A Review of the PENC Leadership Institute 2016-2017

Prepared by Rich St Denis, Instructor
Prior Classes

Class of 2013-2014  L to R: John Norwood, Chad Easter, John Core, Sean Gleason, Simon Lobdell, Mike Neff, James Michel, Kristen Hill, Christina Warr, Ludmila West
Back to Camera:  Kelly Becker, Mike Shelton, Greg Kershaw
Class of 2014-2015 (L to R) Stephanie Hollomon, Gabe Dobbs, Robert Barrier, Lauren Wellborn, Joe Piccirilli, Karen Crawford, Caroline Kone, Melissa Taylor
Caroline Kone, Stephanie Hollomon, Justin Biegler, Robert Barrier  
Class of 2014-2015

James Michel, John Core, Sean Gleason -- Class of 2013-2014  
and Virginia Norton--Class of 2011-2012
Kristen Hill  
Class of 2013-2014

Gabe Dobbs  
Class of 2014-2015

Mike Neff  
Class of 2013-2014

Stephanie Holloman  
Class of 2014-2015
Class of 2013-2014: L to R  Greg Kershaw, Kristen Hill, Christina Warr, Ludmilla West
(L to R) Dave Cale, Joshua Nelson, Lou Misenhamer, Ebony Hagans, Corey King, Chad Bobrowski, Monroe Huckaby, Bradley Kimbrell, Tamara Carter Murphy, Sterling Baker, Elizabeth Goodson
Back to Camera: Brian Wert and Pat Gunsch
Beer Call with the Class of 2016-2017

L to R:  Corey Kin, Brian Wert, Pat Gunsch, Lou Misenhamer, Chad Bobrowski, Dave Cale, Joshua Nelson
Paper Airplane Exercise with the Class of 2016-2017

L to R: Corey King, Lou Misenhamer, Joshua Nelson, Ebony Hagans, Tamara Carter Murphy, Brian Wert
36 Squares Exercise with the Class of 2016-2017

L to R: Dave Cale, Brian Wert, Bradley Kimbrell, Tamara Carter Murphy, Sterling Baker, Joshua Nelson, Lou Misenhamer, Ebong Hagans, Pat Gunsch, Chris Boggs, Corey King
Impromptu Presentations

Tamara Carter Murphy and Elizabeth Goodson Class of 2016-2017
Card Sort Exercise
Emotional Faces Exercise
Review of AARs
Bradley Kimbrell

Monroe Huckaby
Pat Gunsch

Corey King
Inaugural Class of 2011 - 2012

Adrienne Elder  Duke Energy
Virginia Norton  Duke Univ
Ian Jewell  Lotic Solutions
Tom Muse  Sutton-Kennerly Assoc
Heather Szews  Duke Energy
Susan Habina Woolard  City of Charlotte
Neil Perry  NCDOT
Eileen Navarrete  City of Raleigh
Reives Jones  Grad Student, NC State
Beth Smyre  Dewberry
Class of 2012 - 2013

Monica Fulkerson  CH2M HILL (Charlotte)
Jacob VandenBosch  McKim & Creed
Crystal Freeburg  Formerly at WK Dickson & Co., Inc. (Charlotte)
Kevin Plemmons  McKim & Creed (Wilmington)
Wes Carter  Lancaster County Water and Sewer District
Christopher J. Oliver  NCDOT
Jamie Gregg  The Wooten Company
Larry Mitchell  Dewberry
Kelly Becker  
John Core  
Chad Easter  
Sean Gleason  
Kristen Hill  
Greg Kershaw  
Simon Lobdell  
James Michel  
Mike Neff  
John Norwood  
Mike Shelton  
Christina Warr  
Ludmila West  

NCDOT  
Beacon Development  
The Wooten Company  
Cole Jenestone PA  
S&ME  
WK Dickson  
OWASA  
Fayetteville Public Works  
Toll Brothers  
Kleinfelder  
Kimley-Horn  
ECS  
Porticos
Class of 2014 - 2015

Robert Barrier  
Gabe Dobbs  
Joe Piccirilli  
Stephanie Holloman  
Lauren Wellborn  
Melissa Taylor  
Caroline Kone  
Justin Biegler

NCDOT  
Kimley-Horn  
Kimley Horn  
WK Dickson  
Geosyntec  
Little Online  
City of Hickory  
Dewberry
<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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</thead>
<tbody>
<tr>
<td>Sterling Baker</td>
<td>NCDOT</td>
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<tr>
<td>Chris Boggs</td>
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<td>Chad Bobrowski</td>
<td>Vaughn-Melton</td>
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<td>Little Diversified Architectural Consulting</td>
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<td>Ebony Hagans</td>
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<tr>
<td>Lou Misenhamer IV</td>
<td>Duke Energy Progress</td>
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<tr>
<td>Tamara Carter Murphy</td>
<td>US Army Corps of Engineers-Wilmington District</td>
</tr>
<tr>
<td>Joshua Nelson</td>
<td>Duke Energy Progress</td>
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<tr>
<td>Brian Wert</td>
<td>NCDOT</td>
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**Our Goal**

**Strengthen your leadership ability!**

To achieve this, we will-

- **Expand** your body of knowledge about leadership

- **Build** specific skills like taking charge, setting direction and engaging, influencing, motivating, coaching, and unifying a team of people

- **Deepen** your emotional intelligence (awareness + skills)

- **Boost** your confidence and determination to lead well
Leadership Skills We Focus On

How to—

♦ Build relationships that are trusting and emotionally intelligent
♦ Envision something (task, problem, goal) to be accomplished
♦ Take initiative and responsibility to accomplish it
♦ Set a direction and expectations to accomplish it
♦ Influence others to join with you and get involved
♦ Inspire (motivate, engage) people to do their best
♦ Enable them to succeed (teach, coach, empower them)
♦ Unify a team effort to succeed collaboratively
♦ Resolve problems/conflict/difficult behavior to ensure success
♦ Show emotional intelligence in doing all of the above
Our Guiding Principles

1. We *can* grow our leadership ability … in four ways:

<table>
<thead>
<tr>
<th>Growth Type</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Cognitive Growth</td>
<td>expanding our knowledge</td>
</tr>
<tr>
<td>Psychological Growth</td>
<td>refining our beliefs</td>
</tr>
<tr>
<td>Emotional Growth</td>
<td>deepening our emotional awareness and strength</td>
</tr>
<tr>
<td>Behavioral Growth</td>
<td>strengthening our skills and ingraining helpful habits</td>
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Our Guiding Principles

2. Our growth and development as leaders requires--
   **passion** to be a leader and grow as a leader
   **tools and techniques** on how to lead well
   **practice** in using these tools in real situations
   **feedback** on how we did

3. Our development takes time…and should be a mix of--
   20% formal training
   80% experiential activities

4. In developing as a leader, our emotional competencies
   matter more than our intellectual competencies.
Our Academic Phase Sep – Dec

♦ In-class and web-based training
  Self-Assessments
  Lecturelettes, case studies, videos, discussions
  Exercises, role plays, and skills practice
  Action planning

♦ After-class developmental activities
  Apply the lessons and report on how it went
  Read-ahead for next class
Module 1: Understanding Leadership

What are the differences between leading and managing
What are the four styles of leadership and when to use each
What are the traits of effective leaders in the engineering profession
What are the skills involved in the leadership process

Module 2: Developing Your Emotional Intelligence

What is your level of emotional intelligence
How to build your emotional intelligence competencies
How to handle emotionally challenging situations
October

Module 3: Developing Your Managerial Skills
*(Self-Paced)*
- How to plan and organize complex activities and projects
- How to manage your time

Module 4: Setting the Direction & Expectations
*(Webinar: 2-3 hours To be announced)*
- How to conduct a situational analysis and decide what must get done
- How to set goals and expectations for performance and conduct
- How to communicate the direction you want others to follow
Module 5: Influencing Others
  What are the steps in the influence process
  How to choose and use the right influence strategies to get buy-in
  How to become more persuasive

Module 6: Inspiring Others
  How to create a climate for sustained high motivation
  How to prevent disengagement and demotivation
  How to communicate in an inspiring way
November

Module 7: Enabling Others
- How to assess individual and team performance
- How to provide coaching and feedback
- How to boost performance and empower people
- How to create a unified team

Module 8: Dealing with Conflict and Difficult People
- How to approach conflict and difficult people in a confident way
- How to turn dysfunctional conflict into constructive, functional conflict
- How to handle specific types of difficult people
- How to communicate effectively during conflict with difficult people
December 9

Module 9: Solving Problems & Making Decisions
How to approach tough problems and decisions
How to handle the risks associated with decision-making
How to make effective decisions in tough situations
How to announce tough decisions and handle resistance
Activities  January – June

Culmination Project

Presentation of Findings -- at the PENC Summer Conference

Graduation – at the PENC Summer Conference
A Key Learning Technique

The After Action Review

Send a Written Report on--

What lessons you planned to apply at work
What you actually did

+ What went well

- What didn’t

△ What could be done differently next time

What have you learned
Final Thought:

Congratulations on graduating from our PENC Leadership Institute.

I challenge you to continue your journey of learning to lead well!

--Rich St Denis