



Risk Management
Fund

LEADERSHIP DEVELOPMENT

For Supervisors, Managers, Staff, and Executives

2026
TRAINING
CURRICULUM

www.twarmf.org

OUR MISSION

The Fund recognizes the strong connection between effective supervision and the reduction of claims and losses. We are committed to partnering with our members by providing targeted training designed to help mitigate risks and prevent incidents. Skilled and motivated supervisors, managers, and staff play a critical role in shaping and sustaining a culture of safety and quality. We understand that your success depends on having the right knowledge and tools to lead effectively.

Our goal is to deliver fresh perspectives, practical insights, and education on emerging trends and best practices in supervision and management. We aim to empower our members to lead with both confidence and impact. Courses are designed to provide practical tools for everyday workplace challenges and are available via **classroom sessions** or **webinars**. The Fund manages logistics, including trainers, materials, equipment, and refreshments, while members provide the venue and participants.





INTRODUCTION

The Texas Water Association Risk Management Fund is a self-insurance pool formed in 1988 by Texas water districts and authorities. The Fund provides workers' compensation, liability, and property coverage for its members. The Fund's purpose is to provide coverage and risk management services for its members, which allows members more control over managing their risks.

Part of the Fund's mission involves working as a partner with members to reduce risks inherent in their operations. The Fund demonstrates this commitment by providing a range of loss prevention services to support members in their own risk management efforts. These value-added services were developed and enhanced by the Fund over the years. They are tailored to the specific needs of members after collaborating with them.



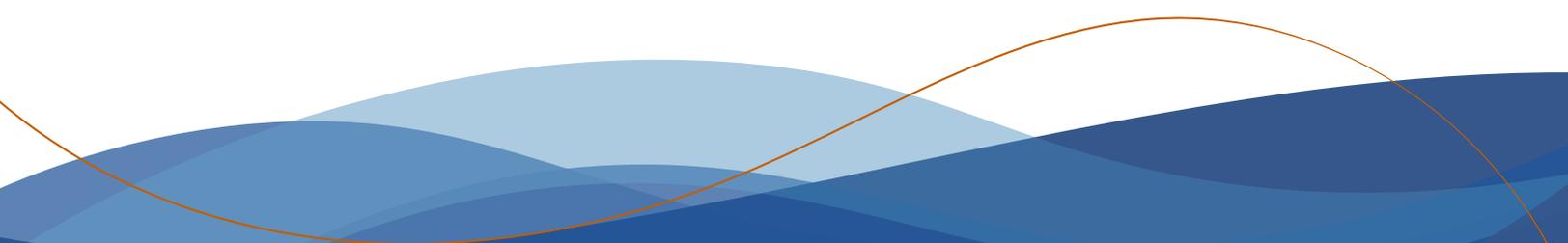


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CLASSROOM SCHEDULING POLICIES

- A minimum of **two half-day sessions** (one full facilitation day) is required **per scheduled visit**.
- A maximum of **five half-day sessions or the equivalent** will be scheduled per visit.
- There will be a limit of **two scheduled visits per year per district**, unless there is a special project, or pre-approved arrangements are made.
- Training will be confirmed **30 calendar days** in advance of the scheduled event date and final course selections need to be made at that time.
- We require a minimum of 10 attendees to a maximum of 25 participants per session.
- Estimated participant numbers are needed **two weeks prior** to the scheduled event and a confirmation of final participant numbers one week prior to the event.
- A minimum of **two weeks' notice** is required to cancel a scheduled event, unless unforeseen circumstances occur.
- Facilitators will need access to the training area on the business day prior to the training date and for the duration of the training.
- All participants should arrive 15 minutes before the scheduled time.

WEBINAR TRAINING GUIDELINES



- **Registration Required:** all participants must register prior to the attending webinar-based training.
- The registration is available on our website: twarmf.org
- All webinars are approximately 1.25 hours long.
- Participants will receive a confirmation upon completing the registration.
- All participants will join through listening mode only.
- Our trainers create various activities to keep the participants engaged through polls, comments and other features to keep the participant active through the training.

CERTIFICATES



Certificates of completion are provided for all courses and available upon request.

COURSE DESCRIPTIONS



RETAINING, ENCOURAGING & DEVELOPING EMPLOYEES FOR SUCCESS

WHY TAKE THIS COURSE?

This session is for Members who currently maintain liability coverage with the Fund and are Frontline Supervisors, Managers who have not had formal Leadership training, and Employees/Office Managers who perform HR related activities. Effective supervision is a key to reducing both liability and workers' compensation claims.



Target Audience:
Supervisors only



Course Length:
1 full day onsite

The Fund offers a one-day supervisory training which focuses on the fundamentals of effective supervision and leadership. Through this training, district leaders will develop both classic leadership skills (communication, managing diversity, conflict resolution, etc.) as well as the day-to-day management skills (hiring qualified staff, managing effective performance, and carrying out disciplinary measures when necessary).

This session covers the following topics:

- Communication
- Differences
- Basic Legal
- Interviewing and Selection
- Documenting Discipline
- Performance Management





ACTIVE LISTENING

WHY TAKE THIS COURSE?

- **List Methods of Communication and their Impact.**
- **Review Hearing vs. Listening.** Distinguish between the physiological act of hearing and the psychological process of listening.
- **Assess Your Active Listening Style** through self-assessment.
- **Understand Listening Types and Discuss Barriers.**
- **Review the Four Key Elements of Good Listening.** Learn to hear, interpret, evaluate, and respond to messages effectively.
- **Adapt to the Style of Others.** Practice adjusting your communication approach to better connect with different individuals.



Target Audience:

All staff and supervisors



Course Length:

½ day onsite OR 1.25 hours webinar



APPLIED ETHICS FOR ALL

WHY TAKE THIS COURSE?

- **Understand the Importance of Ethics** and how they impact trust, respect, and accountability.
- **Model Ethical Behavior** by consistently demonstrating ethical conduct and clear boundaries.
- **Discuss Unacceptable vs. Unethical/Illegal Behavior** using real-world examples and workplace scenarios.
- **Practice Managing Problem Behaviors.** Develop practical skills for addressing and managing unethical or problematic behaviors in the workplace, including reporting, intervention, and upholding policies.



Target Audience:

All staff and supervisors



Course Length:

½ day onsite OR 1.25 hours webinar



BUILDING TEAM AND TRUST



WHY TAKE THIS COURSE?

- **Review the Stages of Team Development** and recognize behaviors associated with each stage.
- **Recognize Common Team Dysfunctions** that hinder team effectiveness.
- **Discuss Strategies for Building and Maintaining Team Trust.**
- **Review the Characteristics of High Performing Teams** including shared vision, proactive communication, emotional intelligence, and mutual accountability.
- **Examine the 5 Bs of Effective Communication.**
- **Identify Behavior Styles and Management Strategies.** Discover different work and behavior styles and discuss strategies for managing and communicating effectively with each style.
- **Practice Team Dynamics.** Engage in activities and discussions to apply concepts of team development, trust-building, communication, and style awareness to real workplace scenarios.



Target Audience:

All staff and supervisors



Course Length:

½ day onsite OR 1.25 hours webinar



COACHING AND ACCOUNTABILITY

WHY TAKE THIS COURSE?

- **Differentiate between a Conflict Mindset and an Intervention Approach.**
- **Identify and Describe Types of Coaching.** Identify and describe short-term (problem-centered) and long-term (growth-centered) coaching.
- **Recognize the Qualities and Characteristics of an Effective Coach.** Assess personal coaching strengths and areas for growth.
- **Document Behaviors and Performance Accurately.** Learn to use best practices (**FOSA**: Facts, Objectives, Solutions, Actions/Accountability).
- **Apply the Four Steps of Effective Coaching.**
- **Practice and Demonstrate Coaching Skills** using case studies, group activities, and feedback exercises.
- **Utilize Constructive Feedback Techniques** to promote improvement and positive outcomes.
- **Develop a Coaching Plan.** Development includes preparation, discussion, follow-up, and ongoing evaluation.



Target Audience:

Supervisors only



Course Length:

½ day onsite OR 1.25 hours webinar



COACHING FOR DEVELOPMENT

WHY TAKE THIS COURSE?

- **Define Coaching vs. Directing** and understand when to use a coaching approach versus a directing approach.
- **Identify Coaching Opportunities** including both planned and spontaneous moments for growth and learning.
- **Discuss Three Coaching Styles: Directing, Guiding, and Enabling.** Identify your own natural tendency.
- **Review and Apply the Coaching Process** using effective questioning techniques at each stage.
- **Practice Self-Coaching.** Apply self-coaching strategies to your own professional development and reflect on personal opportunities for growth.



Target Audience:
Supervisors only



Course Length:
½ day onsite OR 1.25 hours webinar



COMMUNICATING EFFECTIVELY

WHY TAKE THIS COURSE?

- **Define Communication** and explain the difference between intended meaning and received message.
- **Discuss the Impacts of Poor Communication** on individuals, teams, and customers (internal and external).
- **Describe How We Communicate.** Review the five types of communication. Recognize the various channels and their unique characteristics.
- **Assess Your Communication Style.**
- **Seek First to Understand.** Embrace the principle of listening to understand before seeking to be understood and recognize barriers to effective listening.
- **Practice Listening Skills.** Distinguish between types of listening and demonstrate empathic listening in practice.
- **Apply Neutral Language.** Use neutral, non-judgmental, and fact-based language in communication, and practice rephrasing statements to remove blame or evaluation.
- **Recognize the Elements of Successful Communication.**



Target Audience:
All staff and supervisors



Course Length:
½ day onsite OR 1.25 hours webinar



CRUCIAL CONVERSATIONS

WHY TAKE THIS COURSE?

- **Define Crucial Conversations**, including the presence of opposing opinions, high stakes, and strong emotions.
- **Recognize Common Responses and Their Impact.** Identify typical responses to crucial conversations (avoidance, poor handling, or overconfidence) and understand the consequences of each, such as unresolved issues, decreased morale, and loss of credibility.
- **Understand the Importance of Addressing Difficult Topics.** Explain why it is essential to engage in crucial conversations, including the cost of unresolved conflict and the benefits of clear expectations and team functionality.
- **Master the Nine Core Skills for Crucial Conversations.**
- **Apply the Five Principles of Effective Conversation.** Demonstrate two-way dialogue, respect, positivity, open communication channels, and acknowledgment of others.
- **Strengthen Relationships and Team Culture.** Use crucial conversations to build trust, respect, and resilience within teams and the broader organization.



Target Audience:
All staff and supervisors



Course Length:
½ day onsite OR 1.25 hours webinar



EMOTIONAL INTELLIGENCE

WHY TAKE THIS COURSE?

- **Define Emotional Intelligence (EI)** including the ability to understand, use, and manage your own emotions and recognize the emotions of others.
- **Describe the Benefits of Practicing EI** such as improved relationships, resilience, collaboration, motivation, and workplace performance.
- **Review and Apply the Four Domains of EI.**
- **Assess and Develop Self-Awareness.** Use self-assessment tools to evaluate your current level of emotional intelligence, identify emotional triggers, and recognize strengths and areas for improvement.
- **Practice Self-Management Strategies.** Apply techniques to manage your emotions, reduce stress, and maintain motivation, including goal setting, positive feedback, and stress management.
- **Enhance Social Awareness.** Demonstrate empathy, active listening, and the ability to read social cues and organizational culture.
- **Strengthen Relationship Management Skills.** Build and maintain trust, communicate effectively, manage conflict respectfully, and foster positive workplace relationships.
- **Develop a Personalized Action Plan.** Create and implement an action plan to enhance your emotional intelligence, including setting goals, building habits, seeking feedback, and regularly reviewing progress.



Target Audience:
All staff and supervisors



Course Length:
½ day onsite OR 1.25 hours webinar



INTERVIEWING & ONBOARDING

WHY TAKE THIS COURSE?

- **Discuss the Cost of a Bad Hire** including financial, productivity, and morale impacts.
- **Review the Hiring Process and HR's Role in Each Stage.**
- **Explore Candidate Sourcing Opportunities** and the importance of recruitment strategies.
- **Describe Success Criteria for Hiring.** Apply the framework to evaluate candidates' skills, motivation, and cultural fit.
- **Review Basic Legal Guidelines.** Understand and apply legal requirements in interviewing and hiring, including what questions are appropriate and which are prohibited.
- **Examine Best Practices in Interviewing, Screening, Reference Checks, and Making the Offer.**
- **Implement Effective Onboarding (Including Remote Onboarding).** Design and execute onboarding processes that help new hires feel welcome, set clear expectations, and integrate into the organization—both in-person and virtually.



Target Audience:

Supervisors only



Course Length:

½ day onsite OR 1.25 hours webinar



MANAGING DIFFICULT PEOPLE

WHY TAKE THIS COURSE?

- **Discuss Difficult Behavior, How It Manifests, and Its Impact.**
- **Differentiate Between Proactive and Reactive Behavior** and recognize the importance of choosing your response.
- **List Hot Buttons and Describe Anger Triggers** and describe how you and others behave when angry.
- **Compare Paradigms of Human Interaction** and the role of courage and consideration in achieving positive outcomes.
- **Identify and Examine Conflict Styles.** Assess your own conflict style, understand the pros and cons of each, and recognize how these styles influence workplace interactions.
- **Explore Strategies and Tips for Dealing with Difficult People.** Apply practical strategies and tips for managing difficult people, including what to do and what not to do, and how to have effective difficult conversations.



Target Audience:

All staff and supervisors



Course Length:

½ day onsite OR 1.25 hours webinar



MANAGING WORKPLACE STRESS

WHY TAKE THIS COURSE?

- **Define Stress**, including its physical, emotional, and behavioral dimensions, and recognize that both too much and too little stress can impact well-being.
- **Understand the Impacts of Stress**, such as physical and emotional warning signs, production loss, conflict, absenteeism, healthcare costs, low morale, and high turnover.
- **Identify Workplace and Home Stressors**, including workload, relationships, change, finances, and major life events, and understand how these stressors can affect health.
- **Sharpen the Saw (Balance Life's Dimensions)**. Explore the importance of balancing the physical, social/emotional, mental, and spiritual dimensions of life, and brainstorm practical ways to nurture each area for resilience and well-being.
- **Develop a Self-Care Plan** that includes identifying personal “drainers” and “fillers,” setting goals for each life dimension, and establishing maintenance and emergency self-care strategies.
- **Apply Stress Management Strategies**. Utilize the “Four A’s” (Avoid, Alter, Adapt, Accept) and other practical approaches to manage stress, improve coping, and maintain a healthy work-life balance.



Target Audience:

Supervisors only



Course Length:

½ day onsite OR 1.25 hours webinar



MOTIVATING, ENGAGING & RECOGNIZING EMPLOYEES

WHY TAKE THIS COURSE?

- **Review Habits to Be a Successful Retention Leader.** Identify and practice key habits such as working collaboratively with your team, building rapport, fostering a positive environment, communicating expectations, and recognizing achievements.
- **Define Motivation and Types of Motivation.** Explain what motivation is, distinguish between fear-based, incentive-based, and attitude-based motivation, and understand the importance of creating a motivating environment rather than relying solely on external motivators.
- **Identify Demotivators** (e.g., micromanagement, poor communication, lack of advancement, job insecurity) and understand how they impact morale and performance.
- **Discuss Employee Engagement.** Define employee engagement, describe the different types, and identify observable behaviors for each type.
- **Review the Benefits, Levels, and Approaches of Engagement.**
- **List Creative Ways to Recognize and Incentivize Employees.** Identify both traditional and less traditional forms of recognition, brainstorm simple and cost-effective recognition ideas, and explore strategies for making recognition a consistent part of the workplace culture.



Target Audience:

Supervisors only



Course Length:

½ day onsite OR 1.25 hours webinar



PERFORMANCE MANAGEMENT

WHY TAKE THIS COURSE?

- **Discuss Why Managers Dread Appraisals and What Employees Want.**
- **Understand Why Managers Do Appraisals and Review The Process.** Explain the purpose of performance management and appraisal and outline the step-by-step process for setting goals to conducting the appraisal meeting.
- **Describe How to Track, Document, and Rate Performance.**
- **Define SMART Goals and Performance Problems.** Set and evaluate performance standards using the SMART (Specific, Measurable, Attainable, Realistic, Time-Based) framework and distinguish between skill and motivation issues when addressing performance problems.
- **Discuss How to Tackle and Document Performance Issues.** Use structured approaches to address and document performance problems and brainstorm remedies for common challenges.
- **Review How to Conduct a Successful Appraisal Meeting.** Prepare for and facilitate effective appraisal meetings, including structuring the conversation, using open-ended questions, involving the employee, and being aware of potential biases.
- **Recognize and Reward Employees.** Identify non-monetary ways to recognize and reward employees as part of ongoing performance management.



Target Audience:
Supervisors only



Course Length:
½ day onsite OR 1.25 hours webinar



RESPECT IN THE WORKPLACE

WHY TAKE THIS COURSE?

- **Recognize the Benefits of Workplace Respect.**
- **Define the Value of Differences** (including visible and invisible differences), and recognize how leveraging these differences strengthens teams and organizations.
- **Discuss How Filters Can Impact Perception.** Identify how personal experiences, biases, and stereotypes (“filters”) shape our perceptions and interactions, and understand the importance of self-awareness in overcoming these filters.
- **Discuss Disrespectful and Unethical Behaviors in the Workplace** and understand their impact on individuals and the workplace culture.
- **Define Types of Workplace Discrimination and Harassment.** Distinguish between discrimination and harassment, understand protected categories, and recognize the forms and categories of harassment.
- **Identify Strategies to Stop and Properly Report Disrespect and Harassment** including understanding reporting responsibilities, protections against retaliation, and the investigation process.



Target Audience:
All staff and supervisors



Course Length:
½ day onsite OR 1.25 hours webinar



RESPONDING TO CHANGE

WHY TAKE THIS COURSE?

- **Understand the Impact of Change.** Recognize how change affects individuals, teams, and organizations, and appreciate the emotional and operational dynamics involved.
- **Discuss Reasons People Are Resistant to Change.** Identify common reasons for resistance, such as discomfort, fear of loss, limited capacity for change, and concerns about resources.
- **Evaluate Change Style.** Assess personal and team approaches to change, including self-evaluation of change readiness and adaptability.
- **Explore Change Leadership.** Examine the role of leaders and change agents in guiding others through change, including communication, modeling, and supporting the change process.
- **Review the Stages of Change.** Understand and apply models such as William Bridges' three stages and the ADKAR framework to navigate and lead change effectively.
- **Examine Resources for Managing Change.** Identify practical tools, strategies, and resources for planning, communicating, and reinforcing change, including tips for transition, addressing resistance, and sustaining new behaviors.



Target Audience:

All staff and supervisors



Course Length:

½ day onsite OR 1.25 hours webinar



SITUATIONAL LEADERSHIP

WHY TAKE THIS COURSE?

- **Recognize Leadership Traits** such as being supportive, open-minded, honest, inspiring, communicative, and flexible.
- **Understand the Four Models of Leadership** and understand when each is most appropriate based on follower readiness and task requirements.
- **Determine Which Leadership Style Is Best for a Given Situation.** Assess scenarios and followers need to select and apply the most effective leadership style, adapting your approach as circumstances and team members change.
- **Identify Your Leadership Style.** Reflect on your natural leadership tendencies through self-assessment and understand how to flex your style to better support and develop your team.



Target Audience:

Supervisors only



Course Length:

½ day onsite OR 1.25 hours webinar



SUCCESSFUL DELEGATION

WHY TAKE THIS COURSE?

- **Review What Delegation Is (and What It Isn't).** Distinguish between true delegation and “dumping.”
- **Discuss Why We Don't Delegate and Why We Should**
- **Assess If You're a Delegator.** Reflect on your own delegation habits through self-assessment and identify areas for improvement.
- **Decide What, Who to, and When to Delegate.** Analyze your responsibilities, determine which tasks are suitable for delegation, and select the right team members based on strengths, interests, and developmental needs.
- **Explore High Potential and High Performers.** Use tools like the Nine Box Grid to identify high-potential and high-performing employees and match delegation opportunities to their growth and performance levels.
- **Discuss Levels of Delegation or Letting Go/Control.** Understand the different levels of delegation, from close supervision to full autonomy, and apply the appropriate level based on employee readiness and task complexity.
- **Review the Steps to Delegation.** Apply the structured process known as IDEALS.
- **Create a Delegation Plan.** Develop a practical plan for delegating tasks, including clear communication, follow-up, and accountability measures to ensure successful outcomes.



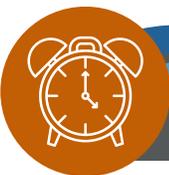
Target Audience:

Supervisors only



Course Length:

½ day onsite OR 1.25 hours webinar



TIME MANAGEMENT AND ORGANIZATIONAL SKILLS

WHY TAKE THIS COURSE?

- **Assess Your Time Management Skills.** Complete a self-assessment to identify current strengths and areas for improvement in managing time effectively.
- **Differentiate Between Being Busy and Being Productive.** Distinguish between activity and outcome and recognize the importance of focusing on results rather than just staying busy.
- **Discuss the 5 Basic Skills of Time Management.**
- **Explore Resources for Better Time Management.** Utilize tools such as activity logs, sample schedules, priority lists, and planning templates to improve daily, weekly, and monthly time management.
- **Identify and Address Time Management Pain Points.** Recognize common obstacles like procrastination, interruptions, and poor prioritization, and implement strategies to overcome them.
- **Develop an Action Plan for Change.** Create a personalized plan to implement new time management habits and strategies, with a focus on continuous improvement and work-life balance.



Target Audience:

All staff and supervisors



Course Length:

½ day onsite OR 1.25 hours webinar



WORKING ACROSS THE GENERATIONS

WHY TAKE THIS COURSE?

- **Define the Generations** in today's workforce including their birth years and historical context.
- **Discuss Stereotypes and Filters.** Recognize common stereotypes and mental filters associated with each generation and reflect on how these perceptions can influence workplace interactions and decision-making.
- **Understand What Defines the Generations.** Explore the key events, cultural shifts, technological advances, and societal changes that have shaped each generation's worldview, values, and behaviors.
- **List Values, Attributes, Work Styles, and Motivators.** Compare and contrast the core values, typical attributes, preferred work styles, and primary motivators of each generation, and understand how these factors impact collaboration and performance.
- **Discuss How Different Generations Add Value.** Analyze the unique strengths, perspectives, and contributions that each generation brings to the workplace, and discuss strategies for leveraging generational differences to enhance team effectiveness and organizational success.



Target Audience:
All staff and supervisors



Course Length:
½ day onsite OR 1.25 hours webinar



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