Leader Development Toolkit

INTRODUCTION

Leadership development is extremely important in today's dynamic and complex world. Effective leaders play a pivotal role in driving organizations towards success and creating a positive impact on their teams. Leadership development programs provide individuals with the necessary skills, knowledge, and mindset to excel in their roles and inspire others to achieve their full potential. They foster critical thinking, problem-solving abilities, emotional intelligence, and effective communication skills, enabling leaders to navigate challenges, make informed decisions, and build strong relationships. Moreover, leadership development fosters innovation, encourages adaptability to change, and promotes a culture of continuous learning within organizations. By investing in leadership development, organizations can cultivate a pipeline of competent leaders, foster a high-performance culture, and ultimately drive sustainable growth and success.

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 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.

With the National Leader Development Program in mind, this LD Toolkit was developed to assist SAME posts, regions, and other organizations (private and public) in establishing their own LD program across a wide range of options. Just as each Post and Region is unique, the goal for this toolkit is to provide resources, ideas, and a collection of best practices to support the Society. The overarching goal is to increase opportunities for the A/E/C community to advance development of leadership skills and capabilities in the industry.
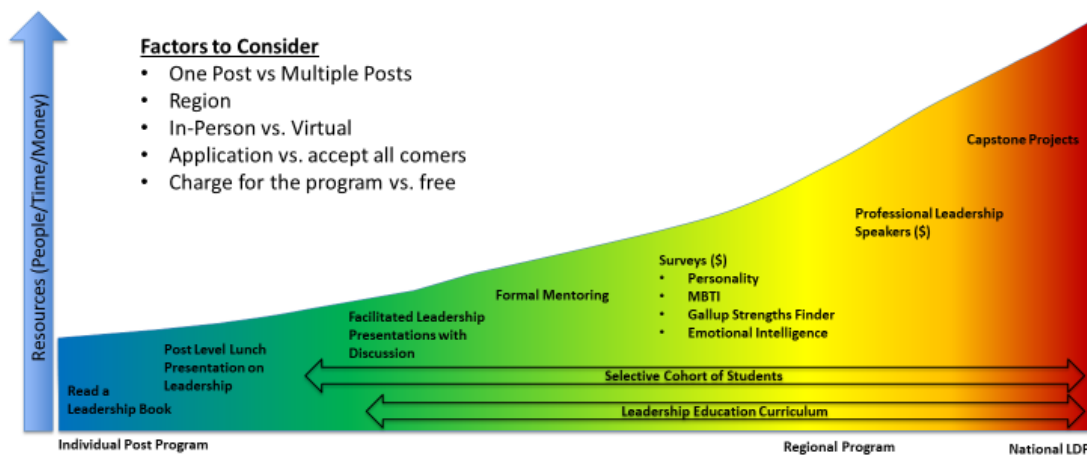
Figure 1 - Leadership Development Programs can be scaled to fit the needs and resources of a Post or Region.

STRATEGIC ALIGNMENT

Developing leaders for the Profession is one of the Strategic Goals for the Society. Its importance is reflected in the level of investment from the Society. 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/region 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 on-line 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

Session #	Session Topic
1	Book: Sections I & II of The 360 Leader by John Maxwell
2	Book: Sections III, IV, & V of The 360 Leader by John Maxwell
3	Book: Section VI & Special Section of The 360 Leader by John Maxwell
4	Colin Powell Videos: The Essence of Leadership / 13 Rules of Leadership / Leadership Lesson from Lincoln / Discusses Leadership's Future at Columbus State University
5	Video: Simon Sinek, Start with Why, How Great Leaders Inspire Action
6	Book: The Fable thru Part Four: Traction, The Five Dysfunctions of a Team by Patrick Lencioni
7	Book: The Model to the End, The Five Dysfunctions of a Team by Patrick Lencioni
8	Video: Stephen Covey, The Speed of Trust
9	Video: Earl Nightingale, The Strangest Secret
10	Book: Chapters 1-5, Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler
11	Book: Chapters 6-11, Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler
12	Video: Stephen Covey, The 7 Habits of Highly Effective People Summary

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 – A project or capstone event is another option to include in a Post level program. Each Post or Region will need to determine whether this fits within the time and availability of their program. 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: Scott Grainger, grainger@up.edu .

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
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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
5. The Infinite Game by Simon Sinek

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
6. Quiet: The Power of Introverts in a World That Can't Stop Talking by Susan Cain
7. Inclusify: The Power of Uniqueness and Belonging to Build Innovative Teams by Stephanie K. Johnson

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
6. Learning to Lead: The Journey to Leading Yourself, Leading Others, and Leading an Organization by Ron Williams and Karl Weber
7. The Prepared Leader: Emerge from Any Crisis More Resilient Than Before by Erika H. James and Lynn Perry Wooten
8. Switch: How to Change Things When Change is Hard by Chip Heath and Dan Heath

Books on Innovation and Personal Growth
1. Range: Why Generalists Triumph in a Specialized World by David Epstein
2. Imaginable: How to See the Future Coming and Feel Ready for Anything by Jane McGonigal
3. The Silo Effect: The Peril of Expertise and the Promise of Breaking Down Barriers
4. Think Again by Adam Grant

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).

Mark Rober: The Super Mario Effect (TEDx) – Mark talks about reframing an approach to feedback and failure to improve learning through a mindset he calls life gamification.

Appendix D – Sample Application

2023 Texas Region Leader Development Program Application

In support of SAME Strategic Plan Goal #3: Develop Leaders for the (AEC) Profession

Below is the XXXXXXXX Region Leader Development Program application form. Please type or print in ink. Avoid attaching/submitting additional pages, resumes or other information. This application must be emailed to arrive no later than DATE to Leader@program.com(insert email address here) with the subject line "2023 Texas Leader Development Program Application – Your Name." You can contact Leader Development Program Director at XXX.XXX.XXXX, or **Leader@program.com**, with any questions or alternative forms of delivery.

Section One: Personal Information, Education and Employment

Full Name: Last	First	Middle/Maiden	Preferred First Name

Position/Title	Company Name	Mailing Address	City	Zip

Telephone	Email Address

Name of Current Supervisor/Title	Address	Telephone	Email

Education: List schools, years attended, degrees obtained and fields of study. Also list any licenses or certifications:

1.
2.
3.

Present Employment:

Describe your current position, length of service, scope of responsibility.

Section Two: Community Involvement

List civic, professional, religious and other organizations in which you are currently or have been recently involved. Indicate office, committee and/or leadership position held if appropriate. (Limit 2)

1.
2.

Section Three: Personal and/or Business Achievement

Describe personal and business accomplishments, awards, and/or honors as well as describe any appointments to any boards or commissions. (Limit 3)

1.
2.
3.

List three of your most important accomplishments and why you consider them as such. (Limit 3)

1.
2.
3.

Section Four: Goals

Describe your goals in the following categories:

Personal (Limit 3):

1.
2.
3.

Business/Career (Limit 3):

1.
2.
3.

Describe at least one leadership strength and one leadership weakness that you wish to enhance and/or improve during the Leader Development Program:

1. Strength:
2. Weakness:

Section Five: Personal Statement

Provide a short personal statement on why you are applying for the SAME Texas Region Leader Development Program:

What do you expect to gain from the LDP experience? How do you see that affecting your leadership capabilities in the future?

How do you see yourself applying what you gain from the program towards your future involvement in SAME?

ELIGIBILITY:

An applicant must be:

An SAME member in good standing and maintain his/her membership in good standing throughout the duration of the program.

An independent agent, professional and/or consultant, in business or government, a minimum of two (2) years with established client base, or

A person with aspiration to assume responsibility for budgets, people management, and/or other business aspects of his/her group/department.

TUITION:

There is no cost to participate in the program. Books and materials will be provided by SAME.

SUBMITTAL

Send the completed application to the following address:

ATTN: First Last , Course Director

Program@leader.com (insert correct email here)

SELECTION PROCESS:

The SAME Region LDP Team, comprised of SAME Fellows, National Leaders, and program directors, will select the class. Priority will go to members of Region Posts.

SAME LEADER DEVELOPMENT PROGRAM SCHEDULE:

Recruitment   August – October 2022

Selection   November 2022

Sessions   January – November 2023

Graduation   November 2023

APPLICANT COMMITMENT:

I understand that SAME Region Leader Development Program is an integrated eleven-month learning series. I acknowledge that, if chosen as a participant, the following commitments are required:

   a. Attendance is essential at all scheduled sessions if I am to get the full benefit of the lab through interaction with fellow students, class mentors, and speakers. I understand that more than 20% absences may lead to my being dropped from the program.
   b. I commit to my full attention and participation in the Leader Development Program throughout all sessions. This includes:
      i. Attend 1-hour sessions each month starting in January 2023 thru November 2023.
      ii. Prepare for and participate in discussions of three books to be assigned throughout the course.
      iii. Participate in at least one (1) additional SAME Post meeting, Board meeting OR volunteer/scheduled event during the Leader Development Program
      iv. Avoid any interruptions in meeting participation except under emergency or urgent circumstances. Refrain from telephone calls, e-mail, texting or other work during monthly sessions and book discussions.
      v. Be on time for each session as it is essential to the learning process and a courtesy to speakers and fellow participants.

vi. Select a mentor to engage and assist you throughout the program.

c. I understand and agree that my participation in the Leader Development Program is a license granted by the SAME Region. If, at any time, the SAME Region LDP Team, in its sole discretion, determines that my continued participation may be detrimental to the program, to my fellow participants, or to the program facilitators, this license may be revoked without notice.

_____

Applicant's Signature

_____

Date

EMPLOYER COMMITMENT:

As the Applicant's employer, we approve his/her application to SAME Region Leader Development Program and will endorse and support his/her participation if chosen, and acknowledge the time, effort and commitment required of a participant. By signing this document, we acknowledge the foregoing conditions for participation in the SAME Region Leader Development Program.

_____

Employer/Supervisor's Printed Name   Telephone No.

_____

Employer/Supervisor's Signature and Title

_____

Date

After graduation, Leader Development Program participants are expected to maintain their SAME membership in good standing and also use the skills, knowledge and experience gained to be an active participant in SAME and/or Post leadership roles, events and volunteer activities to help The Society meet the goals and objectives of the SAME Strategic Plan.

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).