



# BOARD RECOMMENDATION

## Northeast Region Board Meeting – April 11, 2009

**DATE:** April 2, 2009

**TO:** Northeast Region Board of Directors

**FROM:** Brian H Neely, NCARB, AIA, CDT – NE Region Planning Committee Chair

**SUBJECT:** Recommendation for implementing a leadership training program.

### Part I Recommendation:

The NE Region Planning Committee recommends that the Northeast Region take a proactive approach to training at the individual, chapter, and regional levels. The committee perceives two parallel tracks: (1) training chapter members to perform effectively as committee officers and committee chairs; and (2) training chapter and region leaders to become effective industry leaders.

#### A. Member Training:

Region Committee Chairs and officers will train Chapter Committee Chairs and officers. The Committee recommends formalized bi-annual training, one session at the Region Conference for all chapters, and a second session for subsets of the Region. Between scheduled formal sessions, Region committee chairs and officers need to maintain regularly-scheduled contact with each chapter chair as well as establish and monitor benchmarks. The goals of this aspect are to minimize redundancy of efforts and to ensure continuity and legacy within the chapters and the Region.

#### B. Leadership Training:

Region leadership will identify high potential, aspiring leaders, for training as industry leaders, utilizing proven methods of training. The goals of this aspect are to strengthen Region members' position in CSI as well as to strengthen CSI members' validity within the entire design and construction industry. This program will be limited to an elite group of members, hand-selected by current Region leadership. The Committee perceives a format that requires buy-in by the selected leader trainees, so as to ensure commitment and dedication.

The Committee recommends leadership training through The Arch of Leadership Forum™; additional information on this company is attached and on their website, [www.archofleadership.com](http://www.archofleadership.com).

## **Part II Documentation of the Recommendation**

### **A. Problem**

1. Over the past several years there have been several discussions regarding the lack of training in the chapters. To date there has been limited progress towards re-starting training, which was a normal aspect of Region activities until recent years. The lack of training has led to a breakdown in communication between and among individual chapters and between the chapters and the Region body. Additionally, both the chapters and the Region are having difficulty finding people to take responsible positions.
2. The Committee perceives that part of the reason people do not take leadership roles within CSI is that they are not recognizing the value of leadership in terms of their overall career goals and aspirations. Further, there is no clear definition of what leadership actually entails.

### **B. Factors bearing on the problem**

#### **1. Facts:**

- a. Fewer qualified people for region leadership positions
- b. Fewer chapter leaders
- c. Fewer emerging professionals taking leadership roles
- d. Lack of committee and leadership training at Regional Conferences
- e. Lack of successor training, causing re-start with every new committee chair.
- f. Burn-out by leaders who have insufficient followers to execute and continue initiatives.

#### **2. Assumptions**

There are two distinct trainings required, as noted in Part I:

- a. Member Training: The Northeast Region believes that the strength of its Chapters depends upon vital committees and effective leadership, and that the Northeast Region is the most effective resource for Chapter strength.
- b. Leadership Training: The Northeast Region believes that it should lead CSI in development of the future leaders in the design and construction industry.

#### **3. Related Goals:**

- a. Increase activity and interest in CSI among emerging professionals
- b. Increase pool of qualified leaders for chapter, and Region and Institute positions within CSI, as well as strengthen CSI's leadership role in the design and construction industry.
- c. Increase membership.
- d. Add value to CSI membership and affiliation.

#### 4. Costs

- a. Member training cost is currently unknown, as the cost will be dependent upon location. The committee assumes that there will be no cost for training held at the Region Conference. Cost of the second bi-annual session is expected to be minimal – possibly one night’s lodging, meeting venue rental, and meals.
- b. Leadership Training has a cost of \$1,795 per person. Committee recommends that the Region underwrite \$500 per person, with the balance paid by the trainee and trainee's employer. Utilizing the Arch of Leadership Forum™, recommended group size is 10 to 15 people per session, for a total cost to the Region of \$5,000 to \$7,500 per six-month session.

#### C. Discussion

1. The Committee evaluated different options for Member Training. Traditionally, the Region Conference has been the primary opportunity for training members, and the Committee believes that this event should again be the primary resource for such training. The Committee also believes, however, that once-annually training is insufficient to ensure continuous progress and legacy. Therefore, training should take place both at the Region Conference and at a second centrally-located spot each year. Each sub-set training session will include the chapters within a three-hour drive, and these training sessions will be lead by Regional committee chairs. Chapter chairs within this sub-set geography will be required to attend. All chapters and Region chairs will be invited to lead a session or to attend, but the intent is to focus on specific chapters within a defined geographic range. The committee chairs are strongly encouraged to maintain contact with each other and the Region Committee Chair throughout the year, at regularly-scheduled intervals.
2. Leadership Training is needed to provide high potential, aspiring leaders with state of the art mentoring in order to assure that high quality leaders are active throughout the Region. The Committee perceives that there has been a gap in CSI's leadership training, having never had a formalized structure for creating leaders for the design and construction industry at large. By setting up a leadership training model we will have trainees who are hand selected by current leaders. By requiring payment on the trainee’s part we confirm that the trainee is dedicated to the program and willing to fulfill the obligation. By limiting the pool of qualified future leaders we set up a group of dedicated members who desire to lead their chapters and the Region and make this a desirable program. By this selective method, we create an awareness of the value of leading throughout the Region.
3. The Leadership Training referenced throughout this proposal is based upon The Arch of Leadership Forum™; additional information on this company can be found attached and on their website, [www.archofleadership.com](http://www.archofleadership.com). The training sessions are organized among the Northeast Region members nominated by chapter presidents and reviewed for final selection by this Committee. The program is both highly structured and flexible, and each session lasts six months. Members will complete practical, real-time leadership assignments that will fit with their actual leadership situations, both within

CSI and within their career in general. Specific details will be targeted to CSI members and their needs within the general parameters of the “Arch” program. The programming is adjusted to facilitate individual learning styles and work schedules. The Committee anticipates that it will monitor the program to verify effectiveness and outcome.

**D. Alternatives**

1. Continue with intermittent member training.
2. Re-establish annual member training (only), at the Region Conference.
3. Abandon member training at the Region Conferences in favor of separate training sessions.

**E. Conclusion**

1. New goals cannot be accomplished by old methods.
2. Leadership Training and Member Training are two distinct issues requiring individual solutions
3. Member Training can be successfully accomplished via Regional Conference workshops and more localized subset training workshops conducted by the Region committee chairs.
4. Leadership Training to be managed through the NE Region but facilitated and conducted by an outside agency specializing in individual and group training, specifically focused on CSI needs.
5. Leadership Training will incur cost to the Region and to the individual, for the benefit of both.

**END OF RECOMMENDATION**

Cc: Region Secretary, Mr. Edward M. Healy



## YOUR LEADERSHIP DIFFERENCE

### A Community of Aspiring Leaders Taking the Next Step in Leading Together

This unique online program concentrates on the stories, values and aspirations that make your leading powerful, effective and unique. Your online experience is based on the proprietary Arch of Leadership™ curriculum, recently adapted by Boston Architectural College as a required course in its Distance Learning Masters Degree Program. You will join with peers to explore leadership topics and assess and develop your own leadership.



Understand the values, beliefs and experiences that have shaped your life and how they shape your leadership. Learn what makes Leaders different from Managers and how followers are different from employees. Develop your own lifelong leadership learning program. Develop a support group that will assist and sustain you in your growth as a leader.

This program is a preface, an entry point, a gateway into leadership development. The end result of the program is a certificate of completion, but the contribution to your success as a leader is immeasurable and goes on for a lifetime.

You will:

- See how your life stories and accomplishments influence your success and inspire others.
- Speak with trusted colleagues on the leadership challenges you face.
- Learn and develop the skills of character that leading demands.
- Understand how your temperament affects your leadership.
- Model the relationships you need to be a successful leader.
- Act as a peer mentor and see how your experience and advice makes a difference to others.
- Learn at your own pace, in your own way, what it is that you need to learn.
- Work with a professional leader mentor as well as your dedicated peer community.
- Develop the critical communication skills essential for leadership.
- Develop and perfect your own leader brand to guide your leadership.

#### FEATURES

- A personal leadership assessment.
- Two live group webinars and guest webinars by accomplished leaders.
- Personal and confidential mentor guidance and communication.
- Two private one-on-one teleconferences with your online mentor.
- Peer and group sharing as you explore and develop your leadership.
- Small classes to ensure individual attention.
- A Leader Bibliography and Reference Guide.
- A Lifelong Learning Guide.



## ARCH OF LEADERSHIP ONLINE ACADEMY

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### CORPORATIONS AND ORGANIZATIONS

Your Leadership Difference is ideal for corporations, professional organizations and other groups with a national or global membership. Deliver a unique and powerful leadership learning experience to your organization in a private learning community dedicated to your group. Each enrollee will receive mentor guidance as well as participate in peer discussions and group forums. Group webinars and individual teleconferences enhance and reinforce learning. Your enrollees will receive individual material packets and work at their own pace at hours of their choosing to complete the curriculum. Classes are six months in duration and can be scheduled to start according to your needs.

You can opt to add onsite group meetings or create a custom learning community, branded with your logos, mottos and slogans.

Pricing varies depending on options selected. Please contact us for more information.

### WHAT YOU CAN EXPECT

You will participate in a six month mentor-guided online community of leadership learners that includes these elements:

- **Assignments:** With due dates on a weekly or bi-weekly basis; reading, journal entries and community sharing will be moderated by and discussed with a Certified Arch of Leadership Mentor.
- **Mentor Support:** Monthly reviews of your work and two personal review sessions with a professional Arch of Leadership™ mentor.
- **Peer Sharing:** Frequent and guided conversations with a peer assigned to you at the beginning of the program. Opportunity to act as a peer advisor to another member of your online learning community.
- **Group Discussions** Frequent and guided group discussions on important and current leader topics via online Discussion Boards, blogging and micro-blogging.



### WHO SHOULD ATTEND

This program is designed for leaders and aspiring leaders at all levels of the organization who are preparing for their next level of leadership. New and mid-level Managers will gain new insight on how to inspire peak level performance throughout the organization every day.



## ARCH OF LEADERSHIP ONLINE ACADEMY

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### PROGRAM MATERIALS

Program materials include:

- Michael Shenkman's *The Arch and the Path*
- Proprietary *Leader Journal Workbook*
- Keirseley Temperament Inventory™
- Leader Bibliography and Resource Guide
- Life Long Learning Guide

Supplemental materials, such as a recommended biography of a famous leader to be read or a film to be viewed, are your responsibility and may be acquired at your public library at no cost.

### DATES AND FEES

#### Program Calendar for Individual Programs

- February 2010: February 8, 2010 through August 2, 2010
- Spring 2010: April 5, 2010 through October 1, 2010
- Summer 2010: June 7, 2010 through December 3, 2010
- Fall 2010: September 13, 2010 through March 25, 2011

#### Program Calendar for Corporations and Organizations

- Your course can start at the date of your choice

#### Fees:

##### *Corporations and Organizations:*

- *\$1795 per enrollee including tuition and materials*
- *Special Options*
  - *Custom logos, mottos and slogans – \$500 per class*
  - *Onsite group session – fees to be determined*
  - *Additional online group meetings – fees to be determined*

Fees are payable in advance. Enrollment is strictly limited. Programs, sessions and fees are subject to change.



## ARCH OF LEADERSHIP ONLINE ACADEMY

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### ABOUT THE ARCH OF LEADERSHIP™

The Arch of Leadership has been delivering executive and leadership development programs to corporations and individuals nationwide for 9 years.

Our customers include:

- Intel
- Sandia Labs
- Rogers AT&T Mobile
- Emcore Corporation
- Community College of New Mexico
- Boston Architectural College Distance Learning Masters Program

Our corporate customers have remained clients; reengaging year after year – some for as long as 8 years.

The mentors of the Arch of Leadership™ are carefully selected and then thoughtfully matched with our clients. Each of our mentors have decades of business, organizational development, consulting and leadership experience. They speak to you from the heart of their experience. Although all of our mentors have advanced schooling and degrees, their work with you is not based on academic knowledge, applied by rote. They understand your experience, your goals, and your challenges – in many cases having been in similar situations.

Michael H. Shenkman, Ph.D., is founder and president of the Arch of Leadership™. Dr. Shenkman is a pioneer in this field. His leader mentoring program is among the first fully developed programs being offered to businesses and organizations worldwide. Rather than focus on leadership skills, mentoring helps aspiring leaders to fully enter and commit to the life of creative leading in order to build organizational value, inspire success and enhance quality of life. Dr. Shenkman developed the Arch of Leadership™ program based on extensive research and more than 20 years of consulting experience as executive coach and mentor. He teaches in The Management Development Center of the University of New Mexico and holds a Ph.D. from Boston College and a BA from Dickinson College.