

# Class of 2018



## NEW! LEVEL III ADDED IN DENVER and LEVEL I OFFERED IN FORT COLLINS\*

### With Demand For Talent, Retaining Your Top Performers Is The Key Element To Your Firms Success

Give employees the knowledge they need at each stage in their paths to leadership.

Successful organizations invest in their leaders at all levels because they know employees join organizations, but leave supervisors. Ensuring the sustainability and growth of a firm requires it to retain and develop top performers into leaders and managers.

In response to this need, ACEC Colorado has created a long standing Leadership Development Program to assist firms with providing four levels of training on the skills necessary to be effective and successful in pre-supervisory through senior leadership roles within a firm.

This program is developed and taught primarily by Calla Pott, SPHR, SHRM-SCP—an expert in issues related to professional development. Also, guest lecturer Lee James, CPA, CMC, CBI offers training in project financial management. These two seasoned professionals will bring an abundance of knowledge to the Leadership Development Program, which begins in February 2018 in Denver first three of four levels and in Ft Collins with the first level that focus on nine areas of competency:

- Communication & Relationships
- Employment Law
- Project Financial Management
- Change Management
- Leadership Theories
- Coaching & Development
- Staffing
- Team Dynamics
- Results Focus

What workshop participants are saying:

*Developing new skills learned immediately through the role play and discussion.*

*The interaction and discussion is good, enjoy hearing and understanding different approaches.*

*Topics presented in a relevant manner, so that I can use them in my job. There is also required follow-up which helps reinforce what I have learned.*

*Friendly and welcoming atmosphere. Knowledgeable and insightful instructor.*

# Enrollment Fees

## Member-firm Employees

Early Registration (Oct. 13 - Jan. 5):\$1,799 (first registration)

\$1,699 (same-firm subsequent registrations)

Late Registration (Jan. 6-19):

\$2,099 (first registration)

\$1,999 (same-firm subsequent registrations)

## Nonmembers

\$3,199

Click here to register  
Save \$300  
Register before Jan. 5

# Faculty



## **Calla Pott, SPHR, SHRM-SCP**

Pott has 25 years of human resources (HR) & organizational development experience with small to medium-size for-profit and non-profit organizations. Prior to starting Align By Design, Pott was an HR consultant with a professional employer organization, where she partnered with organizations from diverse industries to align their human resources processes and strategy to support their business objectives. Pott completed her thesis in Leadership

Development

30 years ago.



## **Lee R. James, CPA, CMC, CBI**

James is a Certified Public Accountant, Certified Management Consultant and Certified Business Intermediary with more than 30 years of experience as a business and management consulting expert who brings immediate value and specializes in serving engineering/architect/construction firms.

# Program Overview: Level I, Level II & Level III

## **Level I Program**

**For pre-supervisory project engineers and planners**

**8 a.m. - Noon | First Tuesday (unless noted with \*)**

**Second class may be offered from 1 - 5 p.m. based on demand)**

## **Workshop Descriptions**

**Feb. 6**

**Communication & Relationships: Interpersonal Communication**

Learn different verbal & non-verbal skills to effectively

**March 6**

**Coaching & Development: Continuous Learner**

Becoming a continuous learner is critical for leaders at all levels. Learn how to seek and receive feedback, identify areas for

**April 3**

**Employment Law: Harassment & Discrimination**

Your ability to recognize and address harassment in the workplace is not just a legal

communicate with others. Develop techniques to build collaborate, increase your influence and resolve conflicts successfully.

**May 1**

**Staffing:**

**Welcome New Employee!**

As a trusted leader among peers often you are called upon to help welcome new employees. Learn what you can do to help your new team members assimilate into the organizational culture and how to structure on the job training that meets their learning styles.

improvement and align your development plans with the organization's strategies.

**June 5**

**Project Financial**

**Management:**

**Managing Self**

*This workshop will be facilitated by Lee James.*

Broadens participant's understanding of principles of project financial management including understanding financial and operational performance metrics and ratios in the reporting process. Program will also build greater appreciation and understanding of the business of engineering.

issue, but a culture one as well. The risk of silence is too great even for emerging leaders. Develop skills to speak up with effectiveness while establishing respect in the process.

**Aug. 28\***

**Team Dynamics: Overview**

Explore the different team dynamic theories and stages that impact how individuals work together. We will review Social Styles, generational differences and several others to help you better understand group influences.

**Oct. 2**

**Change Management:  
Managing Self**

Learn the differences between change and transition and your own personal reactions to change. We will explore techniques to better manage your response to change so you can be more adaptable to the ever-evolving world.

**Nov. 6**

**Results Focus:**

**Continuous Improvement**

Effective leaders know how to set goals, manage time, take initiative and solve problems. We will explore tips and best practices in these areas so you achieve the results you are working so hard to accomplish.

**Dec. 4**

**Leadership Theories:**

**7 Habits of Highly Effective People**

7 Habits by Stephen Covey is the foundation for professional effectiveness and personal awareness that focuses on timeless principles to help you become a more successful leader. Develop new skills in which The 7 Habits of Highly Effective People are rooted and adopt paradigms of effectiveness.

**Level II Program**

*For project managers, senior technical leads, team leads and task leads who manage people*

8 a.m. - Noon | Second Tuesday

**Feb. 13**

**Communication &  
Relationships:**

**Difficult Conversations**

Difficult conversations with

**March 13**

**Coaching & Development:  
For Success & Defense**

Performance improvement requires good coaching, motivation, delegation and follow

**April 10**

**Employment Law:**

**Recognize Legal Issues**

Your ability to recognize potential legal issues is critical

direct reports are never fun, but they can be easier and more effective. Learn how to successfully listen to concerns and reflect to show understanding, then set expectations and gain agreement.

**May 8**  
**Staffing:**  
**Hire the Best!**

If you could only hire more people like your star performers! Increase your odds by identifying the behaviors of your stars, developing behavioral interview questions and ensuring your questions are legal. We will also examine best practices for conducting an effective interview/selection process.

**Oct. 9**  
**Change Management:**  
**Managing Others**

Change and transition are part of everyday life in the work world. Learn the four stages of transition and how you can effectively assist others through the change curve so your team can move forward.

up. When your efforts don't produce the results you want, we will review effective methods for performance documentation as well as how to write performance evaluations that inspire.

**June 12**  
**Project Financial**  
**Management:**  
**Managing Self and Others**

*This workshop will be facilitated by Lee James.*

Leading the implementation of project financial management principles throughout the project management process; including planning and reporting of financial and operational performance. Interactive exercises include analysis of company reported results and determining appropriate questions and conclusions from reported results.

**Nov. 13**  
**Results Focus: Stepping Up**  
**From Individual Contributor**

Congratulations, you received a promotion! Now the hard work begins. We will address the more common challenges new leads face, including understanding the metrics you are accountable for, establishing credibility and trust, and balancing competing priorities.

to the moral of your employees, your team and your organization. We will explore the most common laws you may encounter and how to respond effectively while minimizing risk to your organization.

**Sept. 11**  
**Team Dynamics:**  
**Introduction to Social**  
**Styles**

Effective leaders not only have the ability to "read" others but are also able to adapt their work style to meet the needs of others. This session will introduce the four social styles and key components to versatility, including self-assessment.

**Dec. 11**  
**Leadership Theories:**  
**Situational Leadership**

The foundation of Situational Leadership II (SLII) lies in teaching leaders to diagnose the needs of an individual or a team and then use the appropriate leadership style to respond to the needs of the person, team, and situation. This session will provide an overview of the SLII concepts and effective leader behaviors.

---

**Level III Program**

*For Managers responsible for hiring and performance management of direct reports*

1 - 5 p.m. | Second Tuesday

**Feb. 13**  
**Communication &**  
**Relationships: Balancing**  
**Relationship Tensions**

**March 13**  
**Coaching & Development:**  
**Performance Management:**  
**Beyond Write-Ups**

**April 10**  
**Employment Law:**  
**Managing the Injured**  
**Employee**

Customers, employees, suppliers, contractors, and regulatory agencies are just some of your key stakeholders that at times have varying and competing interests. We will explore how to balance these relationships and manage tensions to achieve desired outcomes and effective working relationships.

Effective performance management expectations are clear, rewards encourage preferred behavior and progressive discipline is fair and consistent. We will discuss performance management systems that incentivize with rewards and recognition, coaching documentation that helps move people up or out, and evaluations that celebrate past performance and inspire professional growth.

ADA, FMLA, Worker's Compensation, Disability Leaves of Absences and more are just some of the laws, regulations and benefits to juggle when you have an injured employee. Knowing what you can and cannot do could help you avoid litigation and help bring your employee back to full productivity.

### **May 8**

#### **Staffing: On-Boarding for Retention**

A well-designed on-boarding process ensures your newest star employee does not have buyer's remorse. Learn how to get your new employee engaged, increase their likelihood of long term retention and help them quickly become an effective contributing member of the team.

### **June 12**

#### **Team Dynamics: 5 Dysfunctions of a Team**

Based on the best-selling leadership fable *The Five Dysfunctions of a Team*, we will explore the pitfalls that side-track teams and learn how to overcome them. Starting with an assessment, participants will be introduced to the five steps of developing a cohesive and productive team: 1.) Building Trust 2.) Mastering Conflict 3.) Achieving Commitment 4.) Embracing Accountability and 5.) Focusing on Results.

### **Sept. 11**

#### **Change Management: Leading Change**

The only thing more reliable than change are the various reactions to change within an organization. We will discuss your role as it relates to leading change, involving key stakeholders, planning and implementing change, plus the importance of communication during change.

### **Oct. 9**

#### **Results Focus: Decision Making**

Knowing when you have enough information and the input from the best sources for each decision is an ever-changing formula. We will explore factors and criteria important to consider for those short term and long term decisions plus steps to help you avoid analysis paralysis.

### **Nov. 13**

#### **Leadership Theories: Emotional Intelligence (EQ)**

Your success is much more than your IQ - your EQ is just as important if not more so! Emotional intelligence is the single biggest predictor of performance in the workplace and the strongest contributor to leadership and personal effectiveness. In this session we will develop a better understanding of EQ and how to improve your EQ for greater leadership effectiveness.

### **Dec. 11**

#### **Understanding Project/Operational/Financial Performance - Managing Self, Others and Your Firm**

Leading through the project and company life cycle to assure project, operational and financial performance success. Planning, tracking, reporting and understanding key metrics. Utilizing metrics to make needed, timely changes. Review of internal and external reporting with exercises to embed understanding.

**\*ACEC Leadership Development Synopsis: Level I - In Fort Collins**

*For pre-supervisory project engineers and planners*

**Feb. 8**  
**Communication & Relationships: Interpersonal Communication**

Learn different verbal & non-verbal skills to effectively communicate with others. Develop techniques to build collaborate, increase your influence and resolve conflicts successfully.

**March 8**  
**Coaching & Development: Continuous Learner**

Becoming a continuous learner is critical for leaders at all levels. Learn how to seek and receive feedback, identify areas for improvement and align your development plans with the organization's strategies.

**April 5**  
**Employment Law: Harassment & Discrimination**

Your ability to recognize and address harassment in the workplace is not just a legal issue, but a culture one as well. The risk of silence is too great even for emerging leaders. Develop skills to speak up with effectiveness while establishing respect in the process.

**May 3**  
**Staffing: Welcome New Employee!**

As a trusted leader among peers often you are called upon to help welcome new employees. Learn what you can do to help your new team members assimilate into the organizational culture and how to structure on the job training that meets their learning styles.

**June 7**  
**Project Financial Management: Managing Self**

Broadens participant's understanding of principles of project financial management including understanding financial and operational performance metrics and ratios in the reporting process. Program will also build greater appreciation and understanding of the business of engineering.

**Sept. 6**  
**Team Dynamics: Overview**

Explore the different team dynamic theories and stages that impact how individuals work together. We will review Social Styles, generational differences and several others to help you better understand group influences.

**Oct. 4**  
**Change Management: Managing Self**

Learn the differences between change and transition and your own personal reactions to change. We will explore techniques to better manage your response to change so you can be more adaptable to the ever-evolving world.

**Nov. 8**  
**Results Focus: Continuous Improvement**

Broadens participant's understanding of principles of project financial management including understanding financial and operational performance metrics and ratios in the reporting process. Program will also build greater appreciation and understanding of the business of engineering.

**Dec. 6**  
**Leadership Theories: 7 Habits of Highly Effective People**

7 Habits by Stephen Covey is the foundation for professional effectiveness and personal awareness that focuses on timeless principles to help you become a more successful leader. Develop new skills in which The 7 Habits of Highly Effective People are rooted and adopt paradigms of effectiveness.

---

## Program Notes

*Limited to three employees from same firm per workshop. Availability of each workshop*

is based on minimum of 15 registrants. Each workshop limited to 20 registrants.

*Registration Policies:*

- Registration and attendance at or participation in ACEC Colorado-sponsored events/activities constitutes an agreement by the registrant for the Council's use and distribution the attendee's image and/or voice in photographs, videos, electronic reproductions, and audio recordings of such events/activities.
- ACEC Colorado seeks to avoid antitrust violations in connection with its activities, so participants should avoid engaging in conduct that gives even the appearance of an impermissible conversation, agreement, alliance, or impropriety. Discussions among attendees, speakers, exhibitors, board members, and staff must be kept free of even the suggestion of restraint of trade or the selection of suppliers, customers, or prices.
- *Cancellations must be received prior to Friday, Feb. 2. Cancellations received on or after that date will not receive a refund.*

## **Graduation Ceremony: January 2019**

All graduates will be recognized for their achievement and commitment to excellence at the ACEC Colorado Leadership Development Graduation & Member Meeting

**Level IV Workshops will be offered in 2019**