

Registration Form

Full Name _____

Title _____

Address _____

City, State, Zip _____

Phone/Cell Phone _____

Fax _____

E-mail Address _____

Applicant Criteria:
Enclose a copy of your most recent resume

What do you hope to gain from your involvement in the ACEC New York Leadership Institute? _____

Payment Method
Check payable to ACEC New York

\$3,500 ACEC New York Members Before September 10, 2010

\$5,000 Non-Members Before September 10, 2010

\$4,000 ACEC New York Members After September 10, 2010

\$5,500 Non-Member After September 10, 2010

\$150 Travel Supplement for 1st attendee Albany Location only

\$100 Travel Supplement for additional attendee Albany Location only

You are registered for the ACEC New York Leadership Institute and agree to pay the stated fees. Cancellation more than 10 business days prior to the start of the program will be refunded. Any cancellations received within 10 business days of the start of the program, will not be refunded. Replacements will be considered. Please remit full payment by October 1, 2010.

Candidate: I understand by enrolling in this program I am committing the time to participate in each session. I further understand that if I fail to meet the session requirements. I will not receive the ACEC New York Leadership Institute Certificate of Completion.

Candidate's Signature

Date

ACEC New York Leadership Institute Details

The ACEC New York Leadership Institute is open to all ACEC New York members and non-members. Participants may enroll each spring/summer. The program includes 8 sessions plus an individual one-on-one session. Sessions are interactive and students will have to complete a personal vision and define their own personal leadership style. ACEC New York members who complete the full program will graduate from the program and be formally recognized as a distinguished member of their profession and professional organization.

Who Should Participate?

Senior Management, Middle Management and anyone who has been identified as a high potential leader.

Where and When

In 2010 we will offer two locations for Leadership. One program will be offered in Albany and the other in New York City. Session 1 and 9 are from 8:00a.m to 5:00p.m. The other sessions are from 8:30a.m. to 4:00p.m. Each class must attract a minimum of 15 participants for the program to be successful. A maximum of 21 participants for each session and no more than three from the same firm per location. Exact location of sessions will be announced prior to the start of the program in the welcome e-mail to each student.

Certificate Requirements

Enrollment in the ACEC New York Leadership Institute is a commitment to learning and professional development. To be recognized as an ACEC New York Leadership Institute graduate, you must attend all 8 sessions and the one-on-one-session.

Class members unable to fulfill the 9 sessions attendance requirement may apply for consideration to make up missed classes the following enrollment year. Call the ACEC New York office for details.

SCHEDULE	New York City	Albany	
	10/5/10	10/14/10	Session 1 – Leadership Principles
	11/2/10	11/11/10	Session 2 – Understanding yourself and others better
	11/22/10	11/22/10	Personal evaluations and visions completed* (This is a delivery date, not a formal session)
	12/2, 3, 2010	12/17, 20, 21, 2010	Session 3 – Individual meetings - one-on-one sessions
	1/4/11	1/13/11	Session 4 – Communicating to motivate
	2/8/11	2/4/11	Session 5 – Leading strong-willed / difficult people and leading in conflict situations
	3/1/11	3/10/11	Session 6 – Leading change: Creating environments for change and overcoming resistance to change
	3/29/11	4/7/11	Session 7 – Empowering and growing others: Delegating, coaching mentoring, and empowering
	4/26/11	5/5/11	Session 8 – Taking and controlling personal risk; defining your own leadership style
5/17/11	5/26/11	Session 9 – Inspiring leadership in others; creating a leadership culture; creating a personal growth plan	

Graduation

All graduates will be recognized for their achievement and commitment to excellence. Graduates will be honored at a luncheon during the ACEC New York Annual Meeting being held in June 2011 in New York City. Each graduate will be awarded a plaque to signify their completion of the program and they will also be featured in a graduation publication.

PDH Credit

This program does not meet NYS, PE or AIA requirements for New York. It may meet other state requirements.

Enrollment Process

The enrollment process begins in Spring/Summer each year. To enroll please complete the attached application. Application and payment must be received by October 1, 2010.

Tuition

ACEC New York members in good standing (**before 09/10**) \$3,500

ACEC New York members in good standing (**after 9/10**) \$4,000

*Travel Supplement for 1st Attendee (Albany Program only) \$150

* Travel Supplement for additional attendee same firm (Albany Program only) \$100

Non Members (**before 9/10**) \$5,000

Non Members (**after 9/10**) \$5,500

Tuition costs include the cost of the 8 sessions + continental breakfast and lunch, one-on-one evaluation session, program materials, and one ticket to the graduation luncheon.

*ACEC New York will incur expenses for our instructors to travel to Albany to instruct the course. The travel supplement is charged to offset those expenses. The travel supplement only applies to those who are registering for the Albany course.

ACEC New York Leadership Institute

A program to
Transform Technical
Managers into
Dynamic Leaders
and Develop a
Leadership Culture

ACEC *New York*

American Council of Engineering Companies of New York

CLASS OF 2011

A Program of The American Council of Engineering Companies of New York

The ACEC New York Leadership Institute develops the future leaders needed to grow engineering organizations and create a more vibrant, dynamic, and profitable place to work. Many people do not see themselves as charismatic speakers or great visionaries and, therefore, some managers may not see themselves as truly effective leaders. They believe that they lack the necessary innate abilities and skills to be true leaders. However, leadership requires only four elements (listed below). Natural charismatic leadership ability cannot be taught, but these four elements of leadership skills can be taught, coached and inspired through a proactive process that achieves behavior change. The Jennings Group leadership development program is tailored specifically for engineering and technical managers and has a consistent record of creating significant growth in participants' leadership skills.

Four Basic Elements For Leadership Skills

- Understanding yourself as a first step to leading
- A well-defined personal vision
- Understanding others
- Communicating to motivate

Overview Of The Leadership Program

An extended program over 9 months with 8 formal training sessions to change mind set and behavior in the following areas:

- Emotional Intelligence and leadership
- Understanding yourself and others as a leader
- Listening and Communicating to motivate
- Leading difficult/strong-willed people and leading in conflict situations
- Leading change – motivating individual change; leading organizational change
- Empowering and growing others – delegating, coaching, mentoring, empowering
- Taking and controlling personal/career risk; defining a personal leadership style
- Inspiring leadership in others and creating a leadership culture

Three self-discovery activities during the program:

- Creating a well-defined personal vision
- Defining a personal leadership style
- Creating a personal longer-term plan to continue growing leadership skills

PROGRAM CONTENT BY SESSION

Session 1 – Leadership Principles

- Introduction to program
- Leadership issues and leadership models
- Principles of leadership
- Developing a personal vision
- Personality inventory to determine Motivational Value System (MVS)
- Understanding yourself and understanding/motivating others
- Communicating your vision
- Applying the principles

Session 2 – Understanding Yourself And Others Better

- Case study - Using MVS to deal with problems
- Personal giftedness
- Inventory – My personal giftedness
- Review discussion – Relationship Awareness Theory
- Identifying MVS in others
- Maintaining self-worth and borrowing relating styles
- Emotional intelligence
- Deploying personal strengths
- Controlling overdone strengths
- Action plans for utilizing strengths and overdone strengths
- Exercising leadership integrity
- Giving and receiving effective negative and positive feedback

Session 3 – Individual Coaching Sessions

Session 4 – Communicating to Motivate

- Power of listening
- Sources of information when listening
- Inventory – Are you a 100% listener?
- Non-verbal communication
- How different MVSs listen
- Using a translator – taking the sting out of negative communication
- 10 tools to improve your listening
- Action plan – Improving my listening skills
- Communicating to motivate
- How different MVSs prefer to communicate (transmit)
- Communicating across MVS boundaries
- Improving your communication to groups
- Action plan – Improving my communication

Session 5 – Leading Difficult People and Leading in Conflict Situations

- Types of difficult people
- Inventory – What happens to me as a leader when demotivated/burned out
- Inventory – How strong-willed are you (and where)?
- Impact of strong will on MVS
- Motivating and leading difficult people
- Putting conflict in perspective – stages of conflict
- Applying emotional intelligence to conflict
- Inventory – Listening skills in conflict
- Inventory – Personal profile in dealing with conflict
- How different MVSs go through conflict
- Non-verbal communication in conflict
- Inventory – My effectiveness in conflict
- Becoming a proactive leader in conflict situations
- Action plan – Improvement in leading conflict

Session 6 – Leading Change

- Types of change, impact of change, challenge of change
- Dealing with change effectively
- Inventory – My resistance to change
- How different MVSs deal with change
- Overcoming resistance to change
- What fosters / stifles change
- Motivating change in individuals
- Achieving behavior change
- Dealing with risk averse people
- Overcoming organizational politics
- Leading the change process – changing organizations
- Changing myself
- Inventory – My skills for leading change
- Action plan – Areas for improvement

Session 7 – Empowering and Growing Others

- Defining delegating, coaching, and mentoring
- Requirements for excellent delegation
- Delegating to empower at individual level
- Requirements for excellent coaching
- Requirements for excellent mentoring
- Difficulties in mentoring in technical organizations
- Problems by MVS in delegating, coaching, and mentoring
- Impact of enabling others in leading change / conflict
- Inventory – My effectiveness in enabling others
- Action plan – Improvement in delegating, coaching, mentoring

Session 8 – Taking And Controlling Personal Risk; Defining Your Own Personal Leadership Style

- Distinguishing between types of risk
- Case study – Leading teams in risky situations
- Problems people have taking risk
- Problems people have taking risk
- How people think about and deal with personal risk by MVS
- Overcoming problems and being more confident in controlling risk
- Action plan – Improving how I take and control personal risk
- Values to consider in defining your leadership style
- Differences in leadership styles
- Discussion of leadership concepts, values, and styles
- How to think about defining a personal leadership style
- First cut at a personal leadership style (completed as self-discovery activity)

Session 9 – Inspiring Leadership In Others; Creating A Leadership Culture

- What we learned about leadership personally
- Personal obstacles we overcame and effective methods to overcome them
- Applying personal experience to inspiring others at an individual level
- Defining a leadership culture for your organization
- Obstacles to creating a leadership culture in your organization
- Overcoming obstacles at the top and in middle management
- Requirements for successful implementation of a leadership culture
- Creating a leadership culture
- Creating a personal growth plan for the next 12 months

The Jennings Group

The Jennings Group specializes in working with engineering and other technical organizations, contracting firms, and project management organizations to provide solutions to complex business management and training issues. We started in 1986 and work throughout the U.S. and in Europe. We bring experience from:

- Consulting with over 250 U.S. and international clients;
- Training in leadership and interpersonal skills in the US and Europe for over 3,000 professionals and executives from 28 countries

Olin Jennings brings over 25 years of management consulting and training experience along with 9 years in industry including president of a national environmental services company.

Laura Jennings brings people and organizational skills through over 25 years of management consulting experience and training and also has managed an executive search firm.

Katherine Kaynak, Ph.D. has taught a broad range of psychology courses at a number of universities and provides leadership skills training with The Jennings Group.