

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. Take charge of your employees' or your own professional growth by equipping them or yourself to lead and manage others.

The **ACEC Colorado 2022-23 Leadership Development Program** offers enrollees the tools, knowledge, and skills to become effective and successful leaders – now and in the future. [Click here](#) to register and select to attend either in person or online.

Logistics:

- *Tuition & Materials:* Members-only Rate: \$2399 (through July 29) | \$2,799 (as of July 30); non-member Rate: \$3499.
- *Credits:* Up to 33.5 PDHs* may be earned (reported to the Engineering Registered Continuing Education Program [RCEP] monthly).
- *Delivery:* In person at the ACEC Colorado Training Room or online. The primary instructor will be in person for those selecting to attend onsite.
- *Content:* There will be nine modules for each level focused on key leadership competencies. See below for additional details.
- *Dates/Times:* For a total of eight sessions**, each level will meet once per month in four-hour increments on either the second (Levels 1 and 2) or third (Level 3) Wednesdays from September-November and January-May.

Level 1 8 a.m.-Noon	Level 2 1-5 p.m.	Level 3 1-5 p.m.
Sept. 21, 2022	Sept. 14, 2022	Sept. 21, 2022
Oct. 19, 2022	Oct. 12, 2022	Oct. 19, 2022
Nov. 16, 2022	Nov. 9, 2022	Nov. 16, 2022
Jan. 18, 2023	Jan. 11, 2023	Jan. 18, 2023
Feb. 15, 2023	Feb. 8, 2023	Feb. 15, 2023
March 15, 2023	March 8, 2023	March 15, 2023
April 19, 2023	April 12, 2023	April 19, 2023
May 5, 2023**	May 5, 2023**	May 5, 2023**
May 17, 2023	May 10, 2023	May 17, 2023

**In addition to the eight modules in the ACEC Colorado Training Room or online, there is a ninth module that will take place during ACEC Colorado's Annual Conference on Friday, May 5.

Level 1 Program Key Competencies and Objectives

Designed for pre-supervisory project engineers and planners

- **Communication & Relationships: Interpersonal Communication**
Recognize different verbal and non-verbal skills to effectively communicate with others. Develop techniques to build collaboration, increase your influence and resolve conflicts successfully.
- **Coaching & Development: Continuous Learner**
Learn how to seek and receive feedback, identify areas for improvement, set SMART goals and develop a growth mindset to view feedback and challenges as learning opportunities.
- **Employment Law: Harassment & Discrimination**
Speak up with effectiveness while establishing respect in the process because your ability to recognize and address harassment in the workplace is not just a legal issue, but a cultural one as well. The risk of silence is too great even for emerging leaders.
- **Talent Management: Welcome New Employee!**
Help your new team members assimilate into the organizational culture and structure via on-the-job training that meets their learning styles for a shorter learning curve and time to full productivity.
- **Change Management: Managing Yourself**
Understand the differences between change and transition and your own personal reactions to change. Explore techniques to better manage your response to change so you can be more adaptable to the ever-evolving world.
- **Team Dynamics: Group Dynamics**
Explore the different team dynamic theories and stages that impact how individuals work together. Learn about social styles, generational differences, and other patterns to help you better understand group influences.
- **Results Focus: Continuing Improvement**
Incorporate skills learned thus far into time management as well as taking initiative and becoming a problem solver as part of your own continuous improvement.
- **Leading for Diversity, Equity and Inclusion**
Examine your own assumptions and biases as you learn the fundamentals towards building more inclusive workplaces, managing diverse teams, and serving diverse clients.
- **Leadership in Action: The 7 Habits of Highly Effective People**
Develop key skills in which The 7 Habits are rooted and adopt new paradigms of effectiveness. The *7 Habits of Highly Effective People* workbook will help guide this module.

Level 2 Program Key Competencies & Objectives

Designed for supervisors of project engineers and planners

- **Communication & Relationships: Difficult Conversations**
Address difficult conversations with direct reports more effectively by learning how to successfully listen to concerns, reflect understanding, and then set expectations and gain agreement for mutually beneficial outcomes.
- **Coaching & Development: Coaching for Success & Defense**
Encourage performance improvement through good coaching, motivation, delegation and follow up. Learn techniques around effective feedback, follow up and performance documentation. Examine drivers of employee engagement so a more proactive approach can be used to motivate your team.
- **Employment Law: Recognize Legal Issues**
Enhance your ability to recognize potential legal issues which can impact the morale of your employees, your team, and your organization. Explore the most common employment laws you may encounter and how to respond effectively while minimizing risk to your organization.
- **Talent Management: Hire the Best!**
Augment your hiring skills by identifying the behaviors of your top performers, developing behavioral interview questions, and ensuring your questions are legal. Learn best practices for conducting an effective interview and the employee selection process.
- **Change Management: Managing Others**
Learn the four stages of transition, employee behavior during each of these stages and how you can effectively assist others through the change curve so your team can move forward.
- **Team Dynamics: Introduction to Social Styles**
Develop the ability to “read” others and then adapt your interpersonal style to meet the needs of others. Learn about the SOCIAL STYLE® interaction model, the strengths, and limitations of each style, how to recognize another style, and key components to versatility. This session includes a self-assessment.
- **Results Focus: Moving from Individual Contributor**
Learn best practices for balancing competing priorities, creating and using meeting metrics and establishing trust and credibility.
- **Leading for Diversity, Equity and Inclusion**
Examine your own assumptions and biases as you learn the fundamentals towards building more inclusive workplaces, managing diverse teams, and serving diverse clients.
- **Leadership in Action: Situational Leadership**
Diagnose and identify the needs of an individual or a team and then use the appropriate leadership style to respond that which was identified.

Level 3 Program Key Competencies & Objectives
Designed for functional managers

- **Relationships & Communication: Balancing Relationship Tensions**
Explore how to balance the relationships of key stakeholders such as customers, employees, suppliers, contractors, and regulatory agencies to manage tensions and develop effective working relationships.
- **Coaching & Development: Manage Performance Beyond Write-Ups**
Understand 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.
- **Employment Law: Managing the Injured Employee**
Understand the fundamentals of the laws, regulations and benefits such as ADA, FMLA, worker's compensation, disability, and leaves of absence. Learn what you can and cannot do in order to avoid litigation and quickly bring your employee back to full productivity.
- **Staffing: On-Boarding for Retention**
Develop a thought-out onboarding process that goes beyond orientation to ensure employees do not have buyer's remorse. Engage new employees, increase likelihood of long-term retention and help them become a contributing team member.
- **Change Management: Leading Change**
Learn about the four stages of transition, examine the different dimensions of change leadership styles and assess change intelligence (CG).
- **Teams: Five Dysfunctions of a Team**
Explore and understand the pitfalls that side-track teams and get an introduction to key steps to rebuilding a cohesive team.
- **Results Focus: Decision Making**
Determine how to know when there is enough information. Explore important factors and criteria to consider for short- and long-term decisions plus steps to help avoid analysis paralysis.
- **Leading for Diversity, Equity and Inclusion**
Examine your own assumptions and biases as you learn the fundamentals towards building more inclusive workplaces, managing diverse teams, and serving diverse clients.
- **Leadership in Action: Emotional Intelligence (EQ)**
EQ or Emotional Intelligence is the single biggest predictor of performance in the workplace and the strongest contributor to leadership and personal effectiveness. Learn to develop a better understanding of and the steps to increasing EQ.