

Leadership Series: Course Descriptions

This course overview includes descriptions and objectives for each of the following levels:

1. **Emerging Leaders**
2. **Mid-level Leaders**
3. **Senior Leaders**

Each distinct level will experience a comprehensive track tailored to develop and enhance skills and tools needed at various stages of a leader's career.

NOTE: Module titles, descriptions and order subject to change.

Emerging Leaders

Emerging Leaders - Overall Description: *This series is designed for emerging leaders who aspire to enhance their leadership abilities and build a solid foundation for future growth. Through engaging activities, practical exercises, and real-world examples, participants will gain tools and knowledge needed to navigate their roles confidently and lay the groundwork for future leadership success.*

MODULE 1: Mastering Time & Goals DAIN JOHNSON

This module explores key concepts such as time management, self-awareness, goal-setting and how to prioritize responsibilities. By the end of this module, managers will be able to manage their workload and set and achieve goals to make progress towards their long-term aspirations.

MODULE 2: Elevating Thought Processes KATE ALLEN

The rise of digital communication tools has amplified the challenges of written communication. Mastering concise and clear writing, from emails to reports to proposals, is a pivotal business skill. This module will delve into best practices and help attendees harness their ability to think both critically and creatively. Focusing on these traits will help improve communication and problem-solving abilities through elevated thinking.

MODULE 3: Compete on Awesome with AI – SUSAN FREW

Forget the confusion and tech-speak—this program breaks down AI into simple, actionable strategies that anyone can implement immediately. Whether you're an executive, entrepreneur, or industry leader, you'll leave feeling empowered, inspired, and ready to compete—on *awesome*.

MODULE 4: It's Your Career – Manage It! – SHARI HARLEY

This module focuses on the essential competencies of active listening, foundational communication and relationship building with colleagues. Participants will develop key skills to communicate effectively, understand and connect with others and foster a positive team environment.

MODULE 5: Communicating for Influence and Impact – SHARI HARLEY

This module emphasizes practical training in accountability, adaptability, resiliency, and emotional intelligence, crucial for navigating today's dynamic work environments.

MODULE 3: Practicing with Integrity – Speaker TBD

This module covers key aspects of accountability, ethics in business, professionalism and implicit bias. It aims to equip participants with essential skills for practicing with integrity, assuming accountability and engaging in an inclusive work environment.

MODULE 7: Foundations of Project Management BILL SIEGEL

This module is designed to equip participants with essential project management skills. It focuses on foundational principles and practices to effectively lead and manage projects within the built environment. The course will cover basics for project planning, execution, and monitoring.

MODULE 8: Building Connections through Listening DAN OBLINGER

This module lays the groundwork for participants to understand and apply relationship-based negotiation principles and practices - key elements of effective project and talent management.

Mid-level Leaders

Mid-level Leaders - Course Description: This course is designed for mid-level leaders who are looking to refine and expand their leadership capabilities. Through case studies, role-playing, and interactive discussions, participants will deepen their understanding of leadership critical competencies, enabling them to lead more effectively in complex and dynamic work environments.

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MODULE 2: The Consultative Mindset – KATE ALLEN

The consultative mindset means understanding coworkers' or clients' unique needs, challenges and objectives before proposing solutions or engaging in strategic conversations. This perspective can foster deeper team and client relationships. This module will bring into focus the skills needed to anticipate the client's needs, pairing the consultative mindset with an entrepreneurial mindset, thus creating positive employee and client experiences.

MODULE 3: Managing Your Career - SHARI HARLEY

This module aims to empower mid-level leaders with the advanced skills and confidence needed to navigate complex interpersonal dynamics, address challenging situations, and foster a productive and supportive work environment.

MODULE 4: Managing People: Coaching and Developing for Powerful Performance - SHARI HARLEY

This module is to help participants to enhance their abilities in conflict management, fostering psychological safety and cultivating emotional intelligence. These skills are crucial for creating a positive and productive work environment, navigating complex interpersonal dynamics, and leading teams with empathy and understanding.

MODULE 5: Managing Culture - SHARI HARLEY

Change management focuses on translating strategic direction into actionable steps for teams. It involves guiding employees through transitions, addressing concerns, and maintaining productivity during periods of change. Mid-level leaders play a critical role in communicating the “why” behind changes, reinforcing key messages from senior leadership, and providing feedback from the front lines.

MODULE 6: Strategic Integration – BILL SIEGEL

This module will elevate strategic and business development acumen by providing advanced insights into integrating project management with broader business objectives, emphasizing the development of strategic thinking and financial management skills to align project goals with organizational strategy.

MODULE 7: Next-level Leadership – PETER ATHERTON

This module forms the basis for long-term team and organizational growth and success and clarifies leadership versus management. It is often said that leaders need to lead, and managers need to manage, but the reality is that leaders need to also manage, and managers need to also lead. The lines between leadership and management are too often blurred by multi-faceted titles and dual-purpose positions as principals, leaders, managers, doers, and sellers. The lines become less blurred when teams better understand specific roles and functions for any particular project or initiative and, as importantly, which “hard” and “soft” skills are most needed for success with each role and function.

MODULE 8: Relationship-based Negotiation DAN OBLINGER

This module emphasizes the principles and practices of relationship-based negotiation, including managing emotions and biases, conducting discovery, becoming trusted advisors, building empathy and trust, and developing creative solutions with colleagues, employees, managers, and clients.

Senior Leaders

Senior Leaders - Course Description: This program is designed to enhance the skills and competencies of experienced leaders within an organization. With focuses on strategic thinking, advanced leadership techniques and organizational management, the series aims to equip senior executives with tools to lead effectively in complex environments, drive organizational change, and inspire high-performance teams. The goal is to prepare senior leaders to navigate challenges, foster a positive culture, and contribute to the organization's long-term success.

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MODULE 2: Growth Mindset – KATE ALLEN

This module explores how adopting a growth mindset can enhance leadership effectiveness by fostering inclusivity, embracing cultural diversity and nurturing a supportive and innovative work environment. It reflects the broader industry trend of valuing people-centric leadership as a key driver of organizational success.

MODULE 3: Managing Your and Your Organization's Brand - SHARI HARLEY

The ability for organizations to change paves the way to a powerful future. Without innovation and change, organizations' longevity is questionable. But the human response to change is predictable - it's fear and resistance. When people are afraid, leaders and managers avoid hard conversations. Decisions are poorly communicated, and employees feel disconnected. Change that's well introduced and managed, strengthens relationships, teams, and performance. It creates dialogue that moves organizations forward.

MODULE 4: Getting the Best from Employees: Coaching and Developing for Powerful Performance - SHARI HARLEY

Coaching and developing employees is the hardest thing managers do. Being a good coach requires trust, patience, and takes time, time you may not feel you have. The old adage, "If you want something done right, do it yourself" may at times feel true, but it also leaves managers overextended, unfocused and with an underdeveloped staff. Giving direct reports an appropriate amount of responsibility and accountability is the only way employees develop and the only way managers get out of the weeds and are able to focus on the work they're supposed to be doing - leading people and departments. A lack of growth and development opportunities is the greatest reason for employee turnover. If you want your staff to stay and be engaged, they need to feel that they are developing new skills and abilities. Learn how to coach and delegate appropriately so both managers and direct reports get what they need. Managers get results and more time to focus on their own accountabilities, and employees learn new skills and become more autonomous.

MODULE 5: Creating Culture: Being an Organization Where People Want to Work - SHARI HARLEY

There is a lot of research about what makes a company a great place to work. When you boil it down, there are really just five things that lead to loyal, engaged and high-performing employees. Find out what really makes employees do their best work and remain engaged over long periods of time. Learn what the best companies are doing to be great places to work, and get practices you can implement immediately. Create and maintain a successful organizational culture that endures leadership changes, mergers and acquisitions, and the other challenges inherent in a fast paced, driven organization.

MODULE 6: Strategic Leadership Excellence – BILL SIEGEL

This module will equip experienced leaders with advanced skills in strategic planning, systems thinking, and change management. Participants will learn about tools and frameworks to navigate complex organizational challenges, align resources with long-term goals and drive sustainable change.

MODULE 7: Transcend Traditional Thinking & the Status Quo – PETER ATHERTON

Winning work today is more dynamic and complex than ever. It requires victory within a new category of individual achievement and organizational design and this module will provide a platform and substructure for purposefully doing this.

MODULE 8: Advanced Negotiation Practices - DAN OBLINGER

This module expands on relationship-based negotiation principles and practices to enhance client collaboration, resolve conflicts, and foster a positive workplace culture.