

Leadership Development for the Engineer

Purpose and Background

A senior engineer executive recently said I can always find a good tuba player but I have one heck of a time finding a good conductor. In this new century, the engineering manager must not only be technically competent, but must possess the leadership or conductor skills to move the organization forward. The need for leadership skills is particularly important in this time of change and complicated by the explosion of new technology. Often, the most successful, technically competent engineers move into positions of leadership. The characteristics that earned the engineers the leadership positions (such as independent achievements and focused technical interests) are often the very characteristics that will lead to failure as a leader. Although engineers continually develop new technical skills, they receive little training to develop and hone their leadership skills. This two-day seminar, designed for engineers, will help you to develop or expand your leadership skills and will provide tools needed for your success.

This seminar will guide you through the steps required to become a successful leader in an engineering organization. You will recognize the need for honing not only your technical but also your leadership skills. You will understand the differences in and the need for the art of leadership and the discipline of management. You will be introduced to important leadership philosophies and powerful tools and have the opportunity to apply many of them in the seminar setting.

Seminar Instructor

Jim Marino, P.E., D.CE, currently serves as the President of Taylor Engineering, Inc. Jim has more than 30 years of leadership and management experience, including 20 years as an officer in the U.S. Army Corps of Engineers. Jim has served in an executive management role for a broad range of engineering projects, providing comprehensive staff and project management, development, and oversight, for public works, coastal, port & harbor, transportation, and environmental projects. Jim has a BS in Engineering from the United States Military Academy at West Point and a Master of Engineering Degree in Coastal & Oceanographic Engineering from the University of Florida.

Mr. Marino managed a multi-million dollar Research and Development Program while stationed at the US Army Research and Development Center Coastal Engineering Research Center. He served as Director of Public Works, U.S. Army, Japan, as well as the executive Director of the Seminole County Expressway Authority. He is a USACE deFleury Medal winner. Mr. Marino is also a certified Diplomat in Coastal Engineering by ASCE's Academy of Coastal, Ocean, Port and Navigation Engineers and is a registered professional engineer in Florida, Virginia and Louisiana. Mr. Marino also serves as the Coastal Zone Management Chairman for the ASCE/COPRI, on the Board of Directors for the Taylor Engineering Research Institute at the University of North Florida and as a Director for the American

● To register your group, contact **John Wyrick** (JWyrick@asce.org) or **Stephanie Tomlinson** (STomlinson@asce.org)

Summary Outline

Topics Covered:

- **Leadership vs Management.** Participants will identify the characteristics of a good supervisor. Through discussion of the characteristics, the definitions of leadership and management will evolve. These characteristics will be compared to those of a good engineer. Dealing with generational differences will be a major theme throughout the seminar.
- **Ethics, Servant Leadership, and Self-Assessment.** In order to understand and sensibly apply the ASCE Code of Ethics, the origin and evolution of the code will be discussed. The role of ASCE in developing a code for global ethics will be presented. The concept of Servant Leadership will be explored. The role of a leader in establishing the moral climate of an organization will be understood. The seminar concludes with participants delving into their own value centers to determine if they are in sync
- **Becoming a Change Agent.** Participants will understand the dynamics of motivation and change. They will develop their own plan for motivating during change. The participants will then be challenged with the questions - Can you really motivate another person? Can you get them to change? Do they need to change?
- **Communications with the 2G's -Generations/Genders.** Types of communications will be demonstrated and discussed. A highly thought provoking exercise on gender communications will be undertaken. Through additional exercises and discussions, an effective method for providing feedback will evolve.
- **Courageous Decision Making.** Structured processes will be presented to maximize both the quality and acceptances of decisions. These processes will be used to solve problems presented to the participants.
- **Coaching for Team Building.** A group development model will be presented that will reveal to the participants how teams evolve and develop and the corresponding appropriate leadership styles.

Seminar Benefits

- Learn how to successfully lead an organization
- Gain an understanding of yourself and your team
- Gain an understanding of generational differences
- Learn how to apply the art of leadership and/or the discipline of management
- Learn how to apply appropriate leadership styles to the situation
- Learn how to apply systematic decision making processes
- Learn how the multiple generations and genders communicate in the workplace
- Learn how to effectively communicate and provide feedback
- Evaluate your value system as well as the values of those being led
- Learn your role in establishing the ethical climate of your organization

Who Should Attend?

- Civil Engineers
- Technical professionals in a leadership position
- Those aspiring to move into a leadership role

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ASCE seminars are available for On-Site Training. For details regarding On-Site Training and/or needs-based training opportunities, please contact:

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