



2017  
**LEARNING  
CATALOG**

**BUILDING  
GREAT LEADERS™**

# Instructions

This electronic version of the 2017 APi Group Learning Catalog provides an overview of the formal learning opportunities offered by APi's Learning and Development Department. Navigation information is below.

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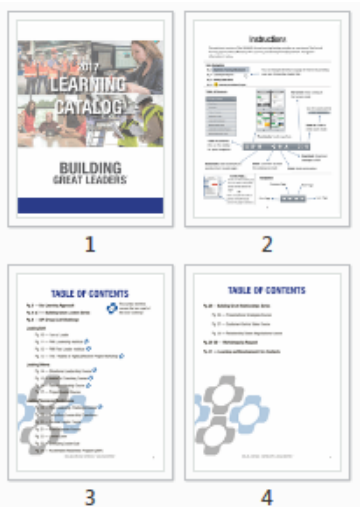
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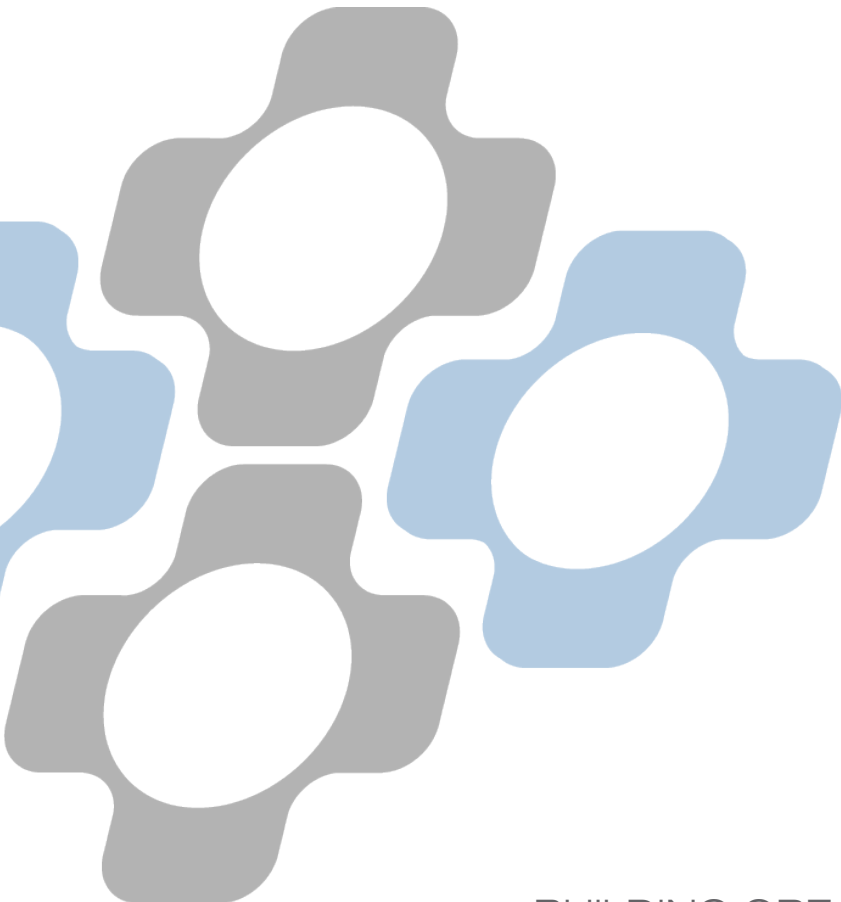
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# OUR LEARNING APPROACH

The formal learning opportunities presented in this catalog are designed as comprehensive developmental experiences, rather than “training events.”

Each course is focused on broadening participant worldviews and purposefully transferring skills / knowledge that leads to real and consistent application of the learning. In fact, we measure success by whether participants change their post-course behavior in a way that increases their / others’ effectiveness.

Each course is comprised of three phases. Participants commit to completing each of these phases:

## **Phase I - Pre-work:**

Course pre-work directly supports overall course learning outcomes, by increasing participant readiness for their Phase II experience. Examples of pre-work include pre-reads, assessments, videos, and identification of personal leadership challenges / situations that can be applied in Phase II.

## **Phase II – Experiential Learning:**

Interactive learning experiences transfer the knowledge and skills required for participants to effectively apply the course material in both their personal and professional lives. Facilitation and individual / group exercises are utilized to achieve course objectives. Each participant will leave Phase II with an aligned and personalized developmental action plan.

## **Phase III – Follow-through:**

Post-course follow-through supports participant application of the knowledge and skills transferred during Phase II. Follow-through incorporates periodic micro-learning reminders, on-the-job application, action plan progress updates, and coaching.

# BUILDING GREAT LEADERS SERIES

At APi Group, our enduring purpose is Building Great Leaders. We believe that everyone at APi is a Leader, regardless of their role. Therefore, we provide every employee multiple opportunities for leadership development, without distinction between “Office” and “Field.” Our formal leadership development courses are separated into three different Leadership Pillars: “Leading Self,” “Leading Others,” and “Leading Teams & Businesses.” Each of these three functions represents a different phase in the evolution of a leader at APi Group.

Click on course titles below for more information.

## LEADING SELF

***“The ability to lead-self is the first qualification for leading others.”***

This function of leadership is focused on continuously building the knowledge and skills necessary to lead ourselves well. Beyond our own success, extraordinary self-leadership also has a positive influence on others as they observe our example. These development opportunities are appropriate for all levels of leadership, from individual contributor to senior executive.

- I am a Leader eLearning Course



FMI Leadership Institute



FMI Field Leadership Institute






The 7 Habits of Highly Effective People



## LEADING OTHERS

This leadership function focuses on building the skills necessary to positively influence others at the individual level. These opportunities are appropriate for all leaders who are directly responsible for leading others.


-  Situational Leadership Course
-  InsideOut Coaching Course
-  Talent Leadership Course
  - Project Leader Course



## LEADING TEAMS & BUSINESSES

This leadership function focuses on building the skills and knowledge to create and influence high performing teams. These opportunities are appropriate for leaders who are responsible for leading both teams and business units.



-  The Leadership Challenge Course
  - Gettysburg Leadership Experience
  - Service Leader Course
  - Branch Leader Course
  - Leader Labs / Emerging Leader Lab
  - Accelerated Readiness Program (ARP)

# LEaD CHALLENGE









This symbol identifies courses that are a part of the LEaD Challenge

## OVERVIEW

At APi Group, we wish to acknowledge those who set the example in continuous learning as leaders. Those who participate in our six course core leadership development curriculum will complete the Leadership Education and Development (LEaD) Challenge.

## LEaD CHALLENGE COURSES

-  The 7 Habits of Highly Effective People Workshop
-  FMI Leadership Institute - **OR**- FMI Field Leader Institute
-  Situational Leadership Course
-  InsideOut Coaching Course
-  The Leadership Challenge Course
-  Talent Leadership Course

## RECOGNITION

Those who complete the Challenge will receive:

- Certificate of completion
- APi Group “LEaD” Challenge Jacket
- \$300 APi Group donation (in their name) to a charity of their choice







# **COURSE DESCRIPTIONS**

## **BUILDING GREAT LEADERS SERIES**

# I AM A LEADER

LEADING  
SELF

## OVERVIEW

This is the first in a series of Building Great Leaders distance learning opportunities. It is highly recommended for everyone in APi Group and also serves as a leadership on-boarding tool for new hires. This 30 minute course is broken into three modules:

**I am a Leader:** introduces APi Group's Purpose of Building Great Leaders and its foundational concepts.

**What is a Leader?:** explores the definition / purpose of leadership and why it is critical to our collective success.

**Growing Great Leaders:** discusses APi's Blueprint for Building Great Leaders and development action planning within the "Leading Self" Pillar.



## TARGET AUDIENCE

This course is appropriate for everyone within APi Group

## OFFERED

Coming VERY soon!

## PRE-REQUISITES

None



# FMI LEADERSHIP INSTITUTE

LEADING  
SELF

## OVERVIEW

The Leadership Institute uses leadership challenges, lively discussions, skill-building opportunities, feedback, and personal assessments to help participants develop an awareness of their current leadership strengths and challenges. This four-day course involves a self-registration process.

[Click here for registration directions.](#)

## TARGET AUDIENCE

This course is best suited for those who have demonstrated the aptitude and interest in developing their leadership skills.

## PRE-REQUISITES

None

## OFFERED

Colorado Springs, CO: Jan 30th– Feb 2nd, 2017  
Florissant, CO: March 6th-9th, 2017  
Florissant, CO: April 10th-13th, 2017  
Florissant, CO: May 22nd-25th, 2017  
Florissant, CO: July 24th-27th, 2017  
Florissant, CO: Sept. 11th-14th, 2017  
Florissant, CO: Oct. 9th-12th, 2017  
Colorado Springs, CO: Nov. 13th-16th, 2017

**“The exercises, instruction, and assessments are invaluable in helping participants understand their own leadership styles and areas that could be improved.”**

**- Course Participant**



# FMI FIELD LEADER INSTITUTE

LEADING  
SELF

## OVERVIEW

Similar to the FMI Leadership Institute, the FMI Field Leader Institute uses leadership challenges, lively discussions, skill-building opportunities, feedback, and personal assessments to help participants develop an awareness of their current leadership strengths and challenges. However, the subject matter is tailored to the field leader role.

## TARGET AUDIENCE

This course is best suited for current field leaders who have demonstrated the aptitude, interest, and longevity to develop their leadership skills.

## PRE-REQUISITES


None

## OFFERED

Florissant, CO:

January 23rd - 26th, 2017

October 2nd - 5th, 2017



**“The skills I learned at the institute have become an intricate part of my daily interaction with others. I’ve learned to trust myself to be a great leader.”**

**- Course Participant**





# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE WORKSHOP

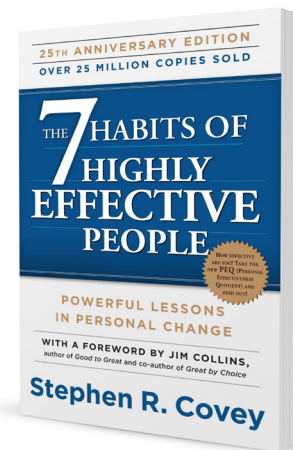
LEADING  
SELF

## OVERVIEW

The 7 Habits of Highly Effective People is a personal leadership development system. It focuses on action oriented principles that are routinely exhibited by highly effective people. This two-day course is designed to provide participants with the tools necessary to significantly increase their effectiveness within their personal and professional lives.

## TARGET AUDIENCE

This course is both appropriate for and highly recommended to ALL employees within API Group.



## OFFERED

API Group Learning Center:  
April 12th –13th, 2017  
August 2nd—3rd, 2017  
November 29th—30th, 2017

## PRE-REQUISITES

None

“This two-day session was the best personal / professional training I’ve had to date. It has and will continue to make me a more empathetic and effective leader.”

- Course Participant



# SITUATIONAL LEADERSHIP COURSE

LEADING OTHERS

## OVERVIEW

Situational Leadership builds a leader's ability to recognize other's developmental needs and then respond with the most effective style of leadership. This one-day course provides leaders with the knowledge and skills necessary to accelerate employees' development and overall success.

## TARGET AUDIENCE

This course is appropriate for ALL levels of leadership who are directly responsible for the performance and development of others (field leader through executive level).

## PRE-REQUISITES

Participants must consistently lead, and be responsible for the development of at least one direct report.



"I now have a tool to help me identify what the [leadership] approach should be based on the person and the task. This will have a positive impact on our organization and the individuals I lead."

- Course Participant

## OFFERED

APi Group Learning Center:  
March 2nd, 2017



# INSIDEOUT COACHING COURSE

LEADING  
OTHERS

## OVERVIEW

InsideOut Coaching provides leaders with a proven coaching framework that accelerates employee performance. This one-day program focuses on two primary coaching skills: (1) Understanding key elements of human performance and how leaders can influence them, (2) Holding a coaching conversation that increases employee ownership and success.

## TARGET AUDIENCE

This course is appropriate for ANYONE who is directly responsible for performance coaching of others.

## PRE-REQUISITES

Prior completion of the Situational Leadership Course

Participants must consistently lead at least one direct report

## OFFERED

APi Group Learning Center:  
April 27th, 2017

“I believe I am better suited now as a leader to have those difficult discussions with my very experienced direct reports.”

- Course Participant



# InsideOut

BUILDING GREAT LEADERS™



# TALENT LEADERSHIP COURSE

LEADING OTHERS

## OVERVIEW

An organization's ability to develop, advance, and retain talent is crucial to its success. Purposeful succession and individual development planning are vital tools in this effort. This one-day course provides leaders with best practices and tools necessary for implementing effective succession and individual development plans.

## TARGET AUDIENCE


This course is appropriate for ALL leaders who are responsible for facilitating succession planning and the development of at least one employee.

## OFFERED

APi Group Learning Center:  
November 15th, 2017

## PRE-REQUISITES

Participants must consistently lead at least one direct report.



“This course offered a great framework to help me administer more effective IDP conversations with my team.”

- Course Participant



# PROJECT LEADER COURSE

LEADING  
OTHERS

## OVERVIEW

This two-day course focuses on proactive project ownership, through a leadership lens. Classroom facilitation is led by internal senior company leadership. Areas of focus include: leadership and management, finance, and pre / post project planning. This course is not industry specific or technical in nature.

## TARGET AUDIENCE

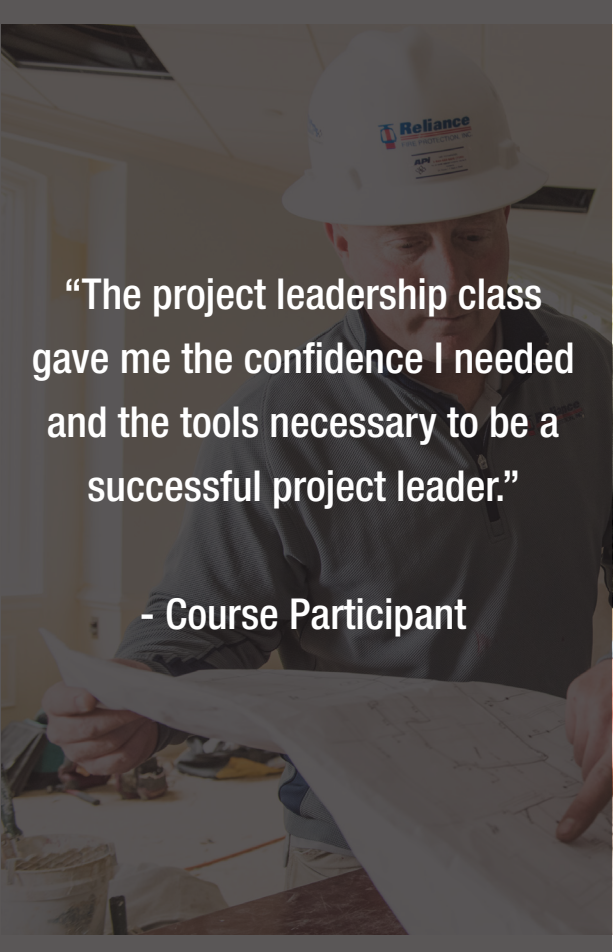
The course is open to all project leaders to include Foreman, Superintendents and Project Managers who demonstrate strong potential as a leader.

## PRE-REQUISITES

None

## OFFERED

APi Group Learning Center:  
February 20th - 21st, 2017



“The project leadership class gave me the confidence I needed and the tools necessary to be a successful project leader.”

- Course Participant



# THE LEADERSHIP CHALLENGE COURSE

LEADING  
TEAMS &  
BUSINESSES

## OVERVIEW

This one-day course incorporates a 360 Degree Leadership Survey to assist participants in identifying their leadership strengths, as well as opportunities for growth. Participants leave the course with a detailed short / long term action plan for increasing their leadership effectiveness.

## TARGET AUDIENCE

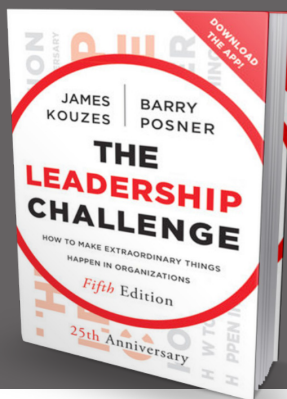
This course is best suited for those who are currently leading others. It is extremely valuable for team level leaders, from superintendent to executive leadership.

## OFFERED

APi Group Learning Center:  
July 6th, 2017

## PRE-REQUISITES

Participants must currently lead at the team level (multiple employees).



“[Since the course] our team as a whole has increased its effectiveness. There is increased communication, timeliness of meeting deadlines, and ability to meet expectations.”

- Course Participant

# GETTYSBURG LEADERSHIP EXPERIENCE

LEADING  
TEAMS &  
BUSINESSES

## OVERVIEW

This leadership experience will take place on the battlefield of Gettysburg. It is a three-day program that translates key leadership lessons learned from the battlefield to business leadership. These lessons are then applied to current leadership challenges.

## TARGET AUDIENCE

This experience is appropriate for mid to senior level leaders who are currently responsible for both the strategic and tactical leadership of a team or business.

## PRE-REQUISITES

Must be leading a team or business and have previously attended the FMI Leadership Institute

Note: The pre-work commitment for this program is fairly extensive and time consuming

## OFFERED

Gettysburg, PA:

May 9th - 11th, 2017

June 20th - 22nd, 2017

August 22nd - 24th, 2017

October 10th - 12th, 2017



“This experience was a moment that I will never forget, as it was not only a part of our country’s history, but a foundation stone for what we still battle today.”

- Course Participant



# SERVICE LEADER COURSE

LEADING  
TEAMS &  
BUSINESSES

## OVERVIEW

This three-day course focuses on three key areas of service business leadership (financial, strategic, and people) in order to assist service leaders in optimizing team/business performance. Classroom facilitation is led by internal company senior leadership.

## TARGET AUDIENCE

This course is open to both current and future service managers within your organization.



“I have absolutely learned the difference of being a “manager” and a “leader”. I understand that leading our team in a leadership manner will have great benefits both now and in the future.”

- Course Participant

## TARGET AUDIENCE

APi Group Learning Center:  
December 5-7, 2017

## PRE-REQUISITES

Is a current Service Leader, or will be within one year



# BRANCH LEADER COURSE

LEADING  
TEAMS &  
BUSINESSES

## OVERVIEW

Similar to the Service Leader course, this three-day course focuses on three key areas of branch leadership (financial, strategic, and people), in order to assist branch managers in optimizing business performance. However, the subject matter is tailored to the branch manager role. Classroom facilitation is led by internal company senior leadership.

## TARGET AUDIENCE

This course is open to both current and future branch / operations managers within your organization.

## OFFERED

APi Group Learning Center:  
September 26th—28th, 2017

## PRE-REQUISITES

Is a current Branch Leader, or will be within one year

“[Since the course] my team has been more focused and has made better use of their time. I have seen increased performance and margins as a result.”

- Course Participant

# SEMI-ANNUAL LEADER LABS

LEADING  
TEAMS &  
BUSINESSES

## OVERVIEW

These two-day leadership development opportunities are most appropriate for senior leaders within APi Group. The lab content is based on an overarching annual theme. These themes focus on building strategic and/or people leadership and knowledge/skills at the senior leader level.

## TARGET AUDIENCE

Senior level company leaders



**“The ideas and messages that are delivered at Leader Labs open my eyes, help me understand, make me more aware... and ultimately filter down into the relationships I have with the people I lead.”**

**- Lab Participant**

## PRE-REQUISITES

Perform in senior leader role

## OFFERED

APi Group Learning Center:  
February 22nd –23rd, 2017  
September 19th - 20th, 2017

# EMERGING LEADER LAB

LEADING  
TEAMS &  
BUSINESSES

## OVERVIEW

This two-day leadership development opportunity is intended for those mid-level leaders who have been identified as high potential future senior leaders within our family of companies. The lab content is similar to the semi-annual Leader Labs.

## TARGET AUDIENCE

High potential leaders within APi Group who currently lead a team / business

## OFFERED

Minneapolis, MN:  
October 18th - 19th, 2017

## PRE-REQUISITES

Currently leading a team or business

“Since attending the Lab, I have noticed a change in myself. I am more aware of some of the things that I have done in the past, which may have hindered my growth and employee ownership at my branch.”

- Lab Participant





# ACCELERATED READINESS PROGRAM (ARP)

LEADING  
TEAMS &  
BUSINESSES

## OVERVIEW

This 18-month program is designed to accelerate the readiness of individuals to successfully lead business units, branch offices, or large departments within operating companies and API Group. Participation in this intensive program is in addition to current duties.

[Click here for a detailed program overview.](#)

## OFFERED

The next class will begin in January 2018, and is capped at 20 participants.

The application window for the 2018 cohort is open from September 1st to October 2nd, 2017. [Click here to view application.](#)

## TARGET AUDIENCE

Individuals who are either currently leading a business unit, branch office or large department, or are on a track to do so within the next 1-3 years.



## PRE-REQUISITES

Several prerequisites are required to ensure candidates are ready for this development experience. See program overview link for more details.

# BUILDING GREAT RELATIONSHIPS SERIES

## OVERVIEW

APi Group is replete with talent. Our expertise and ability to provide quality solutions distinguishes us from our competitors. However, the ability to communicate our value to customers in non-monetary terms is critical to our success. This requires skills and knowledge that go beyond our extensive technical expertise.



## COURSES


- Presentations Strategies Course
- Customer-Centric Sales Course
- Relationship Based Negotiations Course



# PRESENTATION STRATEGIES COURSE

## OVERVIEW

More and more we are asked to present our company, business philosophy, and team to prospective customers. Within this environment, we have a finite period of time to make a connection with the customer and create a desire on their part to work with us. This one-day course will provide participants with both strategy and tactics to improve the effectiveness of their proposals and presentations, and get more wins.



“This course helped me to enhance my presentations... The content is so radical (in some ways). It really challenges the status quo that exists in the market.”

- Course Participant

## TARGET AUDIENCE

Company representatives that are **directly** involved in the preparation and delivery of sales presentations to customers; in either a one-on-one or group setting.

## OFFERED

APi Group Learning Center:  
August 30th, 2017

## PRE-REQUISITES

None

# CUSTOMER-CENTRIC SALES COURSE

## OVERVIEW

This two-day course provides a proven customer-centered sales approach (customized to our industry). Participants are exposed to tools and techniques that will uncover customer needs in order to provide solutions that they truly value.

## TARGET AUDIENCE

Those who engage in sales and business development interactions with current and potential customers. (e.g. Sales Professionals, Field Leaders, Inspectors, Project Managers, etc.)

## PRE-REQUISITES

None

## OFFERED

APi Group Learning Center:  
October 25th -26th, 2017



**“The tools and skills taught in the Sales Course have given me confidence and new ways to start conversations.”**

**- Course Participant**

# RELATIONSHIP-BASED NEGOTIATIONS COURSE

## OVERVIEW

This one-day course is designed to provide a process, theories, and tools that will aid in achieving positive, relationship-based negotiated outcomes. Elements of this course include: planning negotiations, tools and techniques to effectively manage outcomes, and dealing effectively with difficult people and situations.

## TARGET AUDIENCE

Employees who routinely enter into negotiations with customers (e.g. change orders, contracts, projects, etc.).

## PRE-REQUISITES

None

## OFFERED

APi Group Learning Center:  
June 1st, 2017



**“The course has helped me think more critically about the interest of the other party (personal and business) and leveraging those interests in relationship development.”**

**- Course Participant**



# WORKSHOPS BY REQUEST

The APi Group Learning and Development Team offers a number of ½ day / full day learning workshops. These workshops are offered by request, based on our facilitators' availability. A minimum of 15 participants is required. Please contact Andrea Johnson to request one of these workshop opportunities.

## EXCEPTIONAL CUSTOMER SERVICE WORKSHOP

This one-day workshop provides teams with an increased understanding of how customers define “exceptional” customer service, and the behaviors that promote the delivery of consistent exceptional customer service. The workshop culminates in an exercise in which the team creates (and commits to) a specific customer service mission statement with supporting objectives. This mission statement provides the foundation for creating a customer oriented team culture.

## FIELD LEADER WORKSHOP

This workshop experience continues the leadership conversation with our field leaders. It incorporates an examination of effective leadership worldviews and a field leader key competency exercise that promotes participant ownership of their responsibility to continuously develop themselves and others as leaders.

## DiSC LEADERSHIP WORKSHOP

This workshop incorporates the DiSC assessment to help participants better understand their communication and leadership preferences and the impact they have on others. The workshop then helps participants leverage this awareness to increase their ability to positively influence others. This workshop is both appropriate for and highly recommended to ALL employees within APi Group, benefitting Individual Contributors and Field Leaders through Executive level leadership.

## MINDSHIFT

Understanding the difference between leadership and management is vital. This one-day seminar teaches the distinction and helps an organization assess how well led and how well managed it is. This seminar is designed as an introductory session for teams that want to learn the difference or for teams that want to review the concepts and assess their current situation.

# WORKSHOPS BY REQUEST CONTINUED...

## PROFESSIONALISM IN THE NEW NORMAL

This current age is transforming how companies work. The traditional concept of a “job” is dead. This half day seminar explains why this has happened and what it means to be a professional who doesn’t become obsolete in a rapidly changing world. For company leadership teams and their professional staff.

## THE INNOVATION IMPERATIVE

What is innovation? Why do we need to innovate? How can you make innovation a core discipline of a company? Are there different types of innovation? This seminar can be customized to be either a half-day or a full day working session with leadership teams. The objective of the seminar is to answer the above questions, assess the company’s innovation capability, and plan initial steps to develop innovation as a core capability.

## GREAT BY CHOICE

This one-day seminar explores the concepts researched by Jim Collins in Great by Choice. Why do some companies perform beyond their peers in good times and bad, year over year? This seminar was initially a Leader Lab for APi Group presidents. Your leadership team will develop what Collins calls “the twenty mile march” and the “operating code” that will enable your company to focus its attention on disciplines that make your company more resilient and successful in all market conditions.

## THE DISCIPLINED ORGANIZATION

Most construction companies treat every day and every action as a one-off activity. The fact is that the problems we complain about today are the same problems we complained about a decade ago. And the fact that most of these are self-inflicted demonstrates that we have not developed discipline in our organizations. Companies that have applied these concepts have seen a steady rise in profitability. This seminar can be customized for a half day or one day format. The goal is to identify areas where lack of discipline is adversely impacting profitability.

## GREAT COMPANIES, ENDURING COMPANIES

Companies that perform beyond their peers and also endure have a unique DNA. These companies have a unique sense of purpose, values, big-hairy-audacious-goals, and vision for the future. They also are clear on what they are passionate about, what they can be the best in the world at doing, and how they best make money. This is not a word-smithing exercise. This is a multi-session exercise, typically 4 days over the course of the year. The goal is to help your company discover its unique purpose and focus.

# LEARNING AND DEVELOPMENT KEY CONTACTS

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**BUILDING  
GREAT LEADERS™**