



AMERICAN COUNCIL OF ENGINEERING COMPANIES

ACEC Senior Executives Institute

Building an Industry of Excellence – One Leader at a Time

The American Council of Engineering Companies (ACEC) is the voice of America's engineering industry. Council members – numbering more than 5,500 firms throughout the country – are engaged in a wide range of engineering works that propel the nation's economy, and enhance and safeguard America's quality of life. The Council's mission is to contribute to America's prosperity and welfare by advancing the business interests of its member firms.

In October of 1995, ACEC developed the first executive leadership course designed specifically for engineers and architects – the ***ACEC Senior Executives Institute (SEI)***. Since 1995, SEI has helped unleash powerful leadership and personal mastery skills in more than 300 executives. With an SEI class beginning each fall, your firm has ample opportunity to reap the benefits of SEI by enrolling your up-and-coming or currently placed executive leaders.

The following information will provide you with an overview of the power behind ACEC's Senior Executives Institute:

SEI Approach
Executive Participants
SEI Curriculum- Five Sessions
Current Class Schedule(s)
Tuition and Scholarships
SEI Faculty
Registration

We look forward to having you join us at ACEC's Senior Executives Institute.

POWERFUL LEADERSHIP FOR POWERFUL BUSINESS!

SEI Approach

The ACEC Senior Executives Institute curriculum is tailored to the intricate world in which design professionals must operate. Over the 2-year program, executives will increase their personal knowledge, skills, business acumen, and awareness of the environment in which they practice. As a more effective leader, they can better clarify what matters for themselves and their businesses, so that compelling visions, goals and strategies emerge.

SEI is highly interactive, energetic, exploratory, and challenging. The SEI faculty uses methodologies that include lectures from prominent policy makers, meetings with public and private sector clients, group discussions and case study work, self-evaluation and individual work, presentations and discussions with industry leaders, and extensive reading on cutting-edge leadership and management topics from the best contemporary thinkers. Teaching tools used in the program enhance this methodology and include:

- Harvard Business Review case studies
- 360 Degree Self-Assessment
- Human interaction and personality type models
- Books, articles, and workbooks
- Visual and sound media (videos, DVDs, CDs)

Life-Long Learning

As SEI executives are introduced to new models of thinking, they become more aware of the constant change that is occurring in their firms and their lives and the learning process needed to facilitate and deal with that transformation. As they leave the program – each executive is more committed to life-long learning. Each executive has the opportunity to evaluate their own skills in the areas of management, communication and leadership by completing a personal inventory. They also receive a comprehensive feedback assessment from their co-workers and employees on items most critical to an executive's performance.



“The only constant in our lives and firms is change,” says Blake Murillo, Chairman & CEO, Psomas, Los Angeles, CA and SEI Class I graduate, “My leadership challenge is to effectively deal with change. I can’t do that without life-long learning - not just for myself, but also for my firm. Building a learning organization has been the best lesson of SEI.”

Executive Participation

SEI attracts executives from all sizes of firms, in all locations and from all nationalities. Designed for public and private sector engineers and architects, the SEI executive will have at least five years experience managing all aspects of professional design programs or business. Professionals from all disciplines, experiences and backgrounds excel with the SEI curriculum.

Each SEI class is limited to 28 executive participants. At this size the faculty is able to give personal attention, feedback, and coaching to every participant about their skills in management, communications, and leadership.

Alumni Groups

SEI graduates say that a major benefit of the SEI experience is the relationships they build with each other during the program. Students learn that they are not alone in the challenges they face both personally and professionally. Every SEI class has resulted in an ongoing alumni group that meets to continue their lifelong learning process and provide support. SEI graduates are also available to speak with prospective students about their experience. If you are interested in speaking with a member of the SEI alumni group just let us know!



SEI CURRICULUM

Life-long learning

The Senior Executives Institute curriculum is divided into five four- or five-day sessions. Each includes preparatory reading, self-study and in-depth discussions. The following is a brief description of each session:

I. YOUR VISION AND THE WORLD

The opening week to the Senior Executives Institute experience, executives take the first step in defining their leadership style and visions. “Knowing yourself” and “knowing the world” are fundamental attributes of leadership, according to Warren Bennis Ph.D., founding chairman of the University of Southern California Leadership Institute. As SEI participants reflect on their own “personal purpose and values” they will see how this is reflected in their actions as leaders. An introduction to the concept of the “living company” will be used to frame critical issues of organizational vision and values and adaptation to a changing world.

To skillfully respond to the external world, executives are taken on an in-depth journey into the social, economic, environmental and public policy trends that shape the marketplace and business climate for engineering firms and their clients. The faculty consists of Brookings scholars, academics, government officials, diplomats, journalists, and other policy experts. Aided by these expert speakers, SEI’s program is based on the current areas of interest in the United States and in the world. In addition, you’ll visit the Old Executive Office Building, the Capitol building, Mt. Vernon Estate, participate in a simulated congressional race, and still have time to see the sights in the Nation’s capital.

This session will help you:

- Understand leadership as an art
- Know yourself and define your personal leadership framework
- Lead a living company
- Examine the changing environment, national and global issues and trends
- Interpret and apply public policy and its importance to engineering
- The engineer in 2025

II. PERSONAL MASTERY

A deeply introspective week, this session provides executives with the opportunity to self-examine their personality and personal vision to see how it affects their leadership, relationships, communication skills, teamwork, and ability to manage change and maintain balance.

Delving deeper, executives will discover the role of relationships in business and in leadership and identify patterns that may affect the workplace dynamics or home environment. This session provides a forum for expanding and deepening self-awareness, emotional intelligence, and understanding of human behavior and personality. Each executive will build their ability to anticipate and deal with power struggles and to provide others with feedback. Communication and team skills are explored as participants are given ample opportunities to practice new learning in a safe setting, with coaching from both instructors and fellow class members.

This session will help you:

- Develop a model for personal mastery that includes such things as self awareness, relationships and communication.
- Understand how your personality and human behavior affect your personal values and development plan.
- Apply advanced communication techniques in the art of feedback, dealing with tough stuff, team alignment and power struggles.
- Analyze situational leadership and the boundaries that apply.
- Build stress management techniques to balance personal and professional issues.



III. SITUATIONAL LEADERSHIP, STRATEGY AND SYSTEMS THINKING

The design industry is in constant transformation. Unseen and subtle trends and forces are shaping the industry's future on a daily basis. Overlooking or underestimating the impact these changes have on a design firm can result in loss of profits or worse. SEI executives will examine current industry trends and evaluate how it will affect their firm's future. By focusing on the marketplace, clients and client behavior, a new and superior strategic plan will begin to evolve. With this session focused on the firm, executives will define their leadership role in crafting and communicating organizational vision and strategy for their "living firm."

The session begins by introducing the concept of situational leadership, building on the personal mastery work that participants did in the previous session. The session then shifts to focus on the leader's role in creating team alignment as well as crafting and communicating organizational vision and strategy for their living company. In depth discussion on strategic management examines both an alternative approach to strategic planning and a firm's capacity for strategic thinking – or its ability to sense and respond to a rapidly changing environment. Existing business models used in firms will be contrasted to new models of practice now emerging within the design and construction industry that are designed to escape the pressures of commoditization, create greater value for clients, and earn a "fair return on value created."

In addition, executives will be introduced to "Systems' Thinking" as a tool for planning the future. Systems' thinking analyzes the reality a firm is facing and identifies points of leverage for change. During SEI executives will be introduced to a model of high performing work systems and techniques for a strategy-making process. They will be able to identify their own firm's strategic challenges and will learn its ability to sense and respond to a rapidly changing environment. Eventually, SEI executives will see their firms as whole and ever changing but also adaptable and learning organizations.

"SEI works!" states Lee W. Slade, Executive Director of Structural Engineering Services at Walter P. Moore Engineers and Consultants in Houston, TX, "So far we've sent several senior leaders through the SEI program. Today, the positive impact of SEI on our firm is unmistakable in organization, profits, and long-term focus. The training in systems thinking paid dividends immediately. Just that one session helped us recover our firm's entire SEI investment within a year through increased operational profits."

This session will look at:

- Situational leadership & team alignment
- Vision, core purpose, and core values
- Strategic management
- Balanced scorecard & strategy mapping
- Organizational learning
- Complexity & new science approaches
- Systems thinking

IV. Organizational Leadership Issues

As a design professional executive you've labored to build your organization on the foundation of ethical practices, good management and professional excellence. Any organizational decision will either enhance or diminish this foundation. This session explores the real challenges executives face in the design industry and uses transformative – or adaptive – work to assist a firm as it moves through periods of profound change.

Given the right tools, a leader can help an organization adapt through coaching and mentoring and good management techniques. This session begins by challenging the existing model of practice used by most engineering, architecture, and design firms. New models of practice will be explored that move away from selling hours toward creating value and earning a fair return for value created. Program management, alternative project delivery, and lean thinking will be explored as potential avenues for repositioning the engineer within the value chain of the design and construction industry. Participants will confront the challenge of leading change both within their organizations and for their clients. Team learning and dialogue will be introduced as key disciplines that leaders can access when engaged in these types of change efforts. Participants will also learn about scenario planning and use the technique to explore the future of information technology and think about how their firms can respond to a range of alternative futures.

This session will explore:

- New models for professional practice
- Master strategies for value creation
- New pricing strategies
- Program management, alternative project delivery, project integration
- Lean thinking & sustainability
- Leading transformative (adaptive) work and profound change
- Team learning & dialogue
- Human resource management
- Scenario planning



V. Putting it All Together

“To lead is to live dangerously,” observes Ronald Heifetz, founding director of the Center for Public Leadership at Harvard University, “because ...when you lead people through difficult change, you challenge what people hold dear...with nothing more than a possibility.” Leaders of design and consulting engineering firms are confronting a future where they must lead and live dangerously. This session culminates the SEI executive’s work in preparing to tackle this challenge.

The session begins with a set of high potential organizational strategies for building a successful firm. These include knowledge management, coaching and mentoring, and accountability. The session has participants reflect upon the “dashboard” that they currently use to manage their firms and identify alternative metrics that can provide a closer linkage with the firm’s vision, values, and strategy and improve accountability for commitments made by members of their firm. We look at how leaders can increase their personal capacity for creativity and build an organizational environment that fosters creative thinking and innovation. We return to growing the personal mastery of participants, preparing them to master the challenges they will face as they return to their firm and engage in the adaptive work of leading those organizations and their clients into the future. We end the session and the formal SEI experience with a series of exercises allowing participants to chart their path for transitioning from this learning environment to their practice as leaders of their firms, the professions, and the industry.

This session will delve into:

- Measurement & accountability
- Coaching and mentoring
- Knowledge management
- Creativity & innovation
- Personal mastery, adaptive work, & leading profound change
- Staying alive and leading
- Transitioning from SEI to practice
- Closure



Class 24 Schedule

Bringing Powerful Leadership Into Your Firm

ACEC challenges A/E Executives to try new ways of thinking. If you are looking to boost your firm's success, enrich business relationships, and build business acumen and self-awareness, then the Senior Executives Institute is the place for you.

SEI includes five sessions for a total of 21 days over a two-year period. Class size is limited to 28 executives.

SEI Class 24 Tentative Dates & Locations

SESSION ONE	SEPT - OCT. 2018 WASHINGTON, DC
SESSION TWO	FEBRUARY 2019 SANTA ANA PUEBLO, NM
SESSION THREE	JUNE 2019 BOULDER, CO
SESSION FOUR	NOVEMBER 2019 SAN FRANCISCO, CA
SESSION FIVE	MARCH 2020 AMELIA ISLAND, FL

Tuition

An Investment in Your Firm's Future

Tuition for ACEC's Senior Executives Institute is \$30,500 for ACEC members and \$34,500 for nonmembers – divided over the two-year course schedule. With the submission of your application, a \$2,000 non-refundable registration fee is applied toward your first year's tuition. Payment of the balance for year one's tuition, which will be invoiced in late summer 2018, is due upon receipt. Year two's tuition will be invoiced in July 2019. ACEC and the SEI faculty ask that each SEI registrant commit fully to being an active and engaged participant in order to ensure the best experience for the entire class.

Refund Policy:

The \$2,000 registration fee is non-refundable. Tuition refund requests by students who do not complete the SEI course will be handled on an individual basis. ACEC reserves the right to cancel any program and assumes no responsibility for personal expenses.

SEI Faculty

Partners in Powerful Leadership

SEI faculty is drawn from a variety of credentialed and experienced sources. Program instructors include engineers and architects from consulting organizations that work with engineering and architectural firms, professors from major universities such as the University of Colorado, and experts at the Brookings Institution, a private non-profit organization devoted to nonpartisan research, education and publication in economics, government, foreign policy and the social sciences.





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REGISTRATION FORM

SENIOR EXECUTIVES INSTITUTE CLASS 24

I am committed to attending all five sessions of SEI Class 23. I understand the enclosed \$2,000 non-refundable registration fee will be applied against my first year's tuition. I understand that my reservation is transferable within my firm prior to *Session One* in September 2016. I further understand that SEI is a highly interactive program, and I am committed to fully participating.

SESSION ONE	SEPT/OCT 2019	WASHINGTON, DC
SESSION TWO	FEBRUARY 2019	SANTA ANA PUEBLO, NM
SESSION THREE	JUNE 2019	BOULDER, CO
SESSION FOUR	NOVEMBER 2019	SAN FRANCISCO, CA
SESSION FIVE	MARCH 2020	AMELIA ISLAND, FL

PERSONAL INFORMATION

Name _____

First name for badge _____

Title _____

Firm/Organization _____

Mailing address _____
(Please, no box numbers)

City/State/Zip _____

Office Phone _____ Cell Number _____

Email address _____

Membership on state or national committees _____

How did you hear about the ACEC Senior Executives Institute (SEI)? *(Check all that apply)*

- SEI Alumni Web Site Brochure *The Last Word* ACEC MO
- ACEC Convention/Conference ACEC Seminars/Programs Other _____

PROFESSIONAL INFORMATION

Principal areas of licensure _____

Degrees/Majors and Schools _____

Firm disciplines _____

Number of branches in your firm (excluding headquarters) _____

Number of employees firm-wide _____ Number of employees in your office _____

Does your firm work internationally? Where? _____

Are you a subscriber to the weekly on-line *The Last Word* newsletter? Yes No

Has your firm sent executive(s) to previous SEI classes? Yes No

TUITION

\$30,500 ACEC Members \$34,500 Non Members

You will be invoiced for the first year's tuition in August 2018. Registrations are contingent on payment of the balance. No refunds will be available after July 1, 2018. ACEC reserves the right to cancel any programs and assumes no responsibility for personal expenses.

NON-REFUNDABLE \$2,000 REGISTRATION FEE (TO BE APPLIED TO FIRST-YEAR TUITION)

Check (*Payable to ACEC/SEI*) Visa MasterCard American Express Discover

Name of Cardholder _____

Credit Card Number _____ Expiration Date _____

Authorized Signature _____

The attached non-refundable \$2,000 registration fee, which will be applied against my tuition, reserves a seat in my name for SEI Class 24. I may transfer the seat within my firm prior to Session One by notifying ACEC and submitting a new registration form. I understand that class enrollment and billings will be based on signed registration forms.

Signature _____ Date _____

MAIL THIS FORM TO:

ACEC, Attn: SEI, 1015 15th Street, NW, 8th Floor, Washington, DC 20005-2605

FAX THIS FORM TO:

202-789-7220