a group, using logic instead of personal preferences as a guide
  4. Use logic-based measurements and tools to resolve differences of opinion

- **Human Performance**

  Human Performance is not just about safety, it can be used for improving all areas of performance. The most successful organizations use Human Performance for all areas of performance. Human performance is a science that includes understanding human error and how to manage that error and behaviors.

- **Implementing a Growth Mindset**

  After learning about what a growth mindset is, most audiences immediately ask, "How can I learn more?" and "How do I put this into practice?" It is really a life-changing concept!

  This workshop – with all new content and no repeat information from the previous month – focuses on adding the next level of in-depth perspective and direct application exercises.

  In this course, we will learn how to—

  1. Recognize patterns of thinking or behaviors that signal fixed or growth attitudes
  2. Assess the impact of fixed thinking, both personally and within an organization
  3. Apply hands-on tools for implementing a growth mindset in our behavior
  4. Intentionally manage our thoughts to direct them to growth-focused habits

- **Leadership Principles**

  True Leaders must use both Formal and Informal Leadership skills to inspire and direct team members through clear expectations and a return and report structure based on the vision and goals of each Division. This class will outline leadership philosophies and behaviors and how to create a standard method that will drive improvement and inspire excellence.

- **Maintaining Mental Health**
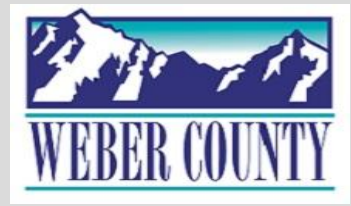
Help employees find effective techniques to maintain their mental health. This seminar includes facts, tips and tools that can be used daily to improve mental well-being.

- ## Managing Change and Using it to Our Advantage

    *"Things aren't the way they used to be."*

    True, but they never were. While the pace of change has increased, change has *always* been with us.

    Ask the monks who wrote manuscripts by hand. Ask the blacksmiths who shoed horses. Ask the workers who made typewriters.

    So how do we take advantage of change?

    The workshop will benefit those who experience change. I*n other words, it will benefit every one of us.* It will help workers who live with change. It will help leaders who navigate change.

    In this workshop, we'll explore *at least* four new and key concepts:

    1. The nature of change—and why it's always with us
    2. The advantages of change
    3. The ways to adjust our thinking about change— and use change to our advantage
    4. The ways to soften the blows of constant change

- ## Recognizing and Rewarding Employees

    In 2021, McKinsey & Company conducted research to understand factors in a job that are most important to employees. This survey included an in-depth analysis about why employees choose to leave their jobs.

    The results of this study are strikingly consistent: Feeling valued by a manager, owning a sense of belonging, and feeling a place of value in the organization top the charts. Employers can offer bonuses or soda machines in the break room all day to reward employees. Yet, those things aren't scratching the actual itch that drives employees the most.

    In this workshop we'll discuss practical strategies to recognize and reward employees (often without spending a dime). We will focus on—

    1. Evaluating the spectrum of transactional versus relational interactions
    2. Common pitfalls in recognition that we may be surprised to realize they accomplish the opposite of our desired outcome
    3. An amazing recipe to verbally communicate feedback effectively

    Every participant will walk out of the room with dozens and dozens of unique ideas to recognize and reward. These will be items you can implement at work immediately or will be a useful reference for creative options to demonstrate appreciation.

- ## Setting Expectations and Improving Behavior

    Where do you want to go? Where do you want your workers to go?

    Where do *they* want to go?

    How are you—and how are they—going to get there?

    These are real questions. Serious questions. When it comes to establishing expectations and managing accountability, we want to help leaders see real results from a happy, fulfilled team.

    The workshop will benefit leaders who plan for the future. *In other words, it will benefit every leader.* It will also benefit *potential* leaders— those who about to become leaders— with a requirement to set and reach goals.

Among other things, we'll explore—
1. The differences between healthy and unhealthy accountability
2. Strategies to set realistic goals, both for individuals and teams
3. Approaches to set clear expectations through effective communication
4. How to measure performance
5. Conversation tools to hold others accountable and to address unmet goals

- **Standardized Work for Managers**

  It is very easy to lose control of your day and become overwhelmed by the bombardment of "drive by" situations that arise daily. This class will provide management tools that will help keep you focused throughout your day. It will also help create a management mindset that can be used daily to identify critical and important tasks that need to be completed.

- **Systems Management**

  Every Manager is responsible for the system that each of their team members operate within. This class will help you to understand what a system is and how it needs to be managed. It will provide tools to identify weakness and risk within the system. It will also teach how to address those weaknesses.

- **Teamwork, Collaboration, and Communication**

  We have the right product or services. Our organization's foundation is strong. We have amazing employees who are committed and care. We have loyal constituents.
  When all those critical ingredients are in place, why do our teams still struggle? Why is growth so painful and clumsy? Why do we battle the same problems we have faced for years?
  In this immersive learning experience, we will experience for ourselves the perspectives and behaviors that work best for collaboration and system-wide thinking. We will learn how to examine every level of an organization for opportunities: ourselves, our teams, our departments, the entire company.
  In this workshop we'll explore how to—
  1. Examine our companies as an entire system, rather than segregated departments
  2. Remove silos within an organization for more seamless thinking
  3. Implement practical strategies to communicate needs and expectations
  4. Develop actionable plans that facilitate cross-team collaboration and networking within our companies

- **Understanding Growth Mindset**

  "Vision is not enough. It must be combined with venture. It is not enough to stare up the steps; we must also step up the stairs." – Vaclav Havel
  Many teams suffer a common limitation: their progress and growth stagnate. They can maintain the status quo, but they cannot get over the next hurdle to the next stage. They feel buried under the same issues they've battled for years.

Employee attitudes often mirror the company's limitations. These companies hear employee comments like:

*"Well, this is just the way we've always done it. I'm not changing."*

*"Yep, I know those issues! That's just the way it is here. Get used to it."*

*"Those ideas will never work. Why bother?"*

This workshop will focus on investigating the skills and application to finally overcome these challenges in our jobs. We will learn about:

1. Understanding human psychology and why we resist change
2. Navigating the uncertainties and fears associated with transitions
3. Identifying the root causes of fixed mindset attitudes
4. Designing solutions that cultivate real employee motivation

- **Violence in the Workplace**

  This course will offer ideas and help with dealing with upset individuals in the workplace. Techniques for defusing hostile situations, improving customer relations, and preventing robbery will be presented. Course objectives are to help employers provide a safe workplace and reduce the risk of a violent incident.

- **Visual Management**

  Every manager needs to understand at the end of the day if their team is winning or losing. This class will teach you how to use Visual Management to understand how efficiently your teams are fulfilling their responsibilities. By using visual management, you will be able to see inefficiencies and disproportionate workloads and many other critical components that work against the success of your team.

- **Working with Difficult People**

  What is the fastest way to make a fantastic job feel terrible? Insert a difficult person at work.

  But the truth is, every workplace has them. And it can be frustrating. If left unresolved, these frustrations affect our work.

  This is *not* a workshop about changing other people.

  This is *not* a workshop about getting rid of difficult people.

  This *is* a workshop about embracing the diversity of different personalities, preferences, and work styles—in a productive way.

  To do this, we'll explore some important discussions:

  1. Identifying tools to objectively evaluate difficult situations and people
  2. Discussing strategies to examine ourselves, our reactions, our hot buttons
  3. Strategies to de-escalate any situation quickly and effectively
  4. Honestly and directly addressing issues without hurting the relationship

**Trainings dates and times subject to change.**