EMERGING LEADERS IN ENGINEERING SUMMIT

KEYNOTE SESSION

Jim O’Brien
WELCOME
to the
REST OF YOUR LIFE
These Times Are Not Ordinary Times....

• Global Climate Change
• Social Equity (Change, BLM, etc)
• Many, Large, Catastrophic, Wildfires in US West and elsewhere
• Extreme Weather Events—High Temperatures, Heavy Precipitation, Hurricanes, Tornadoes, Derechos, Glaciers & Snow Cover Shrinking, & Increased Flooding (frequency, duration, intensity)
• Extreme Earth Events--Earthquakes & Tsunamis
• Global Pandemic—COVID-19 (41 M sick & 1.1 M deaths) & Economic Impact...and LOCKDOWN
• Oceans--Rising, Warming, More Acidic
• ...And More....

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What Do I Know (for sure!!)

• Our Future is **here**
• **CHANGE** is continuous
• Our leader skills will make **the difference** that we each will make in the world.

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Today’s Sessions

• The Future of Civil Engineering
• The Future of Environmental Engineering
• Diversifying Construction
• Succeeding Virtual Networking
• Graduate School: Student Perspective
• Succeeding Through Failure
• Day in the Life of a Recent Grad
• Non-Traditional Engineers
• Keeping True to Your Values
• Challenge Today, Reinventing Tomorrow
• Closing Remarks
BE INTENTIONAL

DO EVERYTHING FOR A REASON
New Leader Skills for the 21st Century

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BIG MESSAGES FOR TODAY

• You will make a difference (positive or negative) through your leadership

• Only you can improve your leadership (...and maybe others can help)!!
How to Effectively Learn Today

• This Opportunity = YOUR FUTURE
• Adult Learning Theory
  ✓ Adult is “ACTIVE” in Learning
• “Early” morning; other sessions; eLearning; hungry; tired; lonely…..
• DON’T JUST SIT THERE!!!

• Engage; Pay Attention; Question; Take Notes; Think Deeply; Make Connections to Other Learning; Share Your Thoughts with others; Plan for YOUR Future Opportunities

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How to Effectively Learn Today

• My technique for today
  • Conversation....
  • Bread Crumbs.....
  • Your task.....

• PARTICIPATE NOW!! Ask questions via Chat (now or later)

• IMPORTANT: YOU must practice, practice, practice leader skills!!!!

• YOUR “POST SESSION” TASK: At the end of our conversation today, write down TWO Key Ideas/Actions that you will take away and use for self-improvement.
LET’S GO
WHY BE A LEADER?
WHY BE A LEADER?

With more people engaged, Together, we can get more done!
PICTORIALLY,
PICTORIALLY,
PICTORIALLY,
PICTORIALLY,
Okay, LEADER

How does a 9-person team get over a 10 foot wall?

Together
What is LEADERSHIP
LEADERSHIP is the art, science, and craft of influencing other people to accomplish a task and to improve the organization.
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THREE QUESTIONS “THEY” ASK

• Can I trust you?
• Are you committed to excellence?
• Do you care about me?
Questions You Get to Ask

• Have I shown you that I am worthy of your trust (trustworthy)?

• Have I shown you my commitment to excellence?

• Have I shown you that I care about you?
Questions You Get to Ask

• Have I shown you that I am worthy of your trust (trustworthy)?

• Have I shown you my commitment to excellence?

• Have I shown you that I care about you?
Are YOU a LEADER?

DO YOU INFLUENCE OTHERS?
What Skills For Effective Influence

1. TRUST
2. COMMITMENT TO EXCELLENCE
3. CARING
4. ATTITUDE
5. RESPECT
6. TOGETHERNESS (Team Building)
7. INTEGRITY
How Will Our World Change During the Rest of the 21\textsuperscript{st} Century?
How Will Our World Change in 21st Century?

(OB thoughts)

• Rapidly Changing Environment, World, & Universe
• Pace of CHANGE is faster—IT IS CONSTANT (Ubiquitous)
• Global Pandemic
• Much more AMBIGUITY (Henry Ford’s Model T—black color—expected change=other colors?)
• Disruption (Cars....autonomous vehicles...flying personal vehicles...”Beam me up, Scotty”...???)
• Diversity & Inclusion (Real D&I = All of US....and lots more of US)
• Arrival & Departure of Baby Boomers (1946-64); GenXers (1965-76), Millennials (1977-95), Gen Z (1996--??) and beyond...
• VUCA: Volatility, Uncertainty, Complexity, and Ambiguity
• More....
What (Leader) Skills Are Needed By Organizations From Their Leaders?
Top Leader Needs *(OB thoughts)*

1. Character
2. Vision
3. Passion
4. Communication
5. Coaching Skills
6. Creator of Value
7. Flexibility
8. Self Awareness
9. Comfort with Ambiguity; Agility & Adaptiveness
10. Collaborate With Others; Ability to Connect with All Others
11. Seeker of Knowledge
Today’s Sessions
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✓ Keeping True to Your Values
✓ Challenge Today, Reinventing Tomorrow
✓ Closing Remarks
Top Leader Needs *(OB thoughts)*

1. **Character**—Ethically based—Leads from values & beliefs—*Trustworthy; committed to Excellence; Caring*—Sets, maintains, and grows the organization’s CULTURE—if not, who will?

2. **Vision**—has a vision for the future; communicates & energize others (employee engagement) to pursue that vision; works to make it a shared vision

3. **Passion**—talent, commitment, respects others, listens to others, has confidence

4. **Communication**—central to every relationship—customers, members, staff, public, etc

5. **Coaching Skills**—improves others; helps others to be the best that they can be

6. **Creates Value**—not just financial results—achieves enduring value for all constituencies/stakeholders (not just in own, but in others’ eyes & perceptions)

7. **Flexibility**—can appropriately shift from leader skills to management skills to coaching skills to emotional intelligence to cultural intelligence to ….

8. **Self Awareness**—do I (as leader) know me...and do I know everyone else? Matches?

9. **Comfort with Ambiguity; Agility & Adaptiveness**—VUCA World (Volatile, Uncertain, Complex, & Ambiguous)

10. **Effectively Collaborates With All Others** (Hub of a wheel rather than just top of pyramid); emotional & cultural intelligence + cognitive intelligence & expertise in business.

11. **Continuously Seeks Knowledge** (Grows own Leader Skills & other Lifelong Learning)

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1. Character
1. CHARACTER

• *What is it?*
• Ethically based & solid (*you “own it”*)
• Values & beliefs
• Trustworthiness; Committed to excellence; Caring
• Setting, maintaining, and growing the CULTURE—if you don’t, who will?
• More
2. Vision
2. VISION

• What is it?
• Future focused
• The Basis for everything that you do (AND YOUR ORGANIZATION!!)
• Communicate with others (to & with....LISTEN!)
• Energize others to pursue with you
• FOLLOW THROUGH
3. Passion
3. PASSION

• Talent
• Energy
• Commitment
• Respecting others
• Listening to others (to understand!)
• Confidence (exude self-confidence; not arrogance!)
4. Communication
4. COMMUNICATION

• Central to every relationship
• Customers, members, staff, public,.....
• **Listening** skills (can improve) [LISTEN -> SILENT]
• Public Speaking skills (can improve)
• One-on-one commo skills (can improve)
• Writing, reading, verbal, **non-verbal skills** (can improve!!!)

• Improve by = [Practice + Practice + Practice] x Great Critique & Feedback; **Start TODAY; Improve EVERYDAY**
5. Coaching Skills
5. COACHING SKILLS

• Improving others
• Helping others to be **the best** that they can be
• Intentional, conscious, informative (be real; get down to brass tacks),
• Respectful; NOT DEGRADING!
• Nothing is “too small”
6. Creator of Value
6. CREATE VALUE

• Not just financial results—achieving enduring value for all constituencies/stakeholders (in their eyes & perception)

• Usually, “they don’t know what they don’t know”

• MUST BE REAL, ENDURING, and VALUABLE “value” for receiver
7. Flexibility
7. FLEXIBILITY

• Ability to appropriately shift from leader skills to management skills to coaching skills to emotional intelligence to cultural intelligence to .....
FLEXIBILITY

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FLEXIBILITY

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FLEXIBILITY

• Ability to appropriately shift from leader skills to management skills to coaching skills to **emotional intelligence** to cultural intelligence to .....
FLEXIBILITY

•Ability to appropriately shift from leader skills to management skills to coaching skills to emotional intelligence to cultural intelligence to .....
FLEXIBILITY

• Ability to appropriately shift from leader skills to management skills to coaching skills to emotional intelligence to cultural intelligence to ..... 

• Planning?
8. Self Awareness
8. SELF-AWARENESS

• How well do I know me?
• How Do I Do this?
• Self-care; Wellness; Positivity; Work-Life Balance; Physical, Emotional, & Mental Health
• Passion, enthusiasm, excitement
9. Comfort with Ambiguity; Agility; & Adaptiveness
9. Comfort with Ambiguity; Agility & Adaptiveness

• AMBIGUITY?
• AGILITY?
• ADAPTIVENESS?

• The Plan vrs Planning... (hint—PLANNING ALWAYS WINS)

• Practice, practice, practice.
10. Collaborate & Connect
10. COLLABORATION

• Collaborate with whom?
  • ALL OTHERS
  • Effectively
    • Hub of wheel vrs Top Pyramid

• Emotional & Cultural Intelligence?
• Cognitive Intelligence?
• Expertise in business (technical skills)?
11. Seeker of Knowledge
11. SEEK CONTINUOUS DEVELOPMENT OF SKILLS

• Lifelong seeker of new knowledge and of new skills
• Combined together in “new” ways
• Look at the same thing
  • From different viewpoint(s)
  • With different perspective(s)
  • Through different lens(es)
  • With different tools
Top Leader Needs *(OB thoughts)*

1. Character
2. Vision
3. Passion
4. Communication
5. Coaching Skills
6. Value Creator
7. Flexibility
8. Self Awareness
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10. Collaborate With All Others
11. Seeker of Knowledge
How can I get these “MUST HAVE” Leader Skills?
How Can I Get These “MUST HAVE” Leader Skills

• **YOU ARE COMPLETELY RESPONSIBLE FOR YOUR DEVELOPMENT!!!!**
• Skills must be learned & practiced; practiced; practiced
• Get a Mentor(s) and Be a Mentor (throughout life)
• Set up informal “study groups” with others
✓ Formal & Informal Education (throughout life)
• Read & study
  • Leadership texts
  • Biographies of great leaders; History around the world/other cultures
  • Visionary books—looking to the future
• Make and keep good & great relationships; Work with others
• Be inquisitive, curious, wonder; Study things you don’t know
• Maintain good life habits (self care, work-life balance, positivity)
• Be Picky
BONUS!!
So if leadership is about “Influence”,

How do you INFLUENCE others?
By making CONNECTIONS WITH OTHER PEOPLE
A Little More Advise to Leaders

• Be enthusiastic. If you are not, no one else will be!

• GET MENTORS (also—Be a Mentor)

• Get fellow support teams/groups—peer mentors! (Do this NOW)

• Listen & talk with everyone!! Encourage everyone else do so as well!

• Engage (ask!!) more people to help out.

• LEAD Change (things)

• Develop and follow transition plans (people)

• The LITTLE THINGS are BIG THINGS!!
On Making Mistakes.....

• If you never make mistakes, you are not trying hard enough!

• USE MISTAKES TO DEVELOP YOURSELF, YOUR SUBORDINATES, AND OTHERS....and TO CONNECT YOU TO THEM.....AND THEM TO YOU!!!
Practice, Practice, Practice
BIG MESSAGES FOR TODAY

• You will make a difference (positive or negative) through your leadership

• Only you can improve your leadership (...and maybe others can help)!!
Write down the things (at least two) that you will take away from today’s conversation and **DO THEM**
A Request From Me to You

EVERY DAY,
Say Thank You
to at least one person who makes a difference in the lives of others.

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LAST THOUGHTS

• Make your bed every morning.

• Wash your face & hands, shave (as appropriate), comb/brush your hair, brush your teeth, get fully dressed (no pajamas)—every morning.

• **YOU WILL FEEL AND PERFORM BETTER!!!**
THANK YOU!

QUESTIONS?
Required Skills
for EFFECTIVE LEADERS

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