

SENIOR
EXECUTIVES
INSTITUTE

*Building an A/E/C Industry of Excellence...
One Leader at a Time*

The logo for the American Council of Engineering Companies (ACEC) features the acronym "ACEC" in a bold, serif font. A thin, curved line arches over the letters, starting above the 'A' and ending above the 'C'.

AMERICAN COUNCIL OF ENGINEERING COMPANIES

Powerful Leadership for Powerful Business

The ACEC Senior Executives Institute curriculum is specific to the complex world in which design professionals practice. Over the course of two years, executives enrolled in the program increase their personal knowledge, skills, business acumen, and awareness of their environment. Emerging as more effective leaders, they can better clarify matters of importance to themselves and their businesses, enabling the emergence of new and compelling visions, goals and strategies.

The SEI Vision

Great leaders are life-long learners, having the skills and aptitudes to lead change. Senior Executives Institute graduates gain new tools to:

- Prosper in the 21st century A/E/C business environment
- Understand and develop current, high-level business practices
- Begin and maintain deep and lasting friendships, strengthening the bonds across the industry
- Create and foster organizational learning to ensure a solid bottom line
- Contribute meaningfully as educated industry leaders through ACEC at state and national levels
- Understand and manage changes that the industry continues to undergo and that are necessary to ensure relevance and profitability
- Engage and interact as leaders in their communities

The Unique SEI Approach

SEI is highly interactive, energetic, exploratory, and challenging. SEI faculty methodologies include lectures from prominent policy makers, meetings with public and private sector professionals, 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 most highly regarded contemporary thinkers. Teaching tools supporting this methodology 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**

Introduced to new models of thinking, SEI executives become more aware of the constant change occurring in their firms and their lives, and the learning process for facilitating and dealing with transformation. Each executive has the opportunity to evaluate his or her own skill levels in management, communication and leadership through a personal inventory. Each receives a comprehensive feedback assessment from co-workers and employees on criteria most necessary to effective executive performance. As they leave the program, each executive is re-dedicated to life-long learning.

SEI Candidate Credentials

SEI attracts public and private sector engineers and architects from firms of all sizes, in all locations and across nationalities. SEI executives will have at least five years' experience managing all aspects of professional design programs or business. Each SEI class is limited to 28 executives to facilitate faculty/participant interaction, personal attention, feedback, and one-on-one coaching in management, communication, and leadership skills.

The SEI Course Prospectus

The Senior Executives Institute curriculum is divided into five separate four- or five-day sessions over an 18-month timeframe. Each session includes preparatory reading, self-study and in-depth discussions.

I. Your Vision and The World

Opening week of the Senior Executives Institute experience takes executives through the first step in defining their personal leadership style and visions.

To skillfully respond to the external world, executives journey into the intricacies of social, economic, environmental and public policy trends which shape the marketplace and business climate for engineering firms and clients. The faculty is composed of Brookings Institution scholars, academics, government officials, diplomats, journalists, and other policy experts. This session will help executives:

- Understand leadership as an art
- Know themselves and define a 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
- Envision the engineer of 2020



II. Personal Mastery

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

Goals of this session are to help executives:

- Develop a model for personal mastery that includes such things as self-awareness, relationships and communication.
- Understand how one's personality and human behavior affect personal values and pre-conceived development plan.
- Apply advanced communication techniques in the art of feedback, dealing with "tough stuff," team alignment and power struggles.
- Understand personality assessments and how different personality types function in the world.
- 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 have a negative impact on profits *or even worse*.

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." This session will look at:

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



IV. Organizational Leadership Issues

The design professional executive strives daily to maintain the organization's bedrock foundation of ethical practices, good management and professional excellence. Any organizational decision will either enhance or diminish that foundation.

This session examines the real challenges executives face in the design industry and utilizes transformative—or adaptive—work to assist a firm's passage through periods of profound change, exploring:

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



V. Putting it All Together

“To lead is to live dangerously, because... when you lead people through difficult change, you challenge what people hold dear... with nothing more than a possibility.” –Ronald Heifetz, founding director, Center for Public Leadership, Harvard University

Leaders of design and consulting engineering firms confront a future where they will truly have to “lead and live dangerously” if they are to succeed. This session integrates the SEI executive’s learnings in preparation for taking on this challenge, delving into:

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



SEI Faculty: Partners in Powerful Leadership

SEI faculty are highly credentialed and uniquely experienced, and gathered from a variety of perspectives. Program instructors include engineers and architects from consulting organizations that work with engineering and architectural firms, professors from major universities nationwide, including Virginia Tech and the University of Colorado, and resident experts at the prestigious Brookings Institution, a private non-profit organization devoted to nonpartisan research, education and publishing in economics, government, foreign policy and the social sciences.

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. Class size is limited to 28 executives. SEI includes five sessions for a total of 21 days over an 18-month period, typically scheduled as follows:

Session I	September, Year One Washington, DC
Session II	January/February, Year Two Albuquerque, NM
Session III	June, Year Two Boulder, CO
Session IV	October/November, Year Two San Francisco, CA
Session V	March/April, Year Three Amelia Island, FL

Inquiries are invited.

For answers and to make an investment in your firm's future, contact Deirdre McKenna, Deputy Director, Institute for Business Management, Senior Executives Institute, ACEC, at 202-682-4328.

SEI Alumni Tell Us...

“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.”

“SEI works!

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.”

“I now more fully appreciate the fact that, as I move into senior leadership roles for our firm, I need to consider issues such as pending legislation, the macro economy, and possibly even current international issues as we make business decisions.”

“The Personal Mastery session was life-changing relative to my outlook on truth-telling, different perspectives, and ‘being present’ in my activities.”





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