

ACEC Virginia 2022-2023 Enhanced Leadership Program



Program Dates:

- September 20, 2022
- October 25, 2022
- November 1, 2022
- November 7-9, 2022
- December 13, 2022
- January 17, 2023
- February 14, 2023
- March 14, 2023
- April 18, 2023
- May 16, 2023
- June 14-16, 2023

ACEC Virginia presents the Enhanced Leadership Program to develop exceptional leaders needed to grow a company and create a thriving, productive, and profitable business. Through a proactive process that grows emotional intelligence and achieves behavioral change, the five elements for leadership skills can be taught, coached and enhanced.

ACEC Virginia

8600 Mayland Drive, Richmond, VA 23294

Application Deadline: June 30, 2022

**ACEC**

AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Virginia

Five Basic Elements for Leadership Skills

Five Basic Elements for Leadership Skills

- Understanding yourself as a first step to leading
- Defining your personal vision
- Understanding others
- Communicating to motivate
- Demonstrating high integrity

What is the Enhanced Leadership Program?

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

- Applying leadership principles
- Understanding yourself and others as a leader
- 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
- Inspiring leadership in others and creating a leadership culture
- Creating a well-defined personal vision
- Defining a personal leadership style
- Creating a personal longer-term plan to continue growing leadership skills
- An individual, one-on-one counseling/mentoring session with each participant

The Jennings Group

The Jennings Group brings deep experience in providing leadership skills development training for engineering managers and executives. Their objective is to build leadership skills and emotional intelligence as a practical skill set to transform high potential managers into exceptional high impact leaders, and to equip them to create a leadership culture. This program develops both personal and organizational leadership skills.

Over the past 15 years, The Jennings Group has completed over 50 extended leadership skills training programs for over 1,300 engineering firm managers and executives. They have conducted over 1,500 personal coaching sessions. They have achieved a record of consistent personal growth metrics. Extending the program over several months gives participants time to practice what they have learned, get reinforcement in the next session, and get comfortable with their changed behavior over time.

This training has been for both private clients and through associations. It has been accepted as an industry standard by ACEC/MA, ACEC/NY, American Society of Civil Engineers, and others.

Approach to Training

- Highly interactive discussion
- Individual personal inventories and skills inventories
- Stimulating small group breakout discussions
- Monthly personal commitments and accountability



JENNIFER BOLDS *Facilitator*

Jennifer has been a practicing marriage and family therapist for over a decade and is an ordained minister. Her counseling practice focuses on the various facets of emotional intelligence in leadership development, marriage & family, and conflict management. She holds a master certification with PSP and Total SDI and a 90 hour MA in Counseling from Gordon-Conwell Theological Seminary. Additionally, she is a co-founder of the Jennings Leadership Foundation. She started facilitating for The Jennings Group in 2018.



KATE KAYNAK *Facilitator*

Kate has taught undergraduate and graduate courses at Johns Hopkins University, The University of Maryland, American University, Marymount University and Rutgers University. She was the founder of Spencer Hill Press, which was acquired in 2014 by a New York publishing company. She has received degrees in psychology from Yale University and Rutgers University. She started facilitating for The Jennings Group in 2010.

Facilitators Continued



NICHOLAS KESSLER *Facilitator*

Nick Kessler brings experience as a policy analyst and campaign consultant, as well as Deputy Commissioner of the Virginia Employment Commission. He is a graduate of Yale University (B.A.) and the University of Virginia Law School (J.D.) and has attended the Sorensen Institute for Political Leadership and the leadership program of the Virginia Executive Institute. He started facilitating for The Jennings Group in 2016.



Program Dates

***Sessions are held at the ACEC Virginia offices from 8:30am - 4:30pm*

Leadership Principles

Session 1 | September 20, 2022

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

Understanding Yourself and Others Better

Session 2 | October 25, 2022

- Case study - Using MVS to deal with problems
- Personal giftedness
- Inventory - My personal giftedness
- Review discussion - Relationship Awareness Theory
- Emotional intelligence
- Identifying MVS in others
- Maintaining self-worth and borrowing relating styles
- 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
- Action plan - Improving my feedback

November 1, 2022: Personal evals

November 7-9, 2022: One-on-One's

Communicating to Motivate

Session 3 | December 13, 2022

- Power of listening
- Sources of information when listening
- Inventory - Are you a 100% listener?
- Non-verbal communication
- How different MVS's 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
- Communicating across MVS boundaries
- Communicating effectively with groups
- Action plan - Improving my communication

Leading Strong-Willed/Difficult People and Leading in Conflict Situations

Session 4 | January 17, 2023

- 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 MVS's 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

Program Dates

Leading Change

Session 5 | February 14, 2023

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

Empowering and Growing Others

Session 6 | March 14, 2023

- 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
- Creating a culture of empowerment
- Inventory – My effectiveness in enabling others
- Creating a mentoring culture
- Action plan – Improvement in delegating, coaching, mentoring

Taking and Controlling Personal Risk; Defining Your Own Personal Leadership Style

Session 7 | April 18, 2023

- Distinguishing between types of risk
- Problems people have taking risk
- How people think about and deal with personal risk by MVS
- Sources of confidence
- Overcoming problems and being more confident in controlling risk
- Action plan – Improving how I take and control personal risk
- Values 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

Inspiring Leadership In Others; Creating A Leadership Culture

Session 8 | May 16, 2023

- 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
- Overcoming obstacles at the top and in middle management
- Requirements for successful implementation of a leadership culture
- Implementing a leadership culture
- Creating a personal growth plan for the next 12 months

ACEC Virginia Annual Conference

Session 8 | June 14-16, 2023

Lansdowne Resort, Leesburg, VA

Application Form

Class size is limited, the application period will close once we reach the maximum number of participants for the series. Successful applicants will be notified by August 1, 2022, and billed for the cost of the full program.

The investment for this training is \$4,500 per member representative and \$8,000 per non-member representative (annual conference included). The fee includes registration for all series sessions, resource materials, meals, and breaks. All participants completing the course will receive a certificate of leadership training. The leadership series provides 53 Professional Development Hours. Costs associated with the sessions (ie. lodging) are the responsibility of the individual/firm.

Series Expectations

Each participant accepted into the ACEC Virginia Enhanced Leadership Series is expected to attend ALL sessions. The class size is limited to 22.

One Form Per Nominee. Please Type or Print

Name of Nominee:

Firm:

Address:

Phone:

Email:

Applicant's Commitment Pledge: I understand the purpose of the ACEC Virginia Enhanced Leadership Program and, if selected, will devote the time and resources necessary to complete the program. By signing the application, I agree to be bound by this commitment.

I grant ACEC Virginia permission to use any photographs taken of myself or my property in connection with the Enhanced Leadership Program in print and electronic media.

Applicant's Signature:

Date: