



Leadership Development Program Outline: Level 3 Executive Leadership Accelerator

The program uses a mix of group and one-to-one coaching sessions to help individuals grow in their leadership and management of their organizations, either at a division or company level. Participants may take assessments, read articles, and/or watch videos as preparation for each session. Sessions include a mix of facilitated discussion, partner/group work, and best-practice sharing. At the conclusion of each session, participants are asked to share an action they can put into practice to apply their learning. Actions are reviewed at the beginning of the next session. Participants learn and build skills, in addition to building their network with other industry peers.

Kick-off: Intro meeting to review program expectations, meet the facilitator and participants, receive first assignments (90 minutes – in-person mixer)

Individual Coaching 1: Debrief with coach on Personametrics assessment, discuss additional topics as needed, set goals (90 minutes)

The Personametrics self-assessment profile is a behavioral assessment that provides a system of descriptions of 47 “organizational” behavior choices which most affect job performance. The assessment offers a rapid evaluation of overall high-performance strengths and/or concerns for a particular organizational role; preferred management and subordinate styles, both in normal situations and under pressure; individual decision-making tendencies; motivational factors; and performance characteristics that affect an individual's personal, interpersonal and performance attitudes.

Group Session 1: Building Great Companies: Focusing on strategy (innovation), execution, people and culture from an enterprise perspective rather than functional perspective (3 hours)
This session explores the foundations of great companies, including the following:

- Key aspects of organizational strategy
- Stages of business growth
 - Managing innovation needs
 - When to say no
- Obstacles to growth
- Strategic decision tradeoffs (growth vs. margin, risk vs. opportunity)
- Construction-specific strategies
 - Market selection (public vs. private, sectors)
 - Backlog strategy
 - Geographic expansion
- Tools for effective execution, including accountability systems and scorecards
- How the right culture supports both strategy and execution

Group Session 2: Building Talent: Developing workforce talent and culture (3 hours)
This session explores concepts related to culture and workforce development:

- Understanding labor market trends, including multigeneration workforce expectations

- Key skill and talent development needs
- Succession planning best practices
 - Field to executive pipeline
- Retention strategies for a labor-constrained market
- Understanding and building workplace culture
 - Field vs. office culture divide
 - Accidental vs. intentional culture development

Administer 360-degree assessment (organizational leadership focus).

Individual Coaching 2: Debrief with coach on 360-degree assessment; identify goals, discuss additional topics as needed (90 minutes)

Group Session 3: Leading the Business: Risk, Finance & Operational Discipline

This session explores administrative and operational needs to manage risk, including:

- Financial acumen for executives
 - Reading financials beyond basics
 - Cash flow vs. profit
 - Job costing implications
- Navigating risk effectively
 - Contract risk
 - Safety culture as leadership responsibility
 - Litigation exposure
 - Bonding capacity strategy
 - Backlog risk analysis
 - Project selection discipline
 - Decision making under uncertainty
- Technology strategy (not just tools)
 - When to invest vs. wait
 - Integration challenges
 - Cybersecurity challenges
- Partner with AGH, IMA, Attorney???

Individual Coaching 3: Confirm development goals and action plans, discuss additional topics as needed (60 minutes)

Group Session 4: Leading at the Ownership Level (3 hours)

This session explores concepts related to building effective governance structures to maximize shareholder/owner value, including:

- Effective governance structures
- Strategies for working with boards, owners, family businesses
- Operator vs. owner mindset
- Navigating politics and influence
- Executive communication
- How to present to boards
- Succession and ownership transition
- Equity and incentive structures

Celebration at the conclusion of Session 4, inviting senior leaders and program speakers. (60 minutes)

Individual Coaching 4: Review goal progress, confirm next steps in 12-month leadership roadmap, discuss additional topics as needed (60 minutes)

Cohort size: 4-8 participants

Fee: \$4,450 per participant (\$500 scholarship available from AGC)