

Building Your Bench

Developing talent within your organization for stronger teams and better outcomes



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Meet Your Guide

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- Lead with Linnea
- Training and coaching from road crews to boardrooms.

Visit: www.leadwithlinnea.com

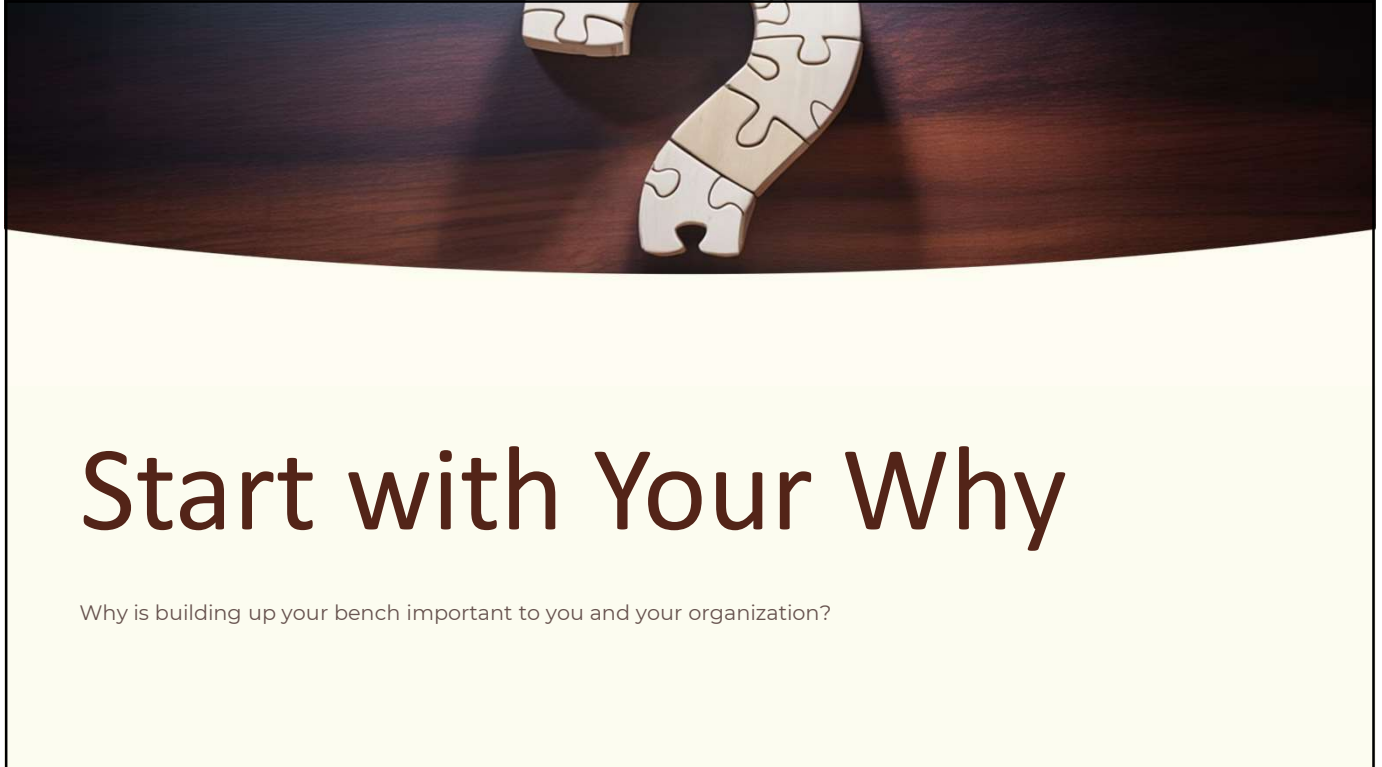
Resources Available

- Blog posts every Monday and Wednesday
- YouTube audio versions now available
- On-site specialized training programs



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Start with Your Why

Why is building up your bench important to you and your organization?

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The Power of Employee Development

Knowledge Building

The more your employees understand about the organization, the better they perform and contribute.

Growth Opportunities

Clear development paths attract better talent and increase job satisfaction through visible career advancement.

Positive Culture

Building your bench creates loyalty, reduces turnover, and builds a sense of purpose and security.

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Reducing Costs & Risks



Lower Recruiting Costs

Reduces hiring needs and expenses by developing internal talent pools.



Operational Continuity

Prevents shutdowns when someone calls in sick, takes vacation, or gets injured.



Multiple Experts

You need more than one expert to maintain smooth operations and avoid single points of failure.

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Reflection Exercise

What's a challenge you have in your organization right now that could be helped with training?

01

Identify the Challenge

What specific issue is your organization facing?

02

Assess the Need

Why is training needed to address this challenge?

03

Envision Benefits

How would your organization benefit from solving this?

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Build Your Leaders and Your Team

Two essential types of training: leadership development and task-specific skills

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Leadership vs. Supervision

Key Distinction

A leader isn't necessarily a supervisor, but a good supervisor IS a good leader.

- Leadership skills are valuable at every level of your organization, not just management positions.

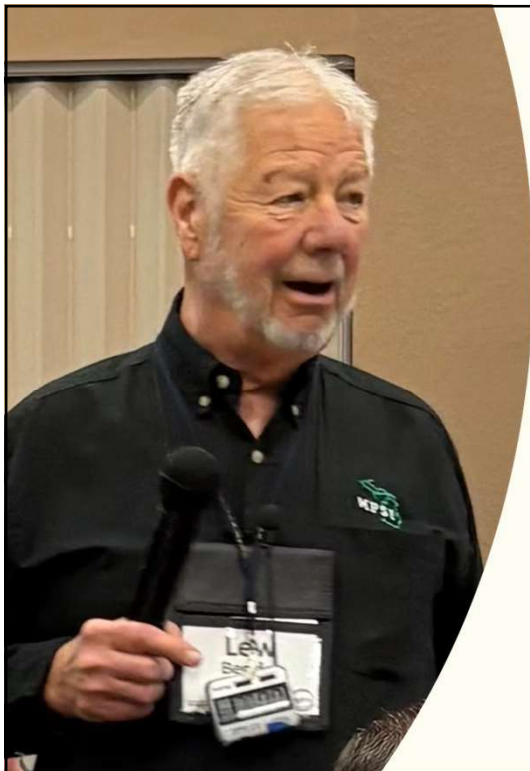
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Why Build Internal Leaders?

- 1 **Cultural Understanding**
You've found someone who understands and appreciates public works - that's huge!
- 2 **Recognition Opportunities**
How many chances do we have to recognize, grow, and develop our employees?
- 3 **Culture Impact**
A bad apple can spoil the bunch, but good leaders help build positive culture.
- 4 **Internal Promotion**
Reduced learning curve, motivated staff, and long-term employment focus.

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The Training Paradox

"What if you train people
and they leave?"

"What if you don't train
them and they stay?"

Credit to Doctor Lewis G. Bender or Doug Cartland

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Real-World Example

1

The Challenge

External supervisor (2 years ago) struggled with public works and leadership learning curves.

2

The Solution

Launched an internal leadership program with 13 team members enrolled.

3

The Approach

Utilizes ongoing topics, feedback surveys, reviews, and learn-by-doing.



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First Steps to Build Leaders

1

Be a Leader Yourself

Model the behavior you want to see in others.

2

Stay Open to Growth

Always be willing to learn and grow alongside your team.

3

Hold People Accountable

Have difficult conversations when necessary.

4

Maintain Humility

Admit mistakes and create an environment where others feel safe taking chances.

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Selecting Your Trainer

Use Humility

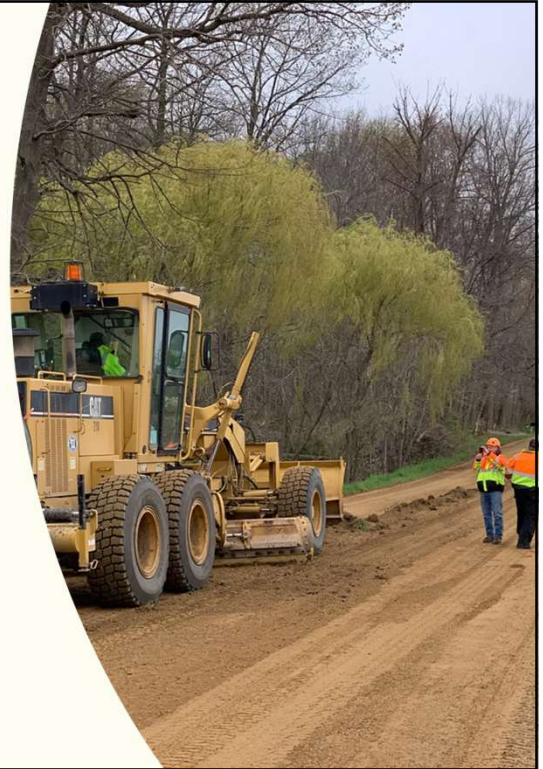
Who is the right person to lead training? It may or may not be you.

Internal Options

Consider someone else within your organization who has the right skills and approach.

External Support

May need to hire someone or utilize a hybrid approach combining internal and external expertise.



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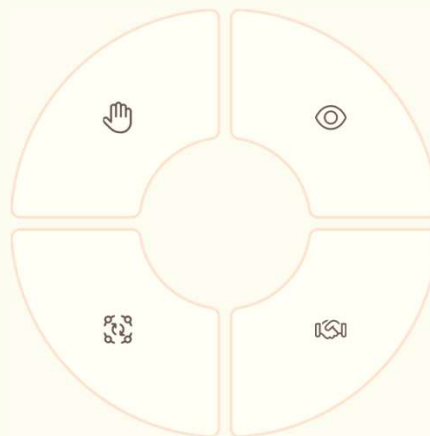
Gathering Potential Leaders

Self-Identified

Employees who volunteer for leadership development.

Train Broadly

Develop leaders at all levels, not just supervisors.



Leader-Identified

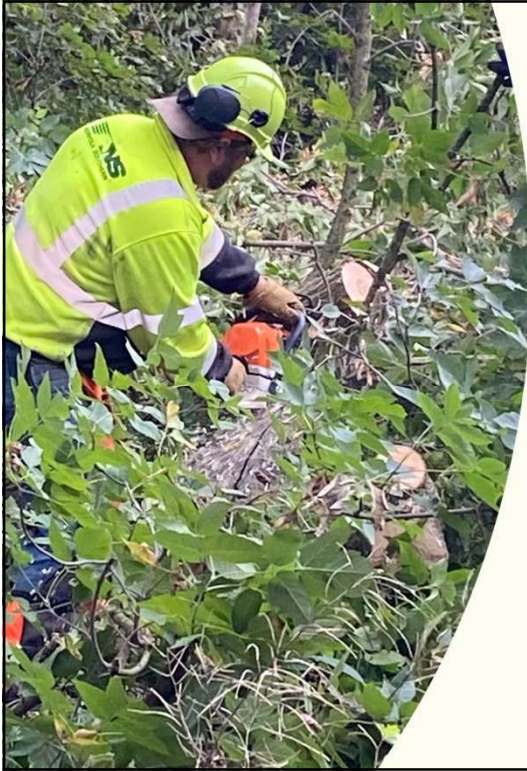
Team members identified by current leaders as having potential.

Union Partnership

Collaborate with union representatives.

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Training Job Skills

Building individual capabilities alongside leadership development

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The Value of Skills Training



Individual Development

Build and develop each person. Investing in your people improves culture and retention.



Increased Value

Team members become more valuable to you and to themselves through skill development.



Standardization Benefits

Standardized training builds efficiency, safety, and accountability across operations.



Reduced Dependence

Decreased dependence on any one individual creates operational resilience.

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Building Your Competency Program

Evaluate Current State

What skills do employees already have? What additional skills do you need? How many people need specific capabilities?

Select & Train Trainers

The best operator isn't necessarily the best trainer. Focus on communication skills, learning styles, consistency, and safety.

Choose Training Methods Methods

Hands-on practice, scenarios, one-on-one vs. group training, mentorship programs. Think creatively - even Lego road setups for construction zones!

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Training Progression Framework

01

Book Work

Review manuals, standard operating procedures, and safety information.

02

Observe

Watch someone else performing the task or skill.

03

Practice Together

Work alongside trainer to learn hands-on techniques.

04

Supervised Practice

Perform tasks with direct supervision and immediate feedback.

05

Independent Work

Execute tasks independently with ongoing feedback and support.

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Maintaining Competency

 **Real Example:** Distributor Operator on Seal Coat Crew

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Operators
Trained

How many operators do you need for your crew size?

50

Miles Per Year

Annual workload determines practice opportunities.

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Working Days

Time needed to complete annual seal coat work.

Doesn't work!



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Reflection: Planning Your Training Training

Go back to the challenge you identified. Select one area for training and consider the details:

Training Scope & Content

Define the specific skills, knowledge, and behaviors your training will target. What are the key learning objectives?

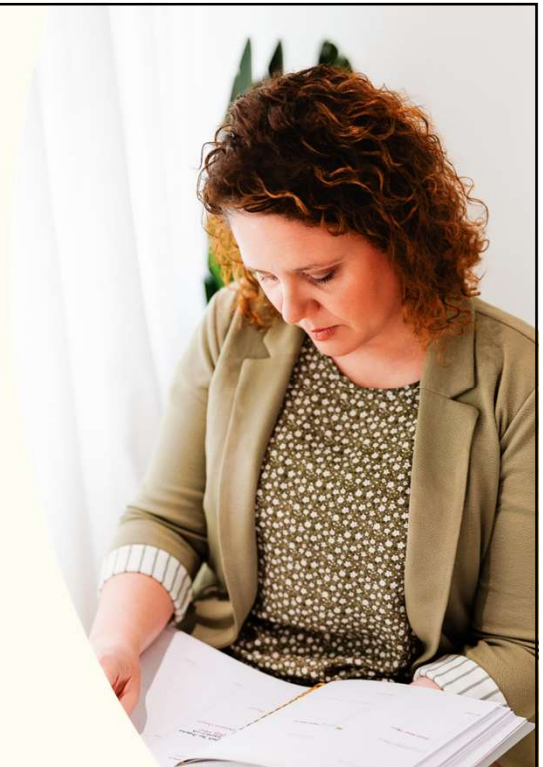
Trainer Identification

Who is best suited to deliver this training? Consider internal experts, external resources, or a blended approach.

Implementation Steps

Outline the process: schedule, required resources, assessment methods, and how you will gather feedback.

Take a few minutes to think through these questions.



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Putting Your Vision into Action

You now have the framework to build both your bench and your culture. Remember, training your people isn't an additional burden, it's the foundation for growth and a thriving organization. It's time to act.



Implement the Framework Framework

Frameworks only work when they're put into action. Begin implementing your leadership and skills training strategies today.



Invest in Your People

Developing your team creates a supportive culture, drives results, and makes your organization a place where people want to grow.



Transform Culture & Team

Start small, but start now. Watch as your investment in potential transforms both your team's capabilities and your organizational culture.

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Thank You!

Thank you for your engagement today.

Contact me to discuss tailored programs, impactful training, or any support you might need.

For weekly insights and a PDF of this presentation, sign up using the papers on your tables.



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