Leader Development Toolkit

A Resource for

Developing a Leader Development Program

November 2021
Leader Development Toolkit

INTRODUCTION
The mission of the Society of American Military Engineers (SAME) Leader Development Community of Interest (LD COI) is to develop, execute, and track leader development (LD) activities across the SAME enterprise in support of the 2025 SAME Strategic Plan – Securing America’s Future, Together. Specifically, the LD COI leads efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges ensuring the enduring stewardship of the A/E/C profession.

Modeled after the National Leader Development Program, this LD Toolkit was developed by the LD COI to provide a framework for SAME posts and other organizations (private and public) to establish their own LD program. The goal is to increase opportunities for the A/E/C community to advance development of leadership skills and capabilities in the industry.

STRATEGIC ALIGNMENT
Establishing a post-level LD program expands the leadership capacity of SAME, and keeps top talent actively engaged in the Society and the profession. It also supports the 2025 SAME Strategic Plan Goal 3 – Develop Leaders for the Profession.

Goal 3. Develop Leaders for the Profession
Lead efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges; ensure the enduring stewardship of the A/E/C profession.

COST OF A LEADER DEVELOPMENT PROGRAM
Using a network of volunteers to cover the curriculum instruction, mentoring, and speakers, potential hard costs of the program include the purchase of materials and books, professional self-assessment fees, meeting expenses, and videoconferencing services.

The program expenses can be recovered through a fee charged to the participants. However, to encourage applications, the LD COI highly recommends the post cover as much of the program costs as possible. Participants can be asked to provide a nominal investment (e.g., purchasing their own books) to encourage commitment to the program but the post should provide equal access to the program by covering most of the costs.
APPLICATION
To ensure each post member has a fair shot at participating, the LD COI recommends the post establish a clear and transparent application/selection process. A review committee should review each application against a specific set of criteria. The application can include:

1. Application cover page with contact and biographical information
2. Letter of recommendation from employer and/or post official
3. Resume
4. Answers to a few, select questions; sample questions for consideration are:
   a. Referring to your biographical information, education, and work experience explain how you meet the selection criteria?
   b. Provide a brief synopsis of your background, including activities, which show possession of the ability to lead and/or manage. Outside activities include leadership in various community, religious, and civic organizations.
   c. What do you expect to gain from this leader development experience and how do you see that effecting your leadership capabilities in the future?
   d. How do you see applying what you gain from the program towards your future involvement in the Society?

A scoring system should allow reviewers to rank responses for applicant comparison. It is important that the process is seen as equitable and fair.

PROFESSIONAL DEVELOPMENT HOURS (PDHs)
Completion of a LD program represents a significant investment (time and energy) in each participant’s professional development. The host SAME Post board should determine specific requirements for issuing PDH credits to measure this development. Assuming the full program is completed (12 Sessions with Preparation, Utilization Project, and Mentoring), the LD COI recommends issuing 30-40 PDHs.

PROGRAM COMPONENTS
This toolkit covers the below components of a comprehensive LD program. However, each LD program should be designed to meet the vision, mission, and strategy for the organization it supports. Therefore, it is possible to implement one, several, or all the components depending on the outcomes desired.

1. Self-Assessment
2. Curriculum - Books & Appropriate Videos/On-line Learning
3. Cohort Classroom Discussions (In-Person or Virtual)
4. Speakers
5. Utilization Project
6. Mentors

1. SELF-ASSESSMENT – Self-assessments are great tools for providing a point of reflection for the participants (note: most self-assessments involve a fee to purchase). In most cases, the results are processed and provided to participants as part of the assessment.
Prior to starting the program or very early in the program, the cohort can conduct one of the following self-assessments:

- DISC Personality Test
- Myers Briggs Type Indicator (MBTI) Personality Test
- Emotional Intelligence (EQ-i2.0) Workplace Report
- StrengthsFinders Assessment
- The Enneagram Personality Test

Once the cohort has completed the self-assessment, the cohort should schedule a discussion on results. There are fee-based consultants trained in analyzing and presenting self-assessment results. Posts should poll their members to see if any of them have a background on these assessments and willing to volunteer their expertise. Appendix A provides a list of self-assessment consultants for a fee.

2. CURRICULUM – The following is an example curriculum developed by the LD COI and is a combination of outside reading and online videos. However, each cohort can set up their own program using the recommended Books and Videos highlighted in Appendices B and C, respectively. A typical LD program comprises of 12 sessions that can be completed in as little as 12 weeks or as much as one year depending on the cohort’s availability.

Sample Curriculum

<table>
<thead>
<tr>
<th>Session #</th>
<th>Session Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Book: Sections I &amp; II of The 360 Leader by John Maxwell</td>
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<tr>
<td>2</td>
<td>Book: Sections III, IV, &amp; V of The 360 Leader by John Maxwell</td>
</tr>
<tr>
<td>3</td>
<td>Book: Section VI &amp; Special Section of The 360 Leader by John Maxwell</td>
</tr>
<tr>
<td>4</td>
<td>Colin Powell Videos: The Essence of Leadership / 13 Rules of Leadership / Leadership Lesson from Lincoln / Discusses Leadership’s Future at Columbus State University</td>
</tr>
<tr>
<td>5</td>
<td>Video: Simon Sinek, Start with Why, How Great Leaders Inspire Action</td>
</tr>
<tr>
<td>6</td>
<td>Book: The Fable thru Part Four: Traction, The Five Dysfunctions of a Team by Patrick Lencioni</td>
</tr>
<tr>
<td>7</td>
<td>Book: The Model to the End, The Five Dysfunctions of a Team by Patrick Lencioni</td>
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<tr>
<td>8</td>
<td>Video: Stephen Covey, The Speed of Trust</td>
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<tr>
<td>9</td>
<td>Video: Earl Nightingale, The Strangest Secret</td>
</tr>
<tr>
<td>10</td>
<td>Book: Chapters 1-5, Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan, &amp; Al Switzler</td>
</tr>
<tr>
<td>11</td>
<td>Book: Chapters 6-11, Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan, &amp; Al Switzler</td>
</tr>
<tr>
<td>12</td>
<td>Video: Stephen Covey, The 7 Habits of Highly Effective People Summary</td>
</tr>
</tbody>
</table>
3. COHORT CLASSROOM DISCUSSIONS – Most programs are conducted with at least a 2-
person cohort and up to a 12-person cohort. Although larger cohorts are possible, the LD COI
recommends larger cohorts split to allow for more interaction and engagement by all members.

Each classroom session should last approximately one hour and can be led by one of the
members of the cohort. Every member of the cohort should lead at least one session. Leading a
session is simply guiding the discussion of the reading material and/or videos assigned. The
cohort discussion leader is encouraged to include additional content related to the topic being
covered. Discussions can occur face-to-face or through any number of video conferencing
systems (GoTo Meeting, Google Classroom, Zoom, etc.).

4. SPEAKERS – The cohort is encouraged to have a speaker/subject matter expert attend some
or all of the sessions to provide their perspective and experience on leadership and the topic at
hand. The speaker can come from the military; local, state, or federal government; private sector;
and/or academia. A list of recommended speakers is provided at Appendix D.

5. UTILIZATION PROJECT – The Utilization Project is intended to exercise the knowledge
and skills gained through the program as well as provide service, leadership, and value to the
Society, SAME members, and/or organization. The project can be conducted either individually
or as a group. If a group project is selected, each member must initiate, lead, and complete a
portion of the project. It is expected everyone would spend ~20 hours on their utilization project.

Projects can vary based on the participant’s passion; chosen level of Society participation (Post,
Regional, or National); local or national committee interests/needs; and availability to provide
service to any SAME member, Federal Agency, SAME strategic partner, Posts, Regions, or
SAME National. In other words, project selection is wide open. If participants are struggling
finding a project, recommend they begin with local Post needs.

6. MENTORS – Participants will select a mentor to help shepherd their professional
development throughout the program and, ideally, longer. If a cohort member does not currently
have a mentor, they can contact one or several of their local Post Board Members for
recommendations. SAME Fellows are also a great resource to finding a mentor. At a minimum,
the mentor should provide the mentee guidance, feedback, and support to advance the
participants leadership skills. In terms of objectives, the mentor program seeks to help the cohort
members with the following:

- Development of leadership skills
- Personal growth
- Career advancement
- Development of a professional network within SAME and other professional associations

A great source for developing a Mentoring program is under the SAME National website under
“Become Involved”, Mentoring Tab, https://www.same.org/mentoring. You will find several
documents at this site to include A Mentoring Guide for Posts and Members.

Please contact Amelia DaCruz, AdaCruz@Geosyntec.com, 804-665-2806, or Susan Thames,
susant@ttienv.com, 856-840-8800, for more information on mentoring.
IS YOUR POST READY FOR A LEADER DEVELOPMENT PROGRAM?

To discuss establishing a program at your post, including developing a corresponding budget, curriculum, and application process, contact: Eric Wilbur, ewilbur@wilburconsulting.net.
Appendix A
Self-Assessment Consultants

Jennifer Campbell
Jenn@worldAWAKE.net.

Jennifer is the founder and CEO of worldAWAKE Incorporated, a company that empowers leaders to effect positive change and improves teamwork in mission-oriented organizations. Since its founding in 2006, she and her team have partnered in the evolution of organizations, ranging from energetic start-ups to large federal agencies. worldAWAKE provides coaching, training, and partnering for clients in many industries, including construction, financial services, health care, and technology. As a coach to executives and their teams, Jennifer supports leaders who are just as zealous about improving their organizations as they are dedicated to improving themselves. She educates executives on the complexities of change at both the individual and team levels, and she facilitates the process for taking a desired change from vision to reality. Clients have said that her coaching enables them to tap into a powerfully authentic, influential, and masterful leadership presence.

A graduate of the U.S. Naval Academy, Jennifer flew over 40 combat missions in the EA-6B Prowler aircraft. She returned to her alma mater, where she instructed the nation’s future military officers in leadership, ethics, and character, and transformed the institution’s culture around vision, inclusion, and accountability. Jennifer holds an MBA from the University of Washington and is a graduate of the Georgetown University Leadership Coaching Program, a Professional Certified Coach (PCC), and a dynamic speaker on the topics of strategic evolution, organizational change dynamics, courageous accountability, and authentic leadership. She lives on Whidbey Island in Washington.

Don Gleason, President
Achieve New Heights
Leadership Consultant - Training and Coaching
www.achievenewheights.com

Don.Gleason@AchieveNewHeights.com

During my 27-year career as an Air Force Civil Engineer, and then 9-years as a management consultant with Booz Allen Hamilton, I found a passion for leadership, motivating and influencing people to results thru relationships, communication, and vision. I was honored to lead teams up to 1650 people, with highlights being command of three civil engineer squadrons and a mission support group, lead the $12.8B Iraq Reconstruction Program from Baghdad Iraq in 2004 and finish as Chief of Civil Engineer Readiness and Emergency Management at the Pentagon. My teams and I were recognized with multiple awards at the major command and Air Force level.

Since leadership is a life-long journey, I became an Executive Director with the John Maxwell Team in 2017. Combined with my years of experience working with people to achieve the mission, plus personal and professional goals, I am focused to “Grow leaders, so they can grow their teams.” My goal is to raise them to Achieve New Height, as it is only thru intentional action, and prioritizing those actions, that desired results become reality.
Appendix B
Recommended Books on Leadership

There are hundreds of great books on leadership. The following are simply a few the LD COI recommends for a LD program. The books you chose should be based on what you want each participant to gain from the experience.

The following are great books to start the discussion on leadership:

1. The 21 Irrefutable Laws of Leadership by John Maxwell
2. Good to Great by Jim Collins
3. The 360 Leader by John Maxwell
4. Lincoln on Leadership: Executive Strategies for Tough Times by Donald Phillips

The following books address the topic of leading teams:

1. The Five Dysfunctions of a Team by Patrick Lencioni
2. Dare to Lead by Brené Brown
3. Team of Teams by General Stanley McChrystal
4. The Ideal Team Player by Patrick Lencioni
5. The Way of the Shepherd by Dr. Kevin Leman & William Pentak

The following books address difficult/challenging issues:

1. Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler
2. The Speed of Trust: The One Thing that Changes Everything by Stephen Covey
3. Start with Why by Simon Sinek
4. Essentialism – The Disciplined Pursuit of Less by Greg McKeown
5. Leadershift by John Maxwell
Appendix C
Recommended Leadership Videos

There are also hundreds of great videos on leadership. The following are simply a few the LD COI recommends for a LD program. The videos you chose should be based on what you want each participant to gain from the experience.

Colin Powell: The Essence of Leadership / 13 Rules of Leadership / Leadership Lesson from Lincoln / Discusses Leadership’s Future at Columbus State University – You can’t go wrong with any Colin Powell videos on leadership. He provides some commonsense leadership principles in these videos.

Simon Sinek: Start with Why / How Great Leaders Inspire Action (TED Talk) / Why Leaders Eat Last / Why Good Leaders Make You Feel Safe (TED Talk) – Simon Sinek is another great thought leader on leadership. His concepts are easy to follow and understand.

Angela Lee Duckworth: The Key to Success? Grit (TED Talk) – This is a great video on passion and perseverance combined (Grit) to achieve long-term success.

Greg McKeown: Essentialism, The Disciplined Pursuit of Less – This video (and recommended book in Appendix B) discusses the disciplined approach to pursuing only the right (necessary) things. It’s NOT about getting more done with less but getting the right things done well.

Stephen Covey: The Speed of Trust – Trust is essential to leadership. This video (and recommended book in Appendix B) breaks down how to build, keep and restore trust.

Margaret Heffernan: Dare to Disagree (TED Talk) – This is a great TED talk on how good disagreement is healthy for organizations. Margaret illustrates (sometimes counterintuitively) how the best employees aren’t echo chambers -- and how great teams and businesses allow people to disagree.

Roselinde Torres: What It Takes To Be A Great Leader (TED Talk) – Roselinde Torres is a senior partner and managing director at the consulting firm, BCG, as well as their resident expert on Leadership. She studies what makes great leaders great and how to impart that to others.

Stephen Covey: The 7 Habits of Highly Effective People – In this video, Stephen discusses his classic book of the same title.

Stanley McChrystal: Gen. Stanley McChrystal on leadership strategy “Team of Teams”, Listen, Learn … then lead (TED Talk) / General Stanley McChrystal on Leadership – A great warrior, leader Gen McChrystal talks about his time leading special forces in a new environment.

Dan Pink: The Puzzle of Motivation (TED Talk) – Dan talks about how to think differently about motivating employees, using intrinsic methods (autonomy, mastery, and purpose).
Appendix D
Recommended Leadership Speakers (No Fee)

Col Mickey Addison, USAF (ret), MSCE, PMP
San Antonio, TX
www.mickeyaddison.com
Mickey@LeadHighPerformance.com

Mickey is a consultant, author of eight books, and keynote speaker for leadership. During his 30-year Air Force career Mickey commanded thousands of Airmen, managed portfolios worth billions of dollars, and worked with military, civil, and industry officials worldwide. He holds a BSIE from Texas A&M, and three master’s degrees: Civil Engineering (UTSA), Military Strategy (AU), and National Strategy from NDU Distinguished Graduate). Mickey is the author of eight books, including Leading Leaders: Inspiring, Empowering, and Motivating Teams and The Five Be's: A Straightforward Guide to Life. He is a frequent contributor to industry publications and podcast guest.

James S. Blake II, CQM
Engineer, OBG
East Norriton, PA
James.Blake@obg.com

Mr. Blake is an environmental design engineer and has over 14 years of experience in the environmental consulting field. His technical expertise includes remedial design, remedial action, solid waste stabilization and solidification, process installation and operational commissioning, environmental compliance, and project document review. His business development experience includes Federal Government branding, targeting, sales, and project delivery. At OBG, he supports the Federal Market Sector Program by assisting with channel partner relationship development, company-wide targeting, and sales support. He works across all four OBG Brands as a small business advocate and liaison.

CDR Roland deGuzman, P.E., CEM, USN (Ret.)
Senior Project Manager, MBP
Philadelphia, PA
rdeguzman@mbpce.com

Roland DeGuzman recently made the leap from a 25-year Navy career to the private sector to join MBP. He is a Senior Project Manager at MBP’s Pennsylvania office where he manages a diverse portfolio of projects including a $150M construction project at West Chester University in West Chester, PA as well as a 5-year Navy Construction Management Services contract for projects in the western Pacific.

During Roland’s Navy career, he served as the Public Works Officer (PWO) at three of the Navy’s largest and most complex military installations. As PWO, he was singularly responsible for all facilities and infrastructure operations at Camp Lemonnier in Djibouti, Africa; Norfolk Naval Shipyard in Portsmouth, VA; and Naval Support Activity Mechanicsburg/Philadelphia. Prior to these assignments, Roland served in Washington DC in a series of positions starting with Utilities and Energy Program Manager at Commander, Navy Installations Command headquarters. He was then selected for the Department of
Defense Legislative Fellowship program and served on the personal staff of Senator Barbara Mikulski (MD). Afterwards he reported to the Navy Office of Legislative Affairs to work with the U.S. Congress as the Department of the Navy’s primary Legislative Liaison for Shore Installation Management and Military Construction.

Roland grew up in Paramus, NJ and was commissioned in the Navy’s Civil Engineer Corps in May 1994 when he graduated from the U.S. Naval Academy. He holds a Bachelor of Science degree in Systems Engineering and a Master of Engineering degree in Civil and Environmental Engineering from the University of California, Berkeley, CA. Roland is a registered Professional Engineer in the state of Maryland and a Certified Energy Manager. In May 2016, he was awarded the Goethals Medal by the Society as Engineer of the Year.

**LTC Michael R. Darrow, P.E., PMP, F.SAME, USA (Ret.)**  
Deputy District Engineer  
Programs and Project Management, Norfolk District  
US Army Corps of Engineers  
Norfolk, VA  
Michael.r.darrow@usace.army.mil

As the Senior Civilian for the Norfolk District, Provides Program and Project Management, and Engineering and Construction Leadership. Executes oversight of the full range of the $500M+ district program to ensure project delivery, on time, within budget, and in accordance with applicable regulations. Interfaces internally and externally to assure integrated district efforts to produce quality products. Provides overall continuity and leadership to ensure commitments to customers are met and program is executed using best business practices. Provides direct support to GWOT and National or Regional emergency missions. Provides guidance to the district commander in the execution of District programs and operations. Serves as the District’s Congressional Liaison.

Mike Darrow holds a Bachelor of Science degree in civil engineering from Clarkson University (1988) and a Master of Engineering in Environmental Engineering from Cornell University (1998). He served 22 years in the Army and his military education includes the Engineer Officer Basic and Advanced Courses, the Armor Officer Advanced Course, Scout Platoon Leader Course, the Army Command and General Staff College, and the Joint and Combined Warfighting School.

**Julie Erickson, PMP**  
President/CEO  
Stell  
JErickson@stellee.com

Julie started her career in the U.S. Navy as an Information Technician who worked with submarine communication systems and satellite operations. She has a master’s in business administration (MBA). She has over 17 years of program, project, and contract management with a wide range of services. She currently supports the Department of Defense and Department of Transportation programs across the nation in the areas of Environmental, Infrastructure/Asset Management and Energy. In 2018 she became the Seattle Post President of the Society of American Military Engineers and has volunteered on many fronts with SAME and is currently a Fellow nominee.
Julie is passionate about support to our nation, her teams, and leaning forward to be prepared for new opportunities. She moved her firm to a virtual work environment in 2016; incorporated drone and 3D scanning technologies ahead of her peers; and created a work culture that drives inclusion, transparency and incorporating the why in what we do.

Don Gleason, President  
Achieve New Heights  
Leadership Consultant - Training and Coaching  
www.achievenewheights.com  
Don.Gleason@AchieveNewHeights.com  

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Colonel C. Patrick Hogeboom IV, P.E., F.SAME  
Military Liaison  
Office of Economic Adjustment  
Department of Defense  
Arlington, VA  
charles.p.hogeboom.mil@mail.mil  

Colonel Patrick Hogeboom joined the Office of Economic Adjustment (OEA) in July 2019 supporting DoD efforts to improve readiness and resiliency of military installations and defense communities across the county. Colonel Hogeboom has over 25 years of service to the U.S. Army in combat, construction, geospatial and training assignments. Prior to joining OEA, Colonel Hogeboom served as the Deputy Commander of the South Atlantic Division, U.S. Army Corps of Engineers (USACE). He has also served on the Army Staff as the Plans Officer for the Office of the Chief of Engineers, as Deputy Commander of the USACE Transatlantic Afghanistan District, Commander of the 1-361st Engineer Battalion, and as the Tunnel Detection Project Officer for Joint Task Force North. Colonel Hogeboom holds a Bachelor of Science in Civil Engineering from Virginia Tech, and a Master of Science in Environmental Engineering from Missouri S&T. Colonel Hogeboom is a Society of American Military Engineers Fellow, a Professional Engineer in the Commonwealth of Virginia, and a marathon runner.
Angie Martinez Goral, P.E., F.SAME  
Vice President, Martinez Construction Services  
Merritt Island, FL  
angiegoral@martinezconstruction.com

Angie is currently Vice President of Martinez Construction Services, a small business specializing in General Contracting Services for the Federal Government. Angie has 22 years of experience in the federal design and construction industry, including four years as an active duty Navy officer in the Civil Engineer Corps. After her time in the Navy, Angie spent a few years working for a small environmental consulting firm, and then, after realizing she missed construction work, she moved on to work for a large government contractor. After about ten years, Angie transitioned to consulting, where she worked with companies to help develop their business development strategies for the federal market. In 2015, she joined her sister and brother-in-law to build Martinez Construction Services from a small 2-person design consulting firm to a $20M/year contractor with 20 employees and 4 offices in 3 states. As Vice President Angie assists in business development across several Federal markets as well as managing human resources and administration for the company. Angie has a bachelor’s degree in civil engineering from Auburn University. Angie is currently the secretary of the Space Coast Post of SAME, serves on the national board for the SAME Foundation, and will be taking over as RVP for the South Atlantic Region next year. She is a former member of the posts in Guam, Washington DC, and Northern Virginia.

Charlie Hart  
General Services Administration  
Dallas, TX  
charlie.hart@gsa.gov

Charlie Hart is the Southern Border Executive for the GSA Public Buildings Service. He integrates the Federal Government’s real estate interests with those of Mexico, Texas, New Mexico, local communities, and Departments of State, Commerce, Homeland Security, Transportation, Health and Human Services, and Agriculture. He also serves as the Executive Sponsor of the Regional Interagency Sustainability Working Group.

Prior to GSA, Charlie served 30 years as an Army Combat Engineer, including service in Berlin, Korea, Haiti, Italy, Bosnia, and Iraq. Upon retirement as a Colonel, the Governor of Texas appointed him an Honorary Admiral in the Texas Navy.

He is a registered Civil Engineer, a Project Management Professional, and holds a Level III Federal Acquisition Certification in Project and Program Management. After graduating from West Point, he subsequently earned a Masters in Civil Engineering from Stanford University, an MBA from Golden Gate University, a Master of Military Arts and Sciences from the Command and General Staff College, and a Master of Strategic Studies from the Army War College.
Zakary Payne
Associate, Matrix Design Group, Inc.
Colorado Springs, CO
zakary_payne@matrixdesigngroup.com

Zakary Payne is a member of the Government Consulting Services directorate currently supporting clients in the Commonwealth of Virginia, States of Florida and Michigan, and Office of the Secretary of Defense.

Zakary began his career in 2004 as a newly commissioned Civil Engineer Officer in the United States Air Force. His first and only Active Duty assignment was at McGuire AFB, NJ. Zakary separated from Active Duty in 2006 and transitioned to the Inactive Ready Reserves. He joined Toll Brothers, Inc. as an Assistant Land Development Manager responsible for overseeing planning, design and construction of all utilities, earthwork, and transportation networks in multiple residential subdivision. In September 2007, Zakary moved to San Antonio, TX where he served as a Project Engineer with Pape-Dawson Engineers, Inc. While working for Pape-Dawson Engineers, Zakary earned his Professional Engineer license and served as the lead engineer on multiple residential and commercial projects, including Morgan’s Wonderland – the world’s first ultra-accessible theme park for special needs children. In 2010 Zakary returned to the Air Force as a civil servant at Randolph AFB where he served as the Engineering Flight Chief and Deputy Base Civil Engineer. Zakary left Randolph in 2013 to stand-up the Planning & Integration Directorate of the newly formed Air Force Civil Engineer Center (AFCEC). While in that position, Zakary was directly responsible for developing the risk-based scoring model used to prioritize facilities and infrastructure investments across the Air Force and he was the co-creator of the Centralized Tasking Order which is still in use today. Zakary departed AFCEC in 2017 and spent 12-months as the Deputy Base Civil Engineer at Misawa Air Base, Japan. He followed that assignment by serving as the Engineering Flight Chief at Schriever AFB, CO prior to joining Matrix.

Caroline Roberts, GISP
Department of Defense Client Account Manager, JACOBS
Seattle, WA
Caroline.Roberts@Jacobs.com

Caroline is a Client Account Manager with JACOBS where she proudly serves various branches of the Department of Defense with global environmental, building, infrastructure, and advanced facility solutions and scientific research. Caroline has a Bachelor of Science in Geology and a Master of Science in Oceanography, both from North Carolina State University; as well as a GISP professional certification. She is actively involved in the Society of American Military Engineers (SAME) as the Seattle Post President and an Appointed Director for the SAME National Board of Direction. She has served as chair for various SAME committees at the local and national levels. Currently, Caroline chairs the SAME National LD Community of Interest and has harnessed her passion for leadership with the unique resources of the Society to deliver meaningful training, lessons learned, professional development, and inspiration to our members.
Susan Thames, F.SAME  
Associate Director, TTI Environmental, Inc.  
Moorestown, NJ  
susant@ttienv.com

Susan has been an executive with TTI Environmental, Inc. for nearly 19 years. She is responsible for business development, marketing and operations for the firm. Susan’s specialty is identifying and maintaining business relationships with various clients. Ms. Thames researches and studies regulations encompassing environmental compliance in relation to tanks, asbestos, lead, mold, groundwater, soil and OSHA regulations. Ms. Thames seeks federal contract opportunities for federal agencies. She also manages relationships with large federal contractors including engineering, architectural and construction management firms. Ms. Thames is a very active SAME member. She served as New Jersey Post President 2013-2015. She is a mentor and founder of the Rowan University SAME Student Chapter. She also is member of the SAME Leadership Development Program Task Force and Foundation Board. Ms. Thames is also very active with the New Jersey Association of School Business Officials and served as Associate Business Members President 2017-2018. Ms. Thames is also the Director of Community Outreach for The Museum of Sports – Philadelphia. Education: B.A. in Broadcast Journalism, Lock Haven University (PA)

Colonel Eric Wilbur, P.E., REM, USAF (Ret.)  
President/CEO, Founder, Wilbur Consulting  
San Antonio, TX  
ewilbur@wilburconsulting.net

Eric is a professional engineer and management consultant with Wilbur Consulting providing professional advice and insight on engineering and construction challenges across the Architecture, Engineering, and Construction (A/E/C) industry. Eric served 26 years in the United States Air Force as a Civil Engineer capping off his service to our nation as the Vice Wing Commander at Lackland Air Force Base. Eric’s public and private sector experience includes executing some of the largest capital improvement programs and construction projects in the world. Given his experience, he is currently listed on the General Services Administration National Register of Peer Professionals – Construction.

Eric holds a Bachelor of Science Degree in Construction Engineering from Iowa State University, Master of Science in Engineering Degree from Arizona State University, and a Master of Science in National Resource Strategy from National Defense University. Eric is a life member of SAME with 30+ years of service. He currently serves as the TEXOMA Deputy Regional Vice President; 2021 San Antonio Post Past President; and Vice Chair, Leader Development Community of Interest Post-Level Leader Development Programs.
Appendix E
Frequently Asked Questions (FAQs)

Question #1 - How do you recruit participants to join the cohort?
Answer: Use your normal promotion methods (post website, e-mail, post meetings, social media, etc.). Contact your Sustaining and Public Agency Member Organizations to specifically identified potential participants. Have post board members identify and recruit participants through personal engagement/invites.

Question #2 – How many participants are needed or desired for a cohort?
Answer: Our recommendation is 2-12 participants depending on the size of the post. Some very small posts may only be able to secure a couple of participants while larger posts may be able to attract 12 or more. We do recommend cohorts be no larger than 12 so all participants have an opportunity to engage in classroom discussions.

Question #3 – How long should the LD program run and what is the best time frame?
Answer: Our recommendation is to conduct a minimum of 12 sessions over at least a 12-week period but no longer that 12 months, 7- to 8-month programs are typical. A Fall thru Spring program works well to correspond with typical K-12 and college school schedules.

Question #4 – When and where should we meet?
Answer: Local context will drive this decision, but we do recommend a consistent day/time for each classroom session, whether virtually or in person. When conducting the sessions in-person, the San Antonio Post rotates the sessions between Sustaining and Public Agency Member Organizations to expose the cohort to different companies/public agencies.

Question #5 – Should we charge the participants for the LD program?
Answer: Two trains of thought on this question. First, charging individuals to participate in the program secures some personal commitment to finishing the program. On the flip side, fully funding the program is an indication of how important the post values leader development. A compromise would be to charge individuals for the program but offer scholarships to pay for a portion (e.g., 50%) of the program costs.

Question #6 – Who manages the LD program at the post level?
Answer: Our recommendation is to elect or appoint a Leadership & Mentoring point of contact to manage the program while at the same time joining the SAME Leader Development Community of Interest (LD COI).