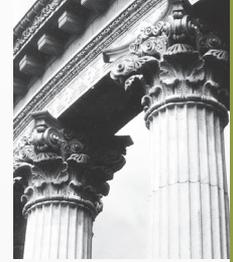


WHAT IF YOUR FIRM'S  
CURRENT LEADERS RETIRED  
AND NO ONE WAS TRAINED  
TO TAKE THEIR PLACE?

# INTRODUCTION



## LEADERSHIP TRAINING DESIGNED SPECIFICALLY FOR DESIGN PROFESSIONALS

Without highly skilled and effectively trained leaders, firms tend to stagnate, core values are not perpetuated and the quality of project delivery declines. On the other hand, A/E firms that provide targeted leadership training:

- Elevate **design** and **project delivery**
- Achieve **firm-wide strategic goals** more effectively
- Cultivate stronger **client loyalty**
- Attract and retain **key talent**
- Facilitate effective **succession planning**

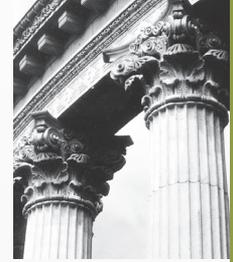
Firms are facing a severe leadership shortage. The convergence of increasing project complexities, demographics, insufficient leadership education and talent shortages leave upcoming generations unprepared for the unique challenges of leading an architecture, engineering or design firm.

Fortunately these future leaders are by nature creative problem solvers, critical thinkers and dedicated professionals. With effective training, coaching and opportunities for development, they can better manage risks, deliver projects that employ increasingly complex technology, recruit and retain talent, and lead clients by providing a more comprehensive set of services. These people can become transformational leaders.

*If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea."*

-- Antoine de Saint-Exupéry

# PARTICIPATORY LEARNING



## HALLMARKS OF OUR LEADERSHIP DEVELOPMENT PROGRAM

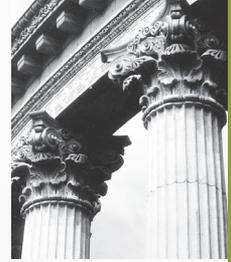
Our in-firm training is based on essential conversations and provocative material that get to the heart of leading in the real world -- no irrelevant academic exercises or hoisting each other over walls. The training is:

- **Experiential.** Based on decades of consulting and extensive on-the-ground experience, Strogoff Consulting designed a program that harnesses the best practices of firms nationwide, overcomes leadership challenges common to many firms, and prepares leaders to guide firms through the complexities inherent within the A/E industry.
- **Immersive.** Our leadership training will shift participants' perspectives from traditional leadership notions to responsibly serving an organization and its people. Through case study assignments focused on a firm's current operations, participants will develop practical knowledge and advanced leadership skills.
- **Challenging.** Our leadership development approach is based on pre-workshop assignments, case studies and candid feedback. After completing the leadership workshops, participants will feel more empowered to assume increasing levels of leadership, contribute to firm-wide initiatives and hold themselves and each other accountable for the future success of the firm.

*Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.*

*-- Jack Welch*

# ESSENTIAL CONVERSATIONS



## TAILORED TO EACH FIRM'S CULTURE, COMPOSITION & LEADERSHIP STYLE

The program is focused on the participants' individual experiences, the relationships they develop with each other during the workshops and their personal explorations.

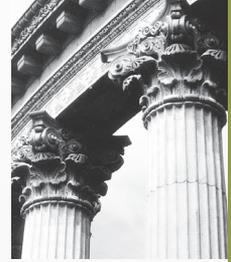
We start by meeting with a firm's current leaders and workshop participants to understand the firm's vision and strategic goals and to observe some of the dynamics that might affect the workshop outcomes. This enables us to tailor our program to each firm's distinct culture and to the leaders' most critical objectives.

Participants complete intensive pre-workshop team assignments and collaborate on case studies. Learning partners challenge each other to get the most out of this experience.

The program taps into each participant's leadership instincts and encourages essential conversations that lead to change.

*The most dangerous leadership myth is that leaders are born -- that there is a genetic factor to leadership. That's nonsense; in fact, the opposite is true. Leaders are made rather than born.*

-- Warren Bennis



# WORKSHOP FORMAT

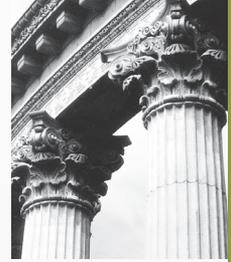
## WORKSHOP SERIES SUMMARY

The three six-hour workshops will foster a culture a curiosity, reflection and action. Each workshop:

- **Emphasizes interaction** with engagement required from every participant
- **Focuses on behavioral strategies** that mitigate unproductive behavior and resolve conflict
- **Reinforces cognitive strategies** that establish constructive and productive thought patterns that influence behavior
- **Shifts participants' perspectives** from traditional leadership notions to leadership based on communicating core values and serving others
- **Encourages participants to share personal information** about their leadership journeys and to provide honest and critical observations of themselves and their peers
- **Builds on team assignments** that emphasize core values and self-awareness, and that focus on case studies directly connected to daily practice
- **Promotes collaborative experiences** with learning partners so that participants will experience the personal and organizational benefits of effective mentoring and coaching

*A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader but becomes one by the equality of his actions and the integrity of his intent.*

-- Douglas MacArthur



# PARTICIPANTS

## STEPPING OUTSIDE COMFORT ZONES

Six to eight participants represent an ideal size for this type of training. Such a group creates a dynamic that fosters energetic conversations among a diverse group of learning partners, inspires commitment to the process and develops strategic relationships that last long past the training.

Professionals from all areas of practice are encouraged to participate, as each brings a unique set of experiences that contributes to elevating the dialogue:

- Those with significant leadership experience and responsibility (firm leaders, project leaders, design leaders, technical and administrative leaders)
- Those positioned to assume increasing levels of leadership
- Younger professionals who possess the potential to become future leaders

Including participants from all strata of the firm expresses the firm's commitment to its future and to the development of its most promising talent.

This training is not for the faint of heart. Participants who benefit the most are those willing to step outside of their comfort zones, come to the workshops highly motivated to assume leadership and committed to personal growth.

*If your actions inspire others to dream more,  
learn more, do more and become more, you are  
a leader.*

-- John Quincy Adams

# RESULTS



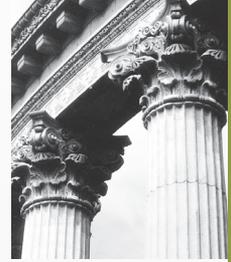
## LONG-LASTING AND PRACTICAL RESULTS

Our training leads to long-lasting results that become self-perpetuating. We target each participants' leadership potential and establish a path for immediate improvement and ongoing leadership development.

- **Belief systems.** By redefining leadership within the context of an ethical and progressive professional culture, workshop participants' belief systems will be challenged
- **Mentoring and coaching.** Through collaborative experiences with learning partners, participants will experience the personal and organizational benefits of effective mentoring and coaching
- **Firm-wide contributions.** Participants will embrace increasing levels of leadership, contribute to firm-wide initiatives and hold themselves and each other accountable for the future success of the firm
- **Ripple effect.** Results will be seen through behavioral changes that ripple throughout the fabric of the firm's culture, from design and project execution to marketing and client leadership
- **Lasting Leadership Culture.** Participants will join current leaders as champions for ongoing leadership development at all levels throughout the firm, emphasizing personal growth, supporting each other's progress, modeling leadership behavior and coaching future generations of leaders.

*You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do.*

-- Eleanor Roosevelt



## FACILITATOR, DURATION & COSTS

### YOUR FACILITATOR

Stephen Epstein's leadership training includes a combination of academic and significant in-the-trenches experience. Steve's MBA education initiated a life-long interest in leadership and strategic thinking. With a BS in design, a Master of Architecture and over 25 years as a leader in award-winning and widely recognized architecture firms, Steve offers an exceptionally integrated perspective.

As a Principal of a national design firm responsible for finance, operations, human resources and project performance, Steve has a comprehensive understanding of the profession and its people. Steve's approach is based on engaging participants in conversations that focus on their individual experiences and their relationships with each other, all within the context of a firm's culture.

### DURATION & COSTS

After an initial meeting with the firm's leaders and workshop participants, we conduct three six-hour workshops approximately two weeks apart. Including pre-workshop assignments, the entire training takes about six weeks.

The training program requires an investment of \$12,000 for up to eight participants, plus reimbursement for out-of-town travel, if any.

# STROGOFF CONSULTING

*to the design professions*



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LEADERSHIP DEVELOPMENT WORKSHOP SERIES 2016