



# Leadership in Engineering Administration Program

*A career development program designed for upwardly mobile young professionals working in Arizona's consulting engineering industry. A program to help us develop successful business leaders who consistently please our clients and create value in our firms.*



## *Presented By*

American Council of Engineering Companies of Arizona  
532 West McDowell Road, Phoenix, AZ 85003  
Phone: 602-995-2187      E-mail: [president@acecaz.org](mailto:president@acecaz.org)

## LEAP Classes

8:30 a.m. to 4:30 p.m.  
Seven Fridays and Two Saturdays  
American Council of Engineering Companies of Arizona (ACEC Arizona)  
532 West McDowell Road, Phoenix, AZ 85003

Class Limited to 25 Students  
Receive Sixty-Three Professional Development Hours  
Cost -\$3,000 Inclusive

## Application Deadline is December 6, 2019

*Selection of Participants Announced by December 13, 2019*

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# All About LEAP 2020

LEAP classes will be held at the American Council of Engineering Companies of Arizona office located at 532 West McDowell Road, Phoenix, AZ 85003. Sessions will start promptly with a continental breakfast at 8:30 a.m., continue through lunch, and end by 4:30 p.m. A total of sixty-three (63) Professional Development Hours will be awarded to each successful student. The PDH certificates will be given at the close of each session.

The registration fee of \$3,000 includes all meals/breaks, reading material, workbooks, plaque, PDH certificates, price of meals for mentors and principals, and graduation lunch for student and two guests. The fee can be paid by check or charge and is non-refundable after December 20, 2019. If a student changes employment, the student may remain in the class (*the firm cannot substitute a different student*).

ACEC/AZ recognizes the more significant “cost” is “time”. This “cost” is shared by company and student with seven Friday and two Saturday classes scheduled. We pledge to remain focused and committed to the LEAP program to achieve the intended purpose of developing future leaders.

LEAP has graduated over 400 students and they have been making their mark in Arizona consulting engineering. Many have achieved senior management or principal positions in their firms. They are prominent on ACEC/AZ liaisons and committees, and in Arizona professional associations. Three are current ACEC/AZ Board Members.



## Select Quotes from LEAP Alumni

“I can’t say enough about the LEAP program.  
It was by far the best work-related training I’ve ever had”

“LEAP is the best class I’ve ever attended. It can and should be a national class available everywhere.”

“LEAP should be a requirement for all engineers on the path to becoming a project manager.”

“From ‘Real Colors’ to the marketing exercise; this has been an excellent program.”

“I’ll use everything I learned to improve myself as an engineer and a leader.”

“LEAP made me realize I am not and will not be, a ‘commodity’.”

“I have already noticed an increased confidence in myself at work.”

“LEAP topics were all relevant and every week I learned something very useful.”

“LEAP was a great place to meet so many people and the networking was wonderful.”

“I know this is focused on engineers, but geologists and other scientists could receive great value.”

“I have been asked to supervise a group and I can now say I am excited about the opportunity.  
Eight months ago I would have said ‘no’!”

# LEAP 2020 Class Schedule



## **Day One, Friday, January 10th**

### **Introduction & Icebreaker, Understanding Ourselves & Others**

Introduction – Andrew Haines, ACEC/AZ Board Chairman

Trainers – Jeff Koenig (*NCTI*)

A great “Icebreaker” session as you get started in LEAP. You will gain a better understanding of yourself and the other members of your class. This will occur through an organized and structured self-assessment evaluation and feedback process: *What are my values, needs and joys? What bothers me a lot? How do I recover?* Tailored exercises for internal work team and external relationships. Session will be facilitated by Jeff Koenig, a National Curriculum & Training Institute leadership professional. Stan Turney will lead a session covering program goals, curriculum highlights, ground rules and networking objectives to set the stage for future classes.

## **Day Two, Friday, February 7th**

### **Effective Coaching for Leadership Success**

Trainer – Pete Walsh (*Peak Performance Coaching*)

In this interactive and informative session, you'll work with Master Certified Coach Pete Walsh to understand why coaching is the most effective form of leadership in today's highly competitive world.

Takeaways from this session are:

- understanding the differences between coaching, managing, leading, mentoring
- knowing which situations call for the different leadership styles
- understanding the cultural trends that make coaching the right leadership choice
- assessing your own personal coaching “readiness”
- watching real-time coaching from a Master Certified Coach
- practicing real-time coaching using the simple four step process
- developing your own coaching plan for your work team
- having a proven and reliable process for creating higher levels of results with your work team

Walsh is the author of the book “Coach to Win the Leadership Game” and works with leaders in some of the most respected companies from Bangor, Maine, to Seattle, Washington. Participants in his program enjoy Walsh's humor, down to earth style, and ability to help “stretch” leaders so they can reach their and their teams potential.

## **Day Three, Friday, March 6th**

### **Communications Skills for Business Success, Value Creation in Consulting Engineering**

Trainers – Hilari Weinstein (*High Impact Communication*)

Communicating with Confidence – whether communicating to peers, owners, or prospective clients, clear and effective communication is essential to long-term success in the business of engineering. In this session, participants will learn some easy to use tips and guidelines to help them present their ideas with greater confidence and effectiveness. Participants will then be given the opportunity to apply the techniques by preparing a short introduction and project discussion. Each will present to the class and get individual coaching. The training day will conclude with an introduction to the “fundamental definition of a business” and its application to the “business of consulting engineering.” Consider value creation in a consulting engineering business. Prepare to visit with your mentor(s) to discover how you can become fully engaged in value creation to benefit the firm and your career success. Prepare to deliver a presentation to the Day Four class on your findings.

### **Day Four, Friday, March 27th**

#### **Consultant Organizations; Why is Political Engagement Important and How Do You Get Involved; Student Presentations on Value Creation**

Trainers – Doug Nicholls (*Mayor of Yuma and President of Core Engineering*), Hilari Weinstein (*High Impact Communication*)

Hear the experiences of a seasoned veteran in organizing and managing a successful consulting engineering business. Understand your benefits and responsibilities as a registered professional. Mayor Nicholls will discuss “Why is Political Engagement Important and How Do You Get Involved.” After lunch you will hear presentations from your classmates on how they contribute to value creation in their businesses and increase their career opportunities at the same time. Student presentations will be critiqued by Hilari Weinstein.

### **Day Five, Friday, April 10th**

#### **Project Scoping, Planning & Control**

Trainer – William B. Carroll, P.E. (*Engineering and Environmental Consultants, Inc.*)

Reinforce your understanding of scope in interactive class exercise. Learn the fundamentals of project execution planning and consider the project planning process. Learn how to develop a work breakdown structure (WBS) and use it as the framework of your project execution plan. Learn procedures for logical sequencing of work packages in the WBS, for assigning labor and costs to each, and for estimating their duration. Learn how to display the project as a graphic, resource loaded schedule, and how to adjust the schedule for available resources. Project control – monitor and control project services in conformance with scope, schedule and budget. Learn how to measure and report project status and determine “earned value” at reporting points during project execution. Learn how to recognize and manage scope changes. Learn how to analyze changes and develop your negotiating position to gain additional fee and time to complete the project. And, how to institute a Quality Control program.

### **Day Six, Saturday, May 16th**

#### **Managing Business Risk, Contracts that Manage Risk, and Managing Construction Phase Risk**

Trainers – Andrew Q. Everroad (*Bonnett Fairbourn Friedman & Balint*), Scott N. Schmitd (*Stuckey Insurance*)

Understand how project delivery methods affect risk. Learn the importance of managing sub-consultants, joint ventures and teams. Understand professional liability insurance. Avoid litigation! This session is an introduction to professional service contracts. Learn fundamental risk management principles and how to deal with risk. Define level of performance and rising above the standard of care. Understand Deal Makers vs. Deal Breakers. Learn about constructibility reviews and design quality management to reduce risk. Guard against vicarious liability. What are your construction responsibilities? Address construction safety programs and procedures. Know how to respond to indemnity demands and joint defense arrangements. Conclude with “Ethics for the Professional Engineer.”

### **Day Seven, Friday, May 30th**

#### **Winning Proposals and Selling Consulting Engineering Services**

Trainer – Barbara Shuck (*Everest Marketing Services*)

Learn how to develop winning proposals and presentations. Both the strategy and tactics of creating and delivering proposals and presentations can make a significant difference in the way you differentiate your firm in your markets, helping you provide value to your clients and improve your win rates. Afternoon session will focus on debunking myths about marketing and “sales.” We will equip you to help develop profitable, strategically aligned business for your firm. We will discuss the relationship between marketing and business development so that you can make informed choices about marketing investments for your firm as you learn to develop BD strategy and tactics, use your marketing team for maximum effectiveness, and learn how to sell consulting engineering and design services.

### **Day Eight, Saturday, June 20th**

#### **Human Resources and Persuasive Presentations**

Trainers – Cindy Jones (*Synergy Seven*), Hilari Weinstein (*High Impact Communication*)

Learn the complexities of “Human Resources” Management: recruitment, harassment, discipline and termination. After lunch, learn how to craft and deliver powerful presentations that motivate clients to select you for the project.

### **Day Nine, Friday, July 10th**

#### **Project Presentations, Graduation Ceremony, and Graduation Speeches**

Trainers – Hilari Weinstein (*High Impact Communication*), Andrew Haines (*ACEC/AZ Chairman*)

Marketing teams will deliver their “Project Presentations” as shortlisted competitors. Presentations will be made to a “Selection Panel” including volunteer principals from firms. The winning team will be “selected” by the panel. Forensic analysis of presentations will follow in class discussions, time permitting. Graduation Ceremony and Luncheon will follow. Ending the day will be graduation speeches reflecting on LEAP lessons learned and career goals.

## **6th Annual Leadership in Engineering Administration Program Bill McMullen High Achiever Award**

This is the fifth LEAP Class to participate in the “Bill McMullen High Achiever Award.” The Leadership in Engineering Administration Program was started in year 2000 with Bill McMullen as director. Bill served in this capacity for 14 years and worked with over 300 students. The High Achiever Award recognizes a student who exemplifies the leadership qualities Bill embraced:

*Honesty*  
*Communication*  
*Sense of Humor*

*Confidence*  
*Commitment*  
*Positive Attitude*

*Creativity*  
*Intuition*  
*Inspiration*

AMERICAN COUNCIL OF ENGINEERING COMPANIES OF ARIZONA  
LEADERSHIP IN ENGINEERING ADMINISTRATION PROGRAM



**2020 LEAP APPLICATION**

**Deadline: December 6, 2019**

Date \_\_\_\_\_/\_\_\_\_\_/2019

Name \_\_\_\_\_

Firm Name \_\_\_\_\_

Firm Address \_\_\_\_\_ Zip \_\_\_\_\_

Firm Phone (\_\_\_\_\_) \_\_\_\_\_ Cell Phone (\_\_\_\_\_) \_\_\_\_\_

Your E-mail Address \_\_\_\_\_

Principal Sponsor \_\_\_\_\_ Email \_\_\_\_\_

How many years of engineering experience do you have? \_\_\_\_\_

In the past 18 months, what have been your primary duties? \_\_\_\_\_

\_\_\_\_\_

Have you been responsible for the duties performed by other staff members? Yes  No

If yes, what did you do? \_\_\_\_\_

\_\_\_\_\_

Are you a member of any professional organizations? Yes  No  List the organizations \_\_\_\_\_

\_\_\_\_\_

Have you served on any professional organization committees? Yes  No  List the committees \_\_\_\_\_

\_\_\_\_\_

States Registered In \_\_\_\_\_

Discipline Registered \_\_\_\_\_

Year First Registered \_\_\_\_\_

Are you planning to pursue further studies? Yes  No  If so, when, where, and what courses?

\_\_\_\_\_

\_\_\_\_\_

List any scholastic honors, offices held, and activities involved in professional/civic/community associations

\_\_\_\_\_

\_\_\_\_\_

# LEAP SELECTION CRITERIA

1. **20-25 Candidates** will be accepted annually into the program.
2. **Qualifications of Candidates:** The ideal candidate for this program will have 5–10 years of experience in the consulting industry and be in or approaching transition from primarily technical to supervisory and management responsibilities. Registration in one of the professions regulated by the Arizona State Board of Technical Registration, including Engineer-in-Training, is preferred. Consideration will be given to other business personnel employed by member firms subject to recommendation of a sponsoring principal.
3. **Nomination Letter from Principal:** A nominating letter, two-page maximum, prepared by a principal of the firm, describing why this candidate should be selected. The nominator should describe why the candidate would benefit from the program and what contributions the individual will provide to the industry. A statement should also be included that the member firm will support the candidate's participation and will ensure the candidate is available for all training sessions. The nominator should also be prepared to attend a portion of several work sessions with the candidate. Support of a candidate will be an essential key to the candidate's and program's success. The candidate will have assignments throughout the program where a principal's or mentor's coaching will be beneficial to their ability to complete assignments.  
NO TEMPLATE OR FORM LETTERS, PLEASE.
4. **Application Letter from Candidate:** An application letter, two-page maximum, prepared by the nominated candidate, stating why the candidate wants to participate in the program and what their future goals are in the industry. The candidate should also provide a statement that they are committed to the program and will attend all training sessions and complete all work assignments.  
NO TEMPLATE OR FORM LETTERS, PLEASE.



Member firms should nominate one or more individuals who are at the point in their careers where they are about to make the transition from performing day-to-day technical duties to having project or section management responsibilities with the firm. The candidates should be at a point where they will be provided an opportunity to utilize the skills and knowledge they obtain from this program.

All applications will be reviewed and a selection committee will select candidates. The selection committee will be comprised of the ACEC/AZ Board of Directors and the ACEC/AZ President.

**APPLICATION DEADLINE: DECEMBER 6, 2019**

# Faculty Briefs

**National Curriculum & Training Institute – Trainer Jeff Koenig** Based in Phoenix, with programs implemented throughout North America, the success that NCTI has experienced from training more than 3,000,000 people has led them to be recognized as the leader in the field of developing and delivering effective communications and building positive relationship programs within organizations. This reputation was earned through their unique history which focused on understanding human behavior. This insight into human behavior provides NCTI with the expertise to design and deliver successful training programs. Their approach is simple – NCTI listens to the client’s needs, and based on these needs, they design effective training programs that deliver lasting results. All of the NCTI programs are dynamic and entertaining and are presented in a fast-paced, interactive format that delivers unprecedented retention. NCTI’s philosophy is that the learning process does not end in the classroom but continues in the workplace. Creative ways have been developed to implement on-site support programs and materials to reinforce and continue the learning process. NCTI has facilitated the Understanding Ourselves & Others LEAP training module since program inception.

**William B. Carroll, P.E.** Bill is a graduate of the Northern Arizona University Civil Engineering program and was a past recipient of the Arizona NSPE’s Young Engineer of the Year. He has spent his entire career in Arizona’s consulting industry and has experience working for both large and small and consulting firms. His career includes positions with privately held firms such as Wheeler Brooks & Coffeen and Cella Barr Associates and publicly held firms such as Greiner Engineering (eventually URS and now AECOM) and Stantec. Bill has actively managed water, wastewater and transportation projects for public municipalities as well as private development projects from small residential tracks to large master planned communities. Currently Bill is President and CEO of Engineering and Environmental Consultants, a privately held ESOP company with offices in Phoenix and Tucson and continues to manage private sector clients in his current role.

**Andrew Q. Everroad, Shareholder, Bonnett Fairbourn Friedman & Balint** Andy’s practice focuses on the areas of professional liability/malpractice, insurance defense, insurance coverage/bad faith and general commercial litigation. Mr. Everroad has defended lawyers, architects, engineers, contractors, and real estate agents. Under the umbrella of insurance defense, he has defended trucking companies, property owners, and individual automobile owners. Mr. Everroad also has assisted insurance companies with coverage issues and had defended bad faith claims. Before entering private practice, Mr. Everroad served as a clerk for the Honorable Thomas C. Kleinschmidt, Arizona Court of Appeals. Mr. Everroad also studied at the University of London, Bloomsburg, in 1990. Mr. Everroad was on the Maricopa County Bar Association, Young Lawyers Division Board of Directors from 2002 through 2005. He was also the President of the Young Lawyers Division in 2004.

**Cindy Jones, SPHR, CPBA** Cindy leads the HR Consulting practice as a partner with Synergy Seven. For over 20 years as a results-oriented business consultant and human resources strategist, she has helped organizations manage the human side of business. She has studied employment cultures, evaluated employment processes, educated management on effective HR and people practices that engage employees and ensure compliance with employment regulations. Cindy was awarded the *2010 HR Industry Leader of the Year* by Arizona Business Magazine, and recognized by Today's Arizona Woman as a "top female executive". She holds a Bachelor's degree in Social Science and the Senior Professional of Human Resources (SPHR) designation. Additionally, she is a Certified Professional Behavioral Analyst (CPBA) and holds a certificate as a trained mediator for her work in the area of workplace investigations and conflict resolution.

**Douglas J. Nicholls, Mayor, Yuma** Mayor Nicholls was elected by the citizens of Yuma January 1, 2014. He was raised in Yuma and attended Yuma High School. In 1994, he earned a BS in Engineering from ASU and continued post-baccalaureate studies in Transportation Engineering. After graduation, he remained in the Phoenix area working for international engineering firms. In 1999, he and his family returned to Yuma where he worked for a local consulting engineering firm. Mayor Nicholls established the civil engineering firm of Core Engineering Group, PLLC in 2004. He has been working on the growth of the Yuma community through his participation in professional and charitable organizations: chairman of the Greater Yuma Economic Development Corporation, president of the Arizona Society of Professional Engineers, and a regional leader for Boy Scouts of America. He is a deacon at St. Francis Church, and is a member of Rotary Club of Yuma, Caballeros de Yuma, American Society of Civil Engineers, and Arizona Western College Engineering Advisory Board. The Office of Mayor is the culmination of these efforts to do his part in giving back to his hometown.

**Barbara Shuck, FSMPS, CPSM** Barbara Shuck shares her energy, passion and 30+ years' experience to teach, challenge, motivate, and inspire others. She has worked for general contracting engineering, construction management, and architectural firms, and now shares her expertise to help clients via Everest Marketing Services. Barbara has extensive experience managing large corporate teams, building strong brands, and crafting strategies that win. She is Past President of the Society for Marketing Professional Services (SMPS), and served as Secretary/Treasurer and Chair of the Build Business and Marketing Communications Awards Committees. She contributed to *A/E/C Business Development: The Decade Ahead* (SMPS Foundation), and has written and presented extensively at industry events. She has a MBA from Thunderbird School of Global Management (Glendale, AZ) and a BA in Communication Arts and French from Washburn University (Topeka, KS)

**Scott N. Schmitd, CIC, Stuckey Insurance** Scott has been an insurance agent in Arizona serving the needs of professionals since 2003. His practice focuses on professional liability for accountants, design professionals and lawyers. In addition to providing insurance, Scott's expertise includes risk assessment, claims advocacy and contractual compliance for professional clients. He frequently provides in-house risk management courses to clients, as well as speaking to professional organizations throughout Arizona. He currently serves on the Board of Directors of the Professional Liability Agents Network (PLAN), an international association of insurance agents who provide risk management services for professionals. He has served in the past on the ACEC of Arizona Business Practices Committee and the AIA-Arizona Membership and Government Affairs Committees. Scott is a native of Arizona, attended the University of Arizona and served for seven years in the Marine Corps. He earned his Certified Insurance Counselor (CIC) designation in 2004. .

**Pete Walsh, Master Certified Coach** For over 20 years, Pete Walsh has been helping people reach new levels of results by mixing fun, hard work, and an unwavering commitment to personal development. Pete provides executive and organizational coaching for leaders and teams that are committed to reaching the highest levels of business results and personal satisfaction. Pete is known for his ability to generate trust and be able to help participants hold very frank and meaningful dialogues. He founded Peak Performance Coaching, LLC in 1997 and has grown the firm each year by earning repeat engagements with great clients. Pete is author of “Coach to Win the Leadership Game”, a practical guide to the process for building high performance, loyal and committed business teams. Prior to launching his own business, Pete earned his spurs in business operations reaching the level of corporate vice president responsible for leading 150 employees in the delivery of \$40 million of goods and services to Fortune 500 clients.

**Hilari Weinstein** Hilari is the founder and principal of High Impact Communication and a competitive presentation specialist. Her longest project interview win streak is 9 in a row. She knows what it takes to stand out against tough competition. Out of thousands of collegiate competitors nationwide, she won not one, but TWO National Championship Titles at the American Forensics Association's Annual Collegiate Speaking Tournament. In her first year as a coach, two of her students placed in the top five. Her presentation coaching skills are sought after! She is armed with a Master's degree in Speech Communication from the University of Texas at Austin (one of the top ranked communication schools in the country). In addition to years of experience in sales and sales training, Hilari has worked with clients nationwide to help make their presentations more effective and engaging. Through customized workshops, interview preparation consulting and one-on-one coaching, her clients have gained greater confidence, effectiveness and influence and have secured hundreds of millions of dollars in new A/E/C projects the past couple of years alone. Hilari has been regular columnist for Southwest Contractor Magazine and has been published in The Phoenix Business Journal.