

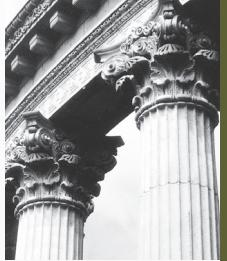
STROGOFF CONSULTING
to the design professions



LEADERSHIP DEVELOPMENT WORKSHOPS

LEADERSHIP DEVELOPMENT WORKSHOPS FOR DESIGN PROFESSIONALS

Developed and Facilitated by Design Professionals



OVERVIEW

LEADERSHIP DEVELOPMENT WORKSHOPS FOR DESIGN PROFESSIONALS

Through our extensive experience guiding firms through ownership succession, we know that the next generation of emerging leaders is often unprepared for the unique challenges of leading an architecture, landscape architecture, engineering or specialty design firm.

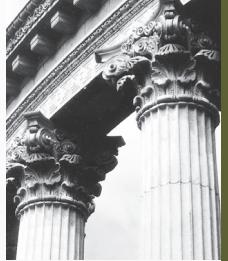
Fortunately, design professionals are creative problem solvers, critical thinkers and dedicated professionals. With effective training, coaching and opportunities for development, these professionals can become transformational leaders.

Strogoff Consulting's leadership training helps firms:

- Achieve firm-wide strategic and operational goals
- Enhance professional satisfaction
- Attract and retain future leaders
- Cultivate client loyalty
- Elevate design and project delivery
- Facilitate effective succession planning

Our leadership development workshops position a firm's next generation of leaders to assume increasing levels of leadership, contribute to firm-wide initiatives and hold themselves accountable for a firm's future success.

Results will be seen through behavioral changes that ripple throughout the fabric of a firm's culture. Each workshop targets participants' leadership potential and establishes paths for both immediate improvement and ongoing leadership development.



LEADERSHIP WORKSHOP TOPICS

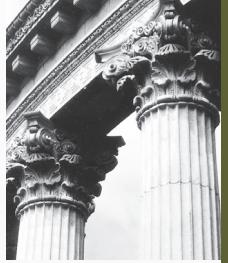
The following topics serve as the basis for tailoring a leadership development training program best suited for each firm and its workshop participants.

FUNDAMENTAL LEADERSHIP TOPICS

- Historic and traditional leadership principles and characteristics
 - Progressive and ethical leadership principles and characteristics
 - Leadership issues within the design professions
 - Firm leadership / client leadership / community leadership
 - Design leadership / project leadership / team leadership
 - Navigating the transition from tactical management to strategic leadership
 - Leading change and innovation
 - Communication boundaries – establishing pathways to effective communication
 - Effective self-leadership – behavioral and cognitive strategies
 - Facilitating self-leadership in others
 - Leading others to lead themselves
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LEADERSHIP ASSESSMENT AND PLANNING

- Leadership planning – creating a personal leadership development plan
 - Self-awareness – exploring positive attributes and traits that may impede leadership effectiveness
 - Leadership assessment – firm-wide and personal analysis
 - Core values – personal, professional and firm-wide
 - Values based leadership – aligning leadership values with firm values
 - Analyzing prior leadership experiences
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LEADERSHIP WORKSHOP TOPICS

(Continued)

LEADERSHIP TEAM DEVELOPMENT

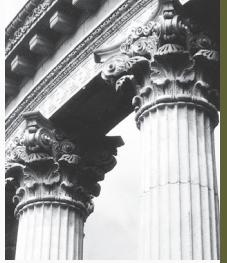
- Collaborative leadership models
 - Shared leadership – challenges and benefits of an emerging leadership model
 - Leadership team organization
 - Developing strategic relationships
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LEADERSHIP COMPETENCIES

- Business acumen – developing vision, judgment, and decision-making skills
 - Financial competency – understanding metrics, forecasting, budgeting and decision analysis
 - Operational competency – managing internal processes
 - Organizational culture – developing and integrating shared beliefs and values
 - Political awareness – managing complex client, peer, employee and consultant relationships
 - Case studies focused on the firm's finances, operations and culture
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MENTORING AND COACHING

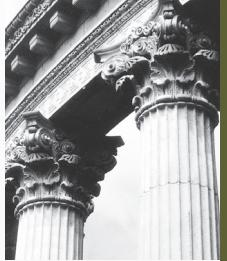
- Comparing mentoring and coaching
- Mentoring – building relationships, providing knowledge, wisdom and advise
- Coaching – facilitating specific performance improvement, changes in behavior and cultivating undeveloped potential
- Peer-to-peer coaching
- Mentoring / coaching system development



WORKSHOP OUTCOMES

Although the outcomes will differ with each participant's personal journey and the specific training offered to each firm, the following are examples of outcomes firms can expect:

- Leadership is redefined within the context of a learning organization and an ethical professional culture
- Individual leadership development plans are created and implemented
- Collaboration with learning partners develops through team assignments and collaborative case studies directly connected to daily practice
- Essential conversations are embraced and lead to meaningful change
- Enthusiastic interaction and engagement continue to evolve as participants actively support each other's progress
- Exploration of core values and self-awareness informs future behavior
- Effective mentoring and coaching initiatives accelerate personal growth and career development
- Emerging leaders join current leaders as champions for ongoing leadership development at all levels throughout the firm
- Participants become models of leadership behavior
- Long-term strategic relationships with learning partners develop and evolve
- The firm's core values and strategic goals are continuously communicated, both internally and externally
- Participants step outside of their comfort zones to share personal anecdotes about their leadership journeys and provide honest and critical observations of themselves, their peers and their firms
- Awareness develops related to the operational, financial, cultural and political issues that require ongoing training and professional development



FORMAT & FACILITATOR

FORMAT

We offer seminars and workshops of various durations to meet each firm's specific needs. Seminars and workshops can be provided in-house or virtually to bring together participants from multiple locations.

Seminars

Seminars provide a broad overview of a range of topics, or can be highly focused as part of a series of seminars that build upon each other. Seminars can be structured as breakfast or lunch meetings, or scheduled as recurring meetings at a time best suited to a firm's needs. Seminar durations range from 60 – 90 minutes.

Workshops

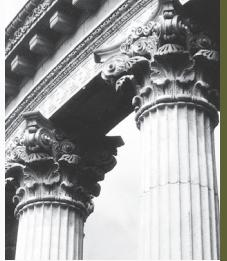
Workshops are highly participatory, tailored to each firm's leadership development goals, and presented in an informal, roll-up-your-sleeves action-oriented approach. Workshops can be structured to include a targeted group of topics, or as a series of integrated workshops that include interim independent study, collaborative learning exercises, and case studies focused on the firm's daily practice. Workshop durations range from two hours to half-day sessions.

YOUR FACILITATOR

Stephen Epstein's career spans more than twenty-five years providing leadership across all areas of professional practice. With MArch and MBA degrees, Stephen helps design firms create the optimal balance between operating a successful business and fostering a dynamic design environment.

Stephen's leadership training includes a combination of academic and professional experience. Earning a Master of Business Administration initiated a life-long interest in leadership and strategic thinking. As a Principal of a national design firm responsible for finance, operations, human resources and project performance, Stephen acquired a comprehensive understanding of the profession and its people and offers a uniquely integrated perspective.

Stephen has facilitated seminars and workshops, authored articles and served as mentor and coach with a focus on preparing design professionals to assume increasing levels of leadership.



FREQUENTLY ASKED QUESTIONS

Questions we often receive related to our leadership development program:

How does Strogoff Consulting define “leadership” for design professionals?

We define leadership broadly as a life-long personal journey. This journey spans: developing effective self-leadership, team leadership and project leadership skills; leading firm-wide initiatives; and acquiring the knowledge, wisdom and vision to lead a firm, its clients and its people.

Why is leadership so important for design professionals?

Inspirational and effective leadership at all levels of a firm helps ensure that every design professional reaches the extraordinary potential inherent in their educational credentials, professional experience, talent, enthusiasm, and dedication.

How will the program be tailored to fit our firm’s needs?

We start by speaking with firm leaders and workshop participants to learn about the firm’s vision and strategic goals and about the participant’s aspirations and objectives. We then collaborate with the firm to create a leadership development training program that responds to its specific needs.

Who will most benefit from the leadership development program?

Our leadership development program targets design professionals at all stages of their leadership journey. We encourage participation from high-potential intermediate professionals, emerging leaders and seasoned professionals to elicit a spirited exchange of varying perspectives.

Why choose Strogoff Consulting to help our firm develop its leaders?

Our team combines decades of design firm leadership with an integrated and holistic approach to practice management consulting. We understand how leadership influences all aspects of a design firm, including: marketing and business development; strategic planning; client satisfaction; attracting and retaining talent; innovation and creativity; governance; profitability and incentive programs; financial and risk management.

We care about our profession and its people. We have dedicated our careers to improving how design professionals practice and lead their firms. We are also passionate about professional development and believe that gaining knowledge and developing wisdom leads to professional satisfaction, which is key to sustaining a successful firm.