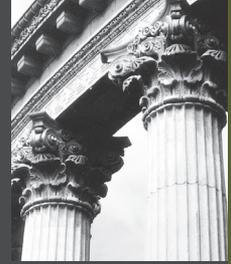


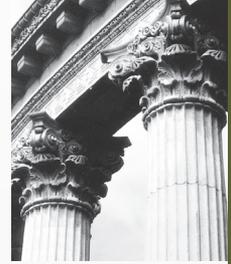
STROGOFF CONSULTING  
*to the design professions*



# PROFESSIONAL DEVELOPMENT WORKSHOPS FOR DESIGN PROFESSIONALS

PROFESSIONAL DEVELOPMENT WORKSHOPS

*Developed and Facilitated by Design Professionals*



## OVERVIEW

### PROFESSIONAL DEVELOPMENT WORKSHOPS FOR DESIGN PROFESSIONALS

The increasing complexities of practice, coupled with the growing influence of new generations of design professionals, demand an organized, disciplined and targeted approach to professional development.

Strogoff Consulting's Professional Development Workshops support the evolving needs of our professional community. Our workshops, created by seasoned design professionals, help firms:

- **Attract and retain firm leaders and high-potential talent**
- **Develop inspired and sophisticated leadership at all levels of an organization**
- **Provide current and future leaders with crucial core business skills**
- **Accelerate professional and personal growth to enable individuals to achieve their career objectives**

Our Professional Development workshops are tailored to meet each firm's culture and leadership style. Workshops include:

- **Client Leadership**
- **Mentoring and Coaching**
- **Leadership Development Planning**
- **Effective Self-Leadership**
- **Leadership Team Organization**
- **Attracting and Retaining Talent**
- **Developing a Culture of Risk Management**
- **Implementing Operating Budgets**
- **Project Financial Management**
- **Building a Successful Practice: From Infancy through Mastery skills**

*In a recent survey by The AIA California Council, design professionals cited opportunities for advancement and the quality of professional development programs among the top reasons why they were attracted to or chose to remain with a firm.*



# WORKSHOP DESCRIPTIONS

## CLIENT LEADERSHIP

Design professionals understand the value of preparing for project interviews, of highlighting their leadership teams on websites and of describing in marketing collateral how they will lead clients toward effective solutions. Yet few firms train staff in how to proactively lead and manage clients. Participants will learn specific strategies and techniques, and start developing a toolkit for effectively leading clients throughout the entire project.

### *Outcomes and Benefits*

- A heightened awareness of the role of design professionals as trusted strategic advisors
- Better educated clients and more time decisions
- An enhanced risk management program
- Specific strategies and techniques for leading clients throughout the entire project cycle

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## MENTORING AND COACHING

This workshop redefines mentoring and coaching for design. Participants will learn to develop and implement mentoring and coaching initiatives that reinforce a firm's core values and that target leadership effectiveness, constructive collaboration and career development.

### *Outcomes and Benefits*

- Highlight the firm's commitment to professional development, personal growth and individual career planning
- Tailor mentoring and coaching initiatives to fit a firm's culture and specific training needs
- Strengthen strategic professional relationships
- Target training in the areas where training is most needed



# WORKSHOP DESCRIPTIONS

## LEADERSHIP DEVELOPMENT PLANNING

This workshop provides an overview and basic tools necessary for participants to develop a Leadership Development Action Plan and prepares each participant to create and manage his or her personal career planning initiative. A strategic framework will be established for acquiring the knowledge, training, mentoring and coaching necessary to develop a comprehensive range of leadership skills.

### *Outcomes and Benefits*

- Encourage emerging leaders to accelerate their paths toward leadership
- Enhance leadership communication, collaboration and accountability
- Identify emerging leaders most capable of assuming increasing levels of firm-wide leadership
- Overcome career development challenges by leveraging leadership pathways and learning opportunities

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## EFFECTIVE SELF LEADERSHIP

Leadership requires both service and continuous self-reflection. In this workshop, participants will learn self-leadership techniques for modeling leadership traits and behaviors that teach, encourage and reinforce self-leadership in others. To be truly effective and inspirational when leading others, you must first master leading yourself.

### *Outcomes and Benefits*

- Develop a firm-wide leadership culture strengthened by effective self-leadership
- Implement action-oriented self-leadership strategies that enhance individual and team performance, innovation, commitment, motivation and creativity
- Employ self-leadership techniques to successfully lead others to lead themselves
- Recognize leadership as a life-long pursuit with tremendous potential for continuous improvement



# WORKSHOP DESCRIPTIONS

## LEADERSHIP TEAM ORGANIZATION

Strong leadership teams and strategic initiatives decentralizes and streamlines firm-wide governance, promotes cross-pollination while strengthening professional relationships and provides opportunities to shape a firm's ongoing evolution. In this workshop, participants learn how to establish high-level firm-wide goals, develop an organizational framework tailored to their firm's needs, establish communication protocols, develop initial team objectives and resolve anticipated challenges. Participants will be motivated to implement a collaborative leadership system that embraces shared accountability and mutual respect.

### *Outcomes and Benefits*

- Efficient communication systems and techniques that lead to effective governance and decision making
- Shared learning, collaborative problem solving and professional relationship development
- Ability to leverage individual strengths, experiences and passions within the context of achieving leadership team objectives
- Motivation to provide challenging leadership opportunities that facilitate personal growth and career advancement

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## ATTRACTING AND RETAINING TALENT

This workshop provides insights into the primary decision factors that motivate design professionals to join and remain committed to a firm. Participants will be introduced to professional development topics that design professionals find most important. Strategies will be discussed based on a firm's current situation to initiate changes that attract and retain future leaders, key contributors and high-potential employees.

### *Outcomes and Benefits*

- Develop a targeted talent recruitment and retention policy that meets the evolving needs and desires of the professional design community
- Implement changes that improve a firm's street reputation
- Initiate valuable dialogue with future leaders about professional satisfaction and pathways to leadership
- Create career development action plans for high potential employees that include training curricula, accountability benchmarks and promotion criteria



## WORKSHOP DESCRIPTIONS

### **DEVELOPING A CULTURE OF RISK MANAGEMENT**

Risk management extends beyond reviewing contract terms and implementing a technical quality control program. This workshop shows firms how to develop a risk management culture that encompasses educating clients and managing expectations, hiring for collaboration and problem-solving skills, gathering intelligence as part of “go / no-go” decisions, communicating with stakeholders, holding clients and consultants accountable for their actions and decisions, and embracing difficult conversations. Participants will leave with a broadened perspective of collaborative risk management strategies.

#### ***Outcomes and Benefits***

- A firm-wide risk management program embraced by all staff
  - More satisfied clients and ongoing client referrals
  - Buildings, systems and structures out-performing expectations
  - Increased profitability and more opportunities for innovation
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### **IMPLEMENTING OPERATING BUDGETS**

This workshop reveals how to develop and utilize an Operating Budget to support a firm’s strategic goals, guide financial planning and develop advanced financial management techniques. Participants will learn how to use this powerful tool to make informed business decisions and improve firm-wide profitability.

#### ***Outcomes and Benefits***

- A comprehensive understanding of a firm’s financial structure and a deeper awareness of the costs associated with operating a design practice
- A clear model for analyzing and making strategic financial planning and business decisions
- Improved financial reporting accuracy and abilities to interpret and act on key financial metrics
- Current and emerging leaders who are empowered to assume increasing levels of governance



## WORKSHOP DESCRIPTIONS

### **PROJECT FINANCIAL MANAGEMENT**

This workshop provides a comprehensive overview of the key factors that influence a project's financial performance while presenting action steps for improving profitability. Participants will be prepared to immediately integrate profit-focused strategies and straightforward financial management tools into daily practice.

#### ***Outcomes and Benefits***

- An elevated appreciation for the influence that ongoing project profitability has on the health and well-being of a design-focused business
- An increased profit sharing capacity and enhanced competitive advantage to help attract and retain top talent
- An ability to reinvest increased profits in design innovation, research and development, technical advancement, professional development and office infrastructure
- A more effective set of project budgeting tools and tactics

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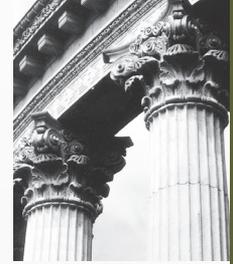
### **BUILDING A SUCCESSFUL PRACTICE: FROM INFANCY THROUGH MASTERY**

Design firms often struggle through different stages as they evolve and expand. This workshop describes specific steps firms must implement as they progress from Infancy through Mastery. Topics include leadership skills, business development and expansion strategies, strategic planning, staff and client management techniques, collaboration, leadership development, creating value and negotiating fees that reflect that value. Participants will leave with renewed energy and determination to improve their practice, empower staff and provide value closely attuned to their clients' missions.

#### ***Outcomes and Benefits***

- Tools to evaluate the success of a firm
- An understanding of how to navigate through the five stages of firm development
- An ability to analyze a firm's operations ("getting," "running" and "doing")
- Specific action steps to improve a firm's operations and align them with the firm's core values

# WORKSHOP LEADERS

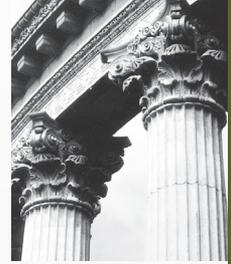


## YOUR FACILITATORS

Strogoff Consulting's workshops are facilitated by experienced design professionals passionate about elevating the profession and enhancing the career development of individuals.

**Stephen Epstein**, whose 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 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.

**Michael Strogoff, FAIA**, has advised many of the nation's most successful architecture, engineering and specialty design firms; managed large and complex projects; and negotiated hundreds of agreements. As a seasoned management consultant, Michael brings a design professional's background coupled with a business owner's perspective.



## FORMAT AND COSTS

### FORMAT

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

To ensure high quality workshops, we conduct pre-workshop conversations with firm leaders to obtain insights into the current state of the firm, high-level professional development goals, and the specific outcomes most important to the firm.

### COSTS

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

### FOR MORE INFORMATION

To discuss your firm’s specific training goals or to schedule a workshop, contact Stephen Epstein, the “Dean” of our professional development program:

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