

## ABOUT THIS PROGRAM

Effectively managing and leading project teams is crucial to successfully delivering engineering projects; however, the skills necessary to accomplish this are rarely taught in a traditional engineering education. This workshop series aims to provide participants with the knowledge and tools to improve their abilities to delegate, oversee the work of others, and budget resources to promote efficient team performance. Hands on activities and role playing will be incorporated in the sessions to facilitate the transplanted of new skills to the workplace. Enterprise level topics including strategic planning, finances, and human resources will also be covered to help participants understand how they can positively impact global firm operations.

## WHO SHOULD ATTEND

This leadership program is targeted towards engineers who are gaining responsibility for managing projects and leading small teams. Participants will be expected to attend all sessions and embrace a collaborative commitment to improving leadership in the engineering community.

## DATES, TIMES & LOCATION

This workshop series will occur from 7:30 am to 10:00 am on the first Tuesday of every month beginning in February 2019. July 9 will be an exception occurring on the second Tuesday.

University of St. Thomas Minneapolis Campus  
1000 LaSalle Avenue  
Minneapolis, MN 55403

## REGISTRATION & COST

ACEC/MN members \$1,100 | Nonmembers \$2,200

Space is limited, so please register now! Availability will be offered to ACEC/MN members first.

Contact Melissa Langowski, ACEC/MN, at  
952-593-5533 or [Melissa@acecmn.org](mailto:Melissa@acecmn.org)

## ABOUT THE INSTRUCTORS

Courses will be taught by University of St. Thomas professors including the series' main instructor, Dr. Nicole Zwiig Daly. As Director for Education & Programming at the Center for Ethical Organizations at the University of St. Thomas



Opus College of Business. Nicole earned her B.A. from the University of St. Thomas (UST) with a double-major in Business Management and Journalism-Public Relations. In 2018, she earned her doctorate degree in Organization Development & Change from the University of St. Thomas. Nicole has nearly 20 years of business management, relationship management, and organization development experience.

Nicole collaborates as a researcher, writer, and thought partner with a number of professors at the University of St. Thomas' School of Education and Opus College of Business. Her recent work includes case and research studies with management professor, Dr. Rama Hart, on the role of human resources business partners within a Fortune 500 medical company. She also worked with organization development professors, Dr. David Jamieson and Dr. Lora Geiger, on the Use of Self in Leadership and its Relationship to Team Engagement, Commitment & Well-Being in the Workplace. Nicole writes a monthly outside consultant column for the Minneapolis Star Tribune focusing on ethical business practices.



# OWN YOUR LEADERSHIP JOURNEY

A workshop series to help you achieve leadership success through superior education and values formation.

Sponsored By

American Council Engineering Companies of  
Minnesota Workforce Development Committee

# YOUR JOURNEY STARTS HERE

FEBRUARY 5                      MARCH 5                      APRIL 2                      MAY 7                      JUNE 4                      JULY 9

## MANAGEMENT VS. LEADERSHIP: HOW TO BE WHO YOU WANT TO BE

Are you a manager, a leader or both? How do you want to be perceived? Learn the similarities and differences between broadly-recognized core management and leadership competencies. Gain an understanding of where you fall on the management/ leadership spectrum. Work toward determining your individual behavioral strengths and weaknesses as well as how to capitalize on your strengths and work on your weaknesses to best develop your professional self.

## SOFT SKILLS: NOT FOR THE FAINT-HEARTED

Why are soft skills critical in the workplace? Review the top soft skills required by today's organizations. Learn the taxonomy of Use-of-Self competency - a competency that focuses on a greater understanding of self-awareness, social awareness and a more effective decision-making process to effectively master soft skills. Gain a variety of practices that will help you develop Use of Self.

## UNCONSCIOUS BIAS

Recognize that unconscious bias is deep within every one of us. Understand where unconscious bias originates; determine your unique biases; and reflect on how your unconscious bias affects your professional behaviors, your peer relationships, team participation and collaboration, and your organization's culture. Learn how can you effectively work beyond these biases.

## ENGINEERING INGENUITY & THE LAW: ARTIFICIAL INTELLIGENCE, HYPER-TRANSPARENCY & CYBERSECURITY

The engineering industry remains at the precipice of ideation and ingenuity. And, yet with "great power comes great responsibility." Join us for a panel of legal and engineering experts who will speak on a handful of the legal and ethical topics surrounding today's engineering industry. Course time will also include a robust Q & A period.

## EFFECTIVE DELEGATION & EMPOWERMENT = HIGH COLLABORATIVE CULTURE!

This course focuses on the communication behavior of individuals within group structures. Explore the stages of group development, decision-making techniques, group problems and problem solving, resolution skills, norms, structures, leadership, authority, mentoring relationships, effective delegation, ethics, cultural sensitivity, and the intra-and inter-personal dynamics within small groups.

## WHAT REALLY IS STRATEGIC PLANNING?

Understand how strategic planning is used as an organizational tool helping direct business strategy as well as align company processes, people and technology. Identify multiple theories of organizational success that underlie the strategic planning process. Learn to articulate how strategic planning contributes to the success of an individual's leadership paradigm as well as the organization as a whole.

AUGUST 6                      SEPTEMBER 3                      OCTOBER 1                      NOVEMBER 5                      DECEMBER 3                      WORKSHOP DETAILS

## BUSINESS OPERATIONS

Identify different forms of business ownership as well as the internal structures associated with each unique model. Understand the business processes surrounding the marketing, finance, and human resources departments of an organization. Gain a deeper understanding of economic and global conditions on business performance. Discuss the role of ethics in an organization across its business operations.

## THINKING AHEAD: ARE YOU POSITIONING YOURSELF FOR WHERE YOU WANT TO BE?

Leaders must always be future-thinking regarding their individual purpose within an organization as well as the organization's guiding principles and competitive advantage. Identify potential future business opportunities for you and your organization.

## HOW TO EFFECTIVELY INFLUENCE BEHAVIOR

Understand principles of communication theory and how to use communication to positively and effectively influence behavior in the workplace. Gain an understanding of different organizational cultures, business practices, and social norms to communicate more effectively in domestic and cross-cultural business contexts.

## PROFESSIONAL DEVELOPMENT: THE FINISHED PRODUCT

Tie everything together previously learned in this professional development series. Take your newly-learned knowledge and skills to plan for your development beyond this course. Discuss effective time management and work/ life balance in conjunction with your professional development plan. Discuss what it means to become a principled leader and how principled leadership affects organizational culture, employee loyalty, commitment, and, the external community's perception of you and your company.

## REFLECTION & REACTION: WHAT'S NEXT?

Reflect on all series' learnings. Discuss future opportunities, challenges and hopes for the next step in your professional career.

## LOCATION

University of St. Thomas  
Minneapolis Campus  
1000 LaSalle Avenue  
Minneapolis, MN 55403

## PARKING

Harmon Ramp  
25 South 11<sup>th</sup> Street  
Minneapolis, MN 55403  
(entrance/exit on 11<sup>th</sup> Avenue)

The Harmon Ramp is connected to the University of St. Thomas Minneapolis campus by skyway.

Parking vouchers will be available for workshop participants.