

REGISTRATION FORM

Full Name _____

Title _____

Firm Name _____

Address _____

City, State, Zip _____

Phone/Cell Phone _____

Fax _____

email Address _____

Applicant Criteria

Please enclose a copy of your most recent resume.

What do you hope to gain from your involvement in the ACEC/MA Odyssey Leadership Program?

Payment Method

Credit Card: Master Card Visa American Express

Name on Card _____

Billing Address _____

Credit Card Number _____ Expiration Date _____

Check Payable to "ACEC/MA"

- \$5,000 ACEC/MA Members before 8/7/10
- \$5,500 ACEC/MA Members after 8/7/10
- \$6,500 ACEC Non Members before 8/7/10
- \$6,800 ACEC Non Members after 8/7/10

Remit Payment to: ACEC/MA The Engineering Center
One Walnut Street | Boston, MA 02108

You are registered for the ACEC/MA Odyssey Leadership Program and agree to the pay the stated fees. Cancellation more than 10 business days prior to the start of the program will be refunded. Any cancellations received within ten business days of the start of the program will not be refunded. Replacements will be considered. Please remit payment by 8/31/10.

Signature: 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/MA Odyssey Leadership Program Certificate of Completion.

Candidate's Signature _____

ACEC/MA ODYSSEY LEADERSHIP PROGRAM

The ACEC/MA Odyssey Leadership Program is open to all ACEC /MA members and non-members. The program consists of 9 sessions including an individual one-on-one coaching session. Sessions are interactive and students will need to complete a personal vision. ACEC/MA 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.

When and Where

All sessions except Session 3 will be held at the Babson Executive Conference Center (BECC) on the Babson College Campus in Wellesley, MA. The BECC is a top-ranked conference center with highly acclaimed amenities. Sessions held at the BECC are from 8:00 a.m. to 5:00 p.m. Session 3, the individual One-on-One coaching session, will be held at The Engineering Center, One Walnut Street in Boston. The time of this session will be scheduled with each individual attendee at a later date.

Enrollment Process

Enrollment is open now with classes starting in October 2010. To enroll please complete the attached application or register online at www.acecma.org

Class size is limited to 20 participants. Enrollment will be based on a first come first serve basis.

ACEC/MA, The Engineering Center | One Walnut Street | Boston, MA 02108 | Fax: 617.227.6783 | email: ACEC@engineers.org

October 7, 2010	Session 1 - Leadership Principles
November 4, 2010	Session 2 - Understanding Yourself and Others Better
December 6-7, 2010	Session 3 - Individual One-on-One Coaching
January 6, 2011	Session 4 - Communicating to Motivate
February 3, 2011	Session 5 - Leading Difficult People and Leading in Conflict Situations
March 3, 2011	Session 6 - Leading Change
March 31, 2011	Session 7 - Empowering and Growing Others
April 28, 2011	Session 8 - Taking and Controlling Personal Risk; Defining Your Personal Leadership Style
May 19, 2011	Session 9 - Inspiring Leadership In Others; Creating A Leadership Culture

"We at SMMA believe that the real tools of the engineer of the future are the ability to listen and understand, communicate, and lead. In addition, the ability to understand oneself is a complementary skill to these tools especially in relationship building with design team members, clients and the public. These are development traits not readily taught in engineering schools, yet they have become the basic DNA of technical success in our industry. The ACEC MA Odyssey Program offers the perfect catalyst for educating aspiring leaders to do better and to seek improvement in their personal development as the engineers of tomorrow. If the results of our first graduate are any indication, we expect to see more and more value of the program to us in the future."

- **Michael K. Powers, PE, LEED AP**
Principal at Symmes Maini and McKee Associates

Certificate Requirements

Enrollment in the ACEC/MA Odyssey Leadership Program is a commitment to learning and professional development. To be recognized as a ACEC/MA Odyssey Leadership Program graduate, you must attend all 9 sessions including the one-on-one session.

In order to gain the full value of the Odyssey Leadership Program, it is highly important to attend all the sessions. Any missed sessions will require make-up work assigned by the course instructors. Those attendees missing more than one session may not graduate at the discretion of the course instructors. Class members may apply for consideration to make up missed classes.

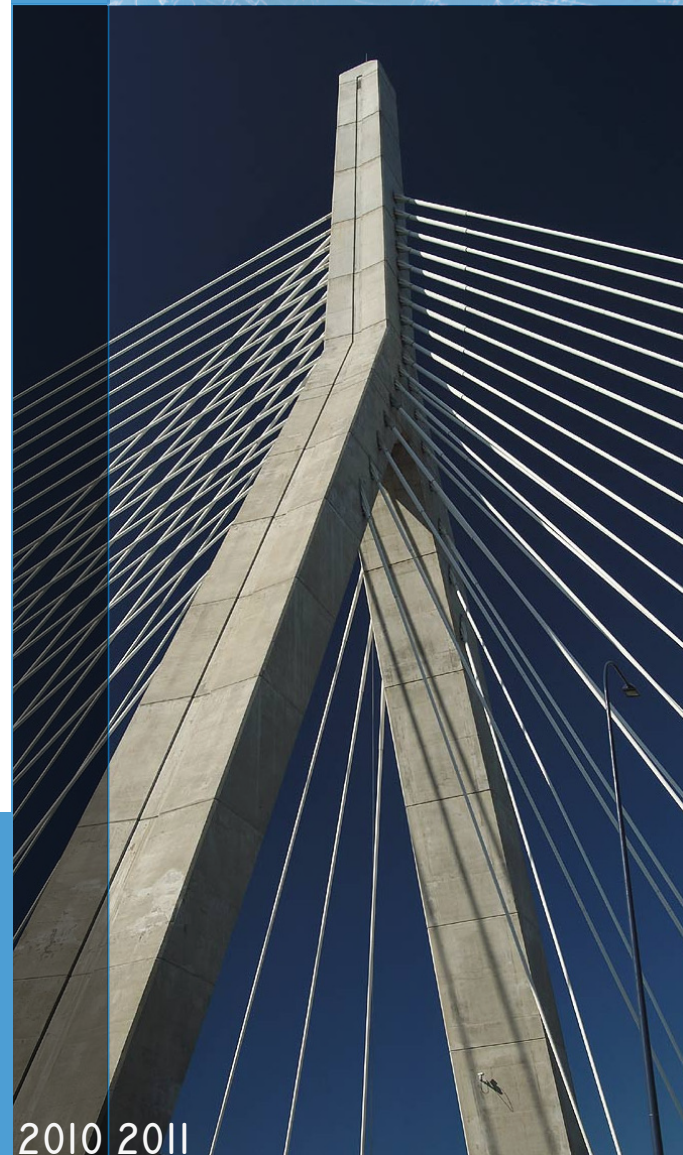
PDH Credit

58 PDHs. Odyssey is providing professional development hours to meet certain continuing education requirements for licensure in some states. New York, Florida, Louisiana, North Carolina, and Oklahoma require pre-approval of PDH sponsors. The Odyssey program has not been pre-approved in those states.

Tuition

ACEC/MA members in good standing (before 8/7/10)	\$5,000
ACEC/MA members in good standing (after 8/7/10)	\$5,500
Non members (before 8/7/10)	\$6,500
Non members (after 8/7/10)	\$6,800

Tuition costs include 8 sessions, lunch, break refreshments, an individual one-on-one evaluation session, and program



2010 2011

ODYSSEY LEADERSHIP PROGRAM

ACEC/MA ODYSSEY LEADERSHIP PROGRAM

The American Council of Engineering Companies of Massachusetts (ACEC/MA) is pleased to announce the second offering of its leadership skills development program called Odyssey. This intermediate leadership development program will focus on the key leaders within firms that have acquired the knowledge and skills taught in the ACEC/MA Emerging Leaders program but now strive to further develop their leadership skills. The Odyssey is an extended program over nine months with eight formal training sessions and one individual session focused on leadership development. The course outline is shown below.

Four Basic Foundations For Leadership Skills

- Understanding Self
- Well Defined Personal Vision
- Understanding Others
- Communicating to Motivate

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:

- Applying leadership principles
- Leadership vs. management
- 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; 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
- Personality inventory to determine Motivational Value System (MVS)
- Understanding yourself
- Understanding/motivating others
- Developing a personal vision
- Communicating your vision
- Applying the principles

Session 2 – Understanding Yourself and Others Better

- Case study - Using MVSs to deal with problems
- Personal giftedness
- Inventory – My personal giftedness
- Relationship Awareness Theory
- Emotional intelligence
- Maintaining self-worth and borrowing relating styles
- Exercising leadership integrity
- Giving and receiving effective negative/positive feedback
- Action plan – Improving my feedback

Session 3 – Individual Coaching Session

Session 4 – Communicating to Motivate

- Levels of leadership
- Listening problems
- Sources of information when listening
- Listening skills test
- Inventory – Are you a 100% listener?
- Non-verbal communication
- Using a translator –Taking the sting out of negative communication
- How different people listen
- 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
- Communicating to groups
- Action plan – Improving my communication

Session 5 – Leading Difficult People and Leading in Conflict Situations

- Influence, power, and leadership
- Types of difficult people
- Inventory – What happens to me as a leader when I am demotivated/burned out?
- Inventory – How strong-willed are you (and where)?
- Impact of strong will on motivational values
- 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 people 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 people deal with change
- Overcoming resistance to change
- What fosters / stifles change
- Motivating change in individuals
- Achieving behavior change
- Dealing with risk averse people
- Leading the change process –changing organizations
- Overcoming negative organizational politics
- Changing my own behavior
- Inventory – My skills for leading change
- Action plan – Areas for improvement

Session 7 – Empowering and Growing Others

- Empowerment
- Defining delegating, coaching, and mentoring
- Requirements for excellent delegation
- Delegating to empower
- Requirements for excellent coaching
- Requirements for excellent mentoring
- Difficulties in mentoring in technical organizations
- Problems by MVS in delegating, coaching, and mentoring
- Impact of empowering others in leading change / conflict
- Inventory – My effectiveness in growing / empowering
- Creating a culture of empowerment
- Creating mentoring culture
- Action plan

Session 8 – Taking and Controlling Personal Risk; Defining Your Personal Leadership Style

- Distinguishing between types of risk
- Problems people have taking risk
- How people think about / deal with personal risk by MVS
- Overcoming problems and being more confident in controlling risk
- Action plan – Improving how I take / control personal risk
- Values to consider in defining your leadership style
- Differences in leadership styles
- Discussion of leadership concepts, values, and styles
- Creating your own personal rules of engagement
- How to think about defining a personal leadership style
- Action plan

Session 9 – Inspiring Leadership In Others; Creating A Leadership Culture

- Leadership strengths and growth needs by MVS
- Confidence issues by MVS
- How to build confidence in others
- Personal obstacles we overcame and effective methods to overcome them
- Applying personal experience to inspire leadership in 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
- Closing discussion

THE JENNINGS GROUP

The program will be taught by The Jennings Group. The Jennings Group specializes in working with engineering and other technical organizations, contracting firms, and other project management organizations to provide solutions to complex business management and training issues. Olin Jennings brings over 25 years of management consulting and training experience along with 9 years in industry including president of a national environmental services company. Laura Jennings brings people and organizational skills through over 25 years of management consulting experience and training and also has managed an executive search firm.