

## Registration Form

Full Name \_\_\_\_\_

Firm \_\_\_\_\_

Title (include PE, etc.) \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Phone/Cell Phone \_\_\_\_\_

E-mail Address \_\_\_\_\_

### Applicant Criteria:

Please enclose a copy of your most recent resume.

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

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Do you have any medical or dietary restrictions? If so, please specify:

\_\_\_\_\_

Send completed forms and make your checks payable to:  
ACEC New York, 6 Airline Drive, Albany, NY 12205

\_\_\_\_\_ \$4,500 ACEC New York Members

\_\_\_\_\_ \$7,000 Non-Members

You are registered for the ACEC New York Leadership Institute and agree to pay the stated fees. All cancellations must be in writing. Cancellations more than 10 business days prior to the start of the program will be refunded. Any cancellations not received before 10 business days before the start of the program will NOT be refunded. Replacements will be considered. **Please remit full payment by September 6, 2019.**

**Note: If tuition is not paid 3 days prior to the program, you will be disenrolled from the program.**

**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. The class must attract a minimum of 20 participants.**

### Where and When

All sessions will run from 8:30 AM to 4:00 PM. The location will be the Syracuse office of Beardsley Design Associates.

### 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 sessions attendance requirement may apply for consideration to make up missed classes the following enrollment year. Call the ACEC New York office for details.

## 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 on June 3, 2020 in New York City. Each graduate will be featured in a graduation publication and will be awarded a plaque to signify their completion of the program.

### 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 registration form. **Form and payment must be received by September 6, 2019.**

### Tuition

ACEC New York members in good standing	\$4,500
Non-Members	\$7,000

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

American Council of Engineering Companies of New York

## Upstate Leadership Institute

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

# Class of 2020

## ACEC New York Upstate Leadership Institute Schedule September 2019 – May 2020

**Session 1 – Leadership Principles**  
September 17, 2019

**Session 2 – Understanding Yourself and Others Better**  
October 8, 2019

**\*Personal Evaluations and Visions Completed** (This is a delivery date, not a formal session)  
October 28, 2019

**Session 3 – Individual Meetings – One-on-one Coaching Sessions**  
October 31 - November 5, 2019

**Session 4 – Communicating to Motivate**  
December 17, 2019

**Session 5 – Leading Strong-Willed/Difficult People and Leading in Conflict Situations**  
January 14, 2020

**Session 6 – Leading Change: Creating Environments for Change and Overcoming Resistance to Change**  
February 11, 2020

**Session 7 – Empowering and Growing Others: Delegating, Coaching, Mentoring and Empowering**  
March 17, 2020

**Session 8 – Taking and Controlling Personal Risk: Defining Your Own Leadership Style**  
April 21, 2020

**Session 9 – Inspiring Leadership in Others: Creating a Leadership Culture; Creating a Personal Growth Plan**  
May 12, 2020

\* Delivery date for one-on-one materials. To be sent to The Jennings Group for review in preparation for individual one-on-one sessions

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Thank you Program Sponsor



## 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 five elements (listed below). These can be taught, coached and inspired through a proactive process that draws out leadership abilities and 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.

### Five Basic Elements for Leadership Skills

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

### 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
- Leadership models
- Principles of leadership
- Developing a personal vision
- Personality inventory to determine Motivational Value System (MVS)
- Understanding yourself
- 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

## 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
- Action plan – Improving my communication

## Session 5 – Leading Difficult People and Leading in Conflict Situations

- Six different 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
- Problems people have taking risk
- How people think about and deal with personal risk by MVS
- Overcoming problems and being more confident in taking and 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 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 for your organization
- 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

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## The Jennings Group

The program will be taught by The Jennings Group LLC. The Jennings Group specializes in working with engineering and other technical and project management organizations. Over 1,600 professionals from over 200 organizations and 28 countries have participated in The Jennings Group's leadership programs in its more than 30 years of experience. The faculty includes Kate Kaynak Ph.D., President, who has been teaching psychology at the college and graduate level since 1995 and consulting and facilitating for The Jennings Group since 2003, Rachel Rothman-Cohen, an attorney since 2000 and a leadership facilitator since 2015, and Nicholas Kessler, a legislative staffer, consultant, and analyst since 2003 with a background in leadership and public policy.

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