

EMERGING ENGINEERING LEADERS EXECUTIVE DEVELOPMENT PROGRAM *VIRTUAL GROUP SESSIONS (Live, video-based)*

North American engineering firms often promote from within to develop new managers and leaders for growing companies. This is good. While those same companies often will invest in technical training programs for new entry level associates, they often fail to invest commensurately with the arrival of internally promoted management and leadership candidates. This is not so good. Too often, the best and brightest in the firm have proven themselves as capable technical experts, yet the job demands as a manager or leader are quite different. The result is that too often, the new manager has little choice but to fend for themselves, and they struggle to become a competent and effective leader and manager. Research shows that the maturation process can sometimes take 3-4 years. Unfortunately, during that 3-4 year learning and maturation process, the new manager makes numerous learning mistakes by trial and error, and struggles to gain confidence. Wouldn't it be great if you had a program that could make that newly promoted manager/leader a top performer much more quickly?

This is that program. Consider the **CEO to CEO Emerging Engineering Leaders Executive Development Program** as a solution to this challenge. This program includes recurring coaching sessions between a group of emerging leaders in engineering firms (or any emerging engineering leader in any industry) and the Executive Business Coach. Groups meet monthly for 75 minutes, typically via video-conferencing. All participants will have some book reviews or TED talks to watch as preparation, then the program will include review of the readings and facilitated discussion. At the end, each participant will have a strong foundation of knowledge. Our coaching philosophy is to outfit each client as a leader so that they can proactively and confidently solve business problems by themselves. We do not want these emerging leaders to be even slightly dependent upon your leadership or upon CEO to CEO. Accordingly, we encourage them to build upon their strengths and gain confidence so that they can emerge as fine managers/leaders. While there is no fixed term to the program, 24 months allows participants exposure to the full range of content, as well as the perspectives of other emerging leaders in their group.

We coach each of the emerging leaders in **15 key areas of business**, and supply them with book summaries, CEO to CEO Tools, CEO to CEO Best Practices, TED Talks, training and education in each area. The 15 areas are: **Sales, Marketing, Leadership, Strategic Planning, Financial Management, Human Resources, Customer Experience, Business Systems/Operations, Communications, Coaching, Choice (Time) Management, Gross Profit Maximization, Management Fundamentals, Motivation, and Personal Effectiveness**. We do not teach engineering. But we understand the realities of leading in the engineering world and the most common challenges for engineers moving toward a management/leadership role. All participants in this program must be either be emerging leaders in an engineering firm or be working in the engineering field in a company outside the industry, so all participants face similar environmental challenges and can learn from each other.

This **coaching program offers each participant an optional DISC** behavior analysis assessment, designed to accomplish two things:

1. Significantly increase the self-awareness of the emerging leader's own behavior style and their

comfort zones, strengths, and weaknesses. Our discussion of the assessment also increases the emerging leader's social awareness greatly.

2. The ability to begin to very quickly recognize the behavior styles of the people that they live and work with, allowing them to adjust their strategy and tactics based upon situations, in working with others. This ensures that they are able to communicate much more clearly and effectively, develop winning teams, and work with others in a way that feels right to the other person, making for significantly greater effectiveness in working as a team.

The optional DISC behavior analysis assessment has an additional, one-time fee.

Leaders must become life-long learners, and we incorporate a healthy amount of self-directed study and reflection into our Emerging Leader Program. The clients are free to read the books or listen to them while they drive or work, whatever works for them. We provide a 5-page summary of each book to ensure that after the book has been read, we help the emerging leader to focus on the most important learning and takeaways from each of these great business books. The emerging leaders will be able to read the book relatively easily in a month's time, and if they cannot find time to read the book, will be able to gain 90% of the learning from just reading and mastering the book summary.

The coach and the emerging leaders discuss in detail the learning and key takeaways from each of these great business books. In an instance where an emerging leader is intrigued by a particular business discipline, the coach can and does provide an extensive list of other great business books to help to round out the client's skills and understanding on that area of interest. The reading curriculum covered in this Emerging Leaders Program ensures that we're not just following traditional business coaching doctrine with the client, we're also educating them with a curriculum hand-selected to enhance skills in 15 essential areas that have proven to be tremendously germane during our lengthy executive career.

15 Business Effectiveness Area Strategies/Best Practices

There are ten (10) Strategies/Best Practices in each area, and we coach our emerging leaders on them to help them round out their leadership potential. In addition, we share 40 sets of Best Practices in additional areas, which are also shared with the emerging leader for self-study.

Don't wait. Begin raising the managerial and leadership acumen of your emerging leaders, helping them to make better decisions now. What they learn in this program will serve them well for the remainder of their career, including Sales, Marketing, Service, Operations, Finance, Strategy, Communications, Coaching, Leadership, Performance Management, and more.

Details:

1. Limited to six participants per cohort/session.
2. Done from your own desk, via video conferencing. All participants must participate via video.
3. \$169 USD; \$179 CDN (for Canadians only) per month, by credit card based subscription.
4. Pre-reading of two 5-page book summaries/TED talks recommended (during the week before the group session)
5. 75-minute monthly sessions: 60-minute core discussion where we discuss the readings as a group, discuss application of the knowledge plus 15-minute optional case study discussion.

6. Contents recorded only for viewing by group members who missed the session (deleted within 30 days).
7. Confidentiality pledge must be signed by all. We discourage participants from sharing confidential information about their firm or anything that could cause harm to their firm or a person being discussed.
8. Each participant will see all other participants, and will know the name and company of each other (full transparency). We will be mindful to avoid placing competitors together.
9. The program is in English only.
10. All participants must be either be emerging leaders in an engineering firm or be working in the engineering field in a company outside the industry. An emerging leader is one who is relatively new in a management role, and who is managing people or complex projects and who actively seeks to develop their management, leadership and business skills.
11. The program begins in May 2017.

We anticipate filling groups of six, and that the six participants (a cohort) will become regulars. Any participant may unsubscribe and thus withdraw from the class at any time however their seat will be filled by another. The curriculum repeats about every 18-24 months. As we develop multiple cohorts, all cohorts will receive the same content each month. New participants may join at any point in the cycle.

Faculty:

- Robert Sher
- Megan Patton

Note: Individual emerging leader coaching is also available for a faster pace, private, customized program.

For more information, please contact us at 925-829-8190 Ext 101 or office@ceotoceo.biz to set up a discussion.