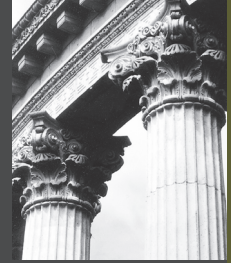


STROGOFF CONSULTING  
*to the design professions*



# LEADERSHIP DEVELOPMENT WORKSHOPS FOR DESIGN PROFESSIONALS

LEADERSHIP DEVELOPMENT WORKSHOPS

*Developed and Facilitated by Design Professionals*



## OVERVIEW

### LEADERSHIP DEVELOPMENT WORKSHOPS FOR DESIGN PROFESSIONALS

Through our extensive experience guiding firms through ownership succession, we learned that the next generation of emerging leaders are often unprepared for the unique challenges of leading an 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 talented design professionals can become transformational leaders.

Strogoff Consulting's leadership training helps firms:

- **Elevate design and project delivery**
- **Cultivate client loyalty**
- **Achieve firm-wide strategic and operational goals**
- **Attract and retaining talent**
- **Enhance professional satisfaction**
- **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 the future success of the firm.

Results will be seen through behavioral changes that ripple throughout the fabric of a firm's culture. Each workshop leads to outcomes that target each participant's leadership potential and establish paths for immediate improvement and ongoing leadership development.



## OVERVIEW

### FREQUENTLY ASKED QUESTIONS

Questions we often receive related to our leadership development program:

#### ***How is “leadership” for design professionals defined?***

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

#### **What is Strogoff Consulting’s primary goal for workshop participants?**

Our primary goal for a workshop participant is to experience a memorable leadership development event that initiates ongoing learning experiences that are each made more potent and meaningful because of the foundational knowledge and motivation gained from our leadership development program.

#### **Who will most benefit from the leadership development program?**

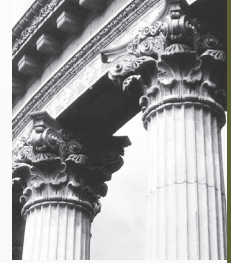
Our leadership development program is targeted at design professionals at all stages of their leadership journey. We encourage participation from high potential intermediate professionals, emerging leaders and seasoned professionals to elicit a spirited exchange of varying perspectives.

#### **Why is leadership so important for design professionals?**

Inspirational and effective leadership at all levels of a firm helps to ensure that every design professional will reach 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?**

While design professionals have many shared experiences, every firm is unique. Prior to developing a detailed training program for a firm, we speak with firm leaders and workshop participants to learn about the firm’s vision, strategic goals, and most important objectives for a leadership development initiative. Then, we collaborate with the firm to create a leadership development training program that fits their specific needs.



# OVERVIEW

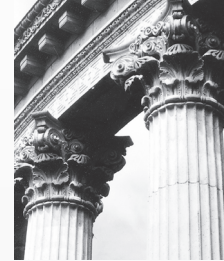
## FREQUENTLY ASKED QUESTIONS (continued)

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

- We understand the profession and its people. Our team has comprehensive real-world leadership experience and is skilled in providing leadership guidance, strategic advice and practice management consulting to a broad range of architecture, engineering, and specialty design firms.

The program is based on decades of consulting and practice experience, a broad perspective of the industry, an understanding of leadership challenges common to many firms, and extensive day-to-day leadership experience.

- We care about our profession and its people. We have dedicated our careers to improving the work environment and circumstances in which design professionals practice.
- We are passionate about professional development. We believe that professional satisfaction, which includes gaining knowledge and developing wisdom, is key to sustaining a successful firm.



# 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.

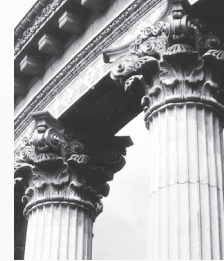
## FUNDAMENTAL LEADERSHIP TOPICS

- 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 development planning – creating a personal action 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

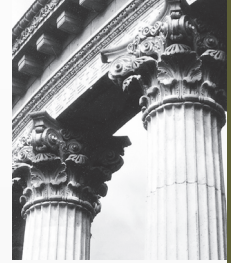
- Collaborative leadership models
  - Shared leadership – challenges and benefits of an emerging leadership model
  - Leadership team organization
  - Developing strategic relationships
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## LEADERSHIP COMPETENCIES

- 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

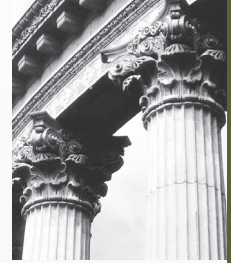
- Comparing mentoring and coaching
- Mentoring – building relationships, providing knowledge, wisdom and advise
- Coaching – facilitating specific performance improvement, changes in behavior and cultivating undeveloped potential
- Peer-to-peer coaching
- Mentoring / coaching system development



## 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 action plans are developed 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 & COSTS

### FORMAT

Each leadership workshop lasts 2 – 3 hours, depending on the topics and number of participants, and are offered either at your office or via video conference hosted by Strogoff Consulting. Workshops are highly participatory, tailored to each firm’s leadership development goals, and presented with an informal, roll-up-your-sleeves action-oriented approach.

### 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.

### COSTS

Workshop fees range from \$2,000 and \$3,000 depending on the number of participants, plus travel expenses. We offer a 15% discount for two or more workshops. Strogoff Consulting is also available for post-workshop consulting and one-on-one coaching to help ensure effective follow-through and implementation.



# STROGOFF CONSULTING

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