

**WOMEN'S LEADERSHIP CONFERENCE**

**MARCH 9 2023**  
**7:30 AM - 6:00PM**

**HILTON SEATTLE AIRPORT + CONFERENCE CENTER**

Learn more and register today at

**Generating Your Own Future**  
Closing Session

1




**Transforming Leadership & Culture in the AEC Industry**

Barbara Jackson, PhD, FDBIA  
Barbara Jackson LLC - DBA  
Women Building Change

*"I believe that women participating and leading in the industry is the key to its transformation..."*

2



## Generating Your Own Future & Leading in Your Own Life

3



## We are Going to Cover a Lot of Ground

- Women key to the transformation of the industry
- Women already have the right stuff
- Women are the catalysts for change in the industry
- Standing in your own power requires figuring out what you are up to really

### SO PRESUMING ALL OF THESE THINGS ARE GIVEN

- Now it's time to figure out what kind of a leader you want to be
- And what kind of difference you want to make

4

## Let's Start Figuring Out Who You Are as a Leader

- You don't need a title to be a leader.
- Leadership isn't about position or rank, it's about intention, influence, and impact.
- It's a responsibility.
- We need leadership at every level.
- Not all leaders look alike, sound alike, or act alike.
- But there are some identifiable characteristics.



5

# 4 FACETS of SELF-AWARENESS

<b>LEADERSHIP WISDOM</b>	<b>LEADERSHIP IDENTITY</b>	<b>LEADERSHIP REPUTATION</b>	<b>LEADERSHIP BRAND</b>
Insights drawn from reflections on your experiences	Who you are, including natural traits, chosen ones, and core values	How others perceive you as a leader based on your behavior	How you'd like to be perceived, based on aspirational traits

6

## Building Your Leadership Identity



What is leadership?

How do you see yourself?

What kind of leader are you?

What are your leadership strengths?

What will be your Leadership Niche?

What's Your Leadership Brand?

7

## What is Leadership?

- A leader is someone who others want to follow.
- Leadership is making a bigger difference than you can make alone.
- To lead means to engage, inspire, influence, and motivate others to collaborate with you to make something great happen, together.
- Leadership is an action, not a position.
- Leadership is a responsibility.

Indra Nooyi

8



## How Do You See Yourself?

If you don't already see yourself as a leader, we will change that today.

9



## Recognize the Simple Acts of Leadership in Yourself

- Asking an insightful question that reconnects your team back to its mission.
- Acknowledge someone who's doing the right but difficult thing
- Encouraging your group to reach for a goal that's slightly beyond what's comfortable or expected
- Calling out someone for her grit when she's having a train wreck of a day
- Reminding people that change can be hard, but the impact it will have on others is worth the effort
- Attacking the strategic task before the easy task
- Saying "Let her finish," when someone's getting talked over
- Voicing agreement in support of a great point made by a teammate.

10

## Where is Your Focus as a Leader?



FOCUS ON  
**CHANGE**



FOCUS ON  
**PEOPLE**



FOCUS ON  
**RESULTS**



FOCUS ON  
**SERVICE**



FOCUS ON  
**THOUGHT**

*According to McKinsey & Co, effective leaders share 4 behaviors that account for nearly 90% of leadership effectiveness: (1) Supporting others (2) Solving problems (3) Seeking out different perspectives (4) Delivering results*

11

## Change Leaders



- They make organizations better through disrupting, transforming, and optimizing them. They eliminate inefficiencies and break down barriers that others fail to see.
- Signs that you're a Change Leader:
  - You can't help but spot improvements that could make life easier for others or help things run smoother.
  - You love to attack a stretch goal by changing underlying conditions and mindsets that could be preventing the goal from being realized.
  - You have a passion for excellence and are always looking for a smarter, faster, more efficient way to get things done.

12

## People Leaders



- They thrive on developing people, teams and organizations.
- Signs that you're a People Leader:
  - You enjoy motivating, empowering, and developing people.
  - You give credit to others and recognize people who do great work.
  - Your greatest joy is seeing others succeed.

13

## Results Leaders



- They are goal driven and motivated to strive for a high bar of performance.
- Signs that you're a Results Leader:
  - You get fired up by having clear, meaningful, measurable goals.
  - You thrive in competitive work environments.
  - When faced with goals others may shy away from, you say "watch me."

14

## Service Leaders

- They fight to support others, whether external customers, internal stakeholders, or a certain population, and see them succeed.
- Signs that you're a Service Leader:
  - You always look out for the customer, make sure they are heard, and champion their cause.
  - Your values and personal mission come alive in your work.
  - Your purpose is to stand up for others and help them thrive.



15

## Thought Leaders



- They are the experts, visionaries, and futuristic thinkers who love to innovate and disseminate knowledge.
- Signs that you're a Thought Leader:
  - You're passionate about your area of expertise, love to learn and share your knowledge with others.
  - You're always looking for ways to apply your knowledge to make a difference.
  - You light up when you discover a challenging problem to solve.

16



**Is There One That Stands Out?  
Are There a Couple That Best Describe You?  
Do You See Yourself in Many?**

17

## **Now Think About Your Strengths**


---

### **Three Classifications of Strengths**

- Professional Strengths
- Leadership Strengths
- Character Strengths



18




# 1. Professional Strengths

- These are the easy ones to figure out
- Don't be modest here
- Skills, talents, expertise – usually associated with your profession or training
  - Pre-con and estimating
  - Project management
  - Structural detailing
  - Design
- Think about what people acknowledge you for
- Also think about those that you know you're good at but you haven't had a chance to do

19

# 2. Leadership Strengths



**100 LEADERSHIP QUALITIES**

**A leader is someone who...**

<ol style="list-style-type: none"> <li>1. Sees the big picture</li> <li>2. Thinks strategically</li> <li>3. Focuses on the future</li> <li>4. Sets the vision</li> <li>5. Sets the direction</li> <li>6. Displays a strong business acumen</li> <li>7. Strives for continuous improvement</li> <li>8. Sees a cross-functional, cross-organizational view</li> <li>9. Thinks critically</li> <li>10. Focuses on the customer</li> <li>11. Possesses strong interpersonal skills</li> <li>12. Communicates with transparency</li> <li>13. Sends clear messages</li> <li>14. Speaks in an impactful way</li> <li>15. Delivers effective speaking presentations</li> <li>16. Gives open, honest, and direct feedback</li> <li>17. Listens to understand</li> <li>18. Asks the right questions at the right time</li> <li>19. Manages crises and conflict with ease</li> <li>20. Breaks down complex information in simple terms</li> <li>21. Interacts comfortably with people at all levels</li> <li>22. Stays positive and constructive during difficult conversations</li> <li>23. Finds middle ground and a path forward</li> <li>24. Goes above and beyond</li> <li>25. Focuses on results</li> </ol>	<ol style="list-style-type: none"> <li>26. Likes to succeed</li> <li>27. Drives results</li> <li>28. Gets things done</li> <li>29. Embraces and leads change</li> <li>30. Acts decisively</li> <li>31. Stays goal-oriented and solution focused</li> <li>32. Makes decisions in times of ambiguity</li> <li>33. Completes difficult tasks despite obstacles</li> <li>34. Exudes energy and determination</li> <li>35. Pushes for what she believes in</li> <li>36. Embodies a positive attitude</li> <li>37. Has tenacity and curiosity</li> <li>38. Strives to accomplish what she commits to doing</li> <li>39. Takes ownership</li> <li>40. Takes charge and assumes responsibility</li> <li>41. Sets high standards</li> <li>42. Has excellent organizational skills</li> <li>43. Takes risks</li> <li>44. Is fearless</li> <li>45. Exudes honesty and dependability</li> <li>46. Wins trust</li> <li>47. Earns respect</li> <li>48. Collaborates</li> <li>49. Operates with integrity and fairness</li> <li>50. Has a thirst for learning</li> </ol>
--	---

77. Sets clear expectations
78. Trusts others to do their jobs without micro-managing
79. Enables others to be successful
80. Removes obstacles from a team's path
81. Gives positive and constructive feedback
82. Allows people to learn from mistakes
83. Develops strong talent
84. Mentors, coaches, and develops people
85. Empowers others
86. Provides people with the tools and autonomy to get things done
87. Acts as a strong advocate for those she manages and mentors
88. Gives credit where it is due
89. Celebrates others' achievements
90. Rewards good performance
91. Creates opportunities for visibility
92. Attributes successes to those who contributed
93. Builds up team members and helps them grow
94. Understands the motivations of others to inspire them in their work
95. Identifies and utilizes others' strengths
96. Encourages others to do their best
97. Cares about the well-being of the team
98. Enjoys seeing others succeed
99. Brings out the best in people
100. Helps others shine

is?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

20

**What strengths do you bring to your team?**

Start Your Free Assessment Now

**StandOut.**  
Powered by ASD

1. CREATOR
2. STIMULATOR
3. INFLUENCER
4. TEACHER
5. PIONEER
6. CONNECTOR
7. ADVISOR
8. PROVIDER
9. EQUALIZER

21

## Do the Work to Figure This Out

**Connector**      **Pioneer**

**Barbara Jackson**

Your Greatest Value to the Team:

You paint the most vivid pictures of what is possible, inspiring us to pursue our best ideas.

You're a futurist. You come alive when envisaging possibility. Of course, your strength is not only about connecting the right people to achieve those possibilities but also about connecting the right ideas, likely in ways that have never been considered before. If you're not leading the drive to realize your idea, you're introducing people from disparate backgrounds, showing them how their combined talents and products could produce game-changing innovations. You value innovation so highly you need constant exposure to streams of cool ideas, and their originators. And while you're not as attached to seeing the ideas actually come to fruition, you love getting in at ground zero so you can tell the story of "I was there when..."

**YOUR STRENGTH ROLES: RANK ORDER**

1. CONNECTOR
2. PIONEER
3. TEACHER
4. INFLUENCER
5. PROVIDER
6. EQUALIZER
7. STIMULATOR
8. ADVISOR
9. CREATOR

22

### 3. Character Strengths

- May be thought of as personal strengths
- These are strengths that make you uniquely you
- They are tied to your values and motivations
- They are what make you stand out
- How have others consistently described you
- 24 universal character strengths

Wisdom	Courage	Humanity	Justice	Temperance	Transcendence
<b>Creativity</b> <ul style="list-style-type: none"> <li>• Originality</li> <li>• Ingenuity</li> <li>• Adaptive</li> </ul>	<b>Bravery</b> <ul style="list-style-type: none"> <li>• Valor</li> <li>• Fear-facing</li> <li>• Speaking up for what's right</li> </ul>	<b>Love</b> <ul style="list-style-type: none"> <li>• Sacrificial</li> <li>• Confidently vulnerable</li> <li>• Many close relationships</li> </ul>	<b>Teamwork</b> <ul style="list-style-type: none"> <li>• Citizenship</li> <li>• Socially Responsible</li> <li>• Loyal</li> </ul>	<b>Forgiveness</b> <ul style="list-style-type: none"> <li>• Mercy</li> <li>• Belief in Second Chances</li> <li>• Accepting others short-comings</li> </ul>	<b>Appreciation of Beauty</b> <ul style="list-style-type: none"> <li>• Awe, wonder and elevation from all forms of beauty.</li> </ul>
<b>Curiosity</b> <ul style="list-style-type: none"> <li>• Explorative</li> <li>• Openness</li> <li>• Inquisitive</li> </ul>	<b>Perseverance</b> <ul style="list-style-type: none"> <li>• Persistence</li> <li>• Follow-through</li> <li>• Work-ethic</li> </ul>	<b>Kindness</b> <ul style="list-style-type: none"> <li>• Generosity</li> <li>• Nurturing</li> <li>• Altruistic</li> <li>• Compassion</li> </ul>	<b>Fairness</b> <ul style="list-style-type: none"> <li>• Un-biased</li> <li>• Objective</li> <li>• Equitable</li> <li>• Moral</li> </ul>	<b>Humility</b> <ul style="list-style-type: none"> <li>• Modesty</li> <li>• Less talk, more walk.</li> </ul>	<b>Gratitude</b> <ul style="list-style-type: none"> <li>• Appreciative</li> <li>• Thankful</li> <li>• Feeling blessed by all – including hardships</li> </ul>
<b>Judgment</b> <ul style="list-style-type: none"> <li>• Critical Thinking</li> <li>• Perceptive</li> <li>• Analytical</li> </ul>	<b>Honesty</b> <ul style="list-style-type: none"> <li>• Authentic</li> <li>• Integrity</li> <li>• Trustworthy</li> </ul>	<b>Social Intelligence</b> <ul style="list-style-type: none"> <li>• Aware and perceptive of emotions of self and others.</li> </ul>	<b>Leadership</b> <ul style="list-style-type: none"> <li>• Motivator</li> <li>• Organizer</li> <li>• Inspiration</li> </ul>	<b>Prudence</b> <ul style="list-style-type: none"> <li>• Careful</li> <li>• Cautious</li> <li>• Sensible</li> </ul>	<b>Hope</b> <ul style="list-style-type: none"> <li>• Optimism</li> <li>• Future-oriented</li> <li>• Ambitious</li> </ul>
<b>Love of Learning</b> <ul style="list-style-type: none"> <li>• Mastering New Skills</li> <li>• Always adding knowledge</li> </ul>	<b>Zest</b> <ul style="list-style-type: none"> <li>• Vitality</li> <li>• Enthusiasm</li> <li>• Vigor</li> <li>• Energetic</li> </ul>	<b>24 CHARACTER STRENGTHS</b> 		<b>Self-Regulation</b> <ul style="list-style-type: none"> <li>• Disciplined</li> <li>• Self-control</li> <li>• Managing impulses &amp; emotions</li> </ul>	<b>Humor</b> <ul style="list-style-type: none"> <li>• Playfulness</li> <li>• Light-hearted</li> <li>• Keeping others smiling</li> </ul>
<b>Perspective</b> <ul style="list-style-type: none"> <li>• Seeing and understanding the big picture</li> </ul>					<b>Spirituality</b> <ul style="list-style-type: none"> <li>• Faithful</li> <li>• Understanding of purpose and meaning.</li> </ul>

From VIA Institute on Character  
VIACharacter.org

23



Can You Begin to See Yourself More Clearly as the Leader You Already Are?

24

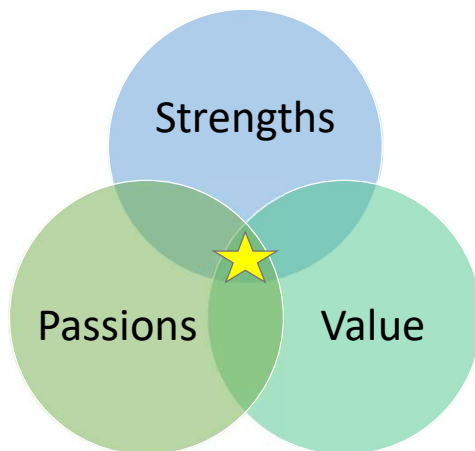


## Perhaps It's Time to See Yourself in a Different Light and Recalibrate Your Goals?

- What issues, challenges, or problems do you see?
- What's not working and nobody else is addressing?
- What opportunities are being missed?
- What are you waiting for?

25

## Finding Your Leadership Niche



- Your strengths and your passions are intertwined.
- Your value is connected to who you work for and what they are up to.
- It's up to you to figure out how your strengths and your passions can best serve what your company or your team needs.
- Do some investigation, listen in and be a part of strategic initiatives.
- Where's the company want to go? How can you help them get there?
- Lead the way...

26

## Building Your Leadership Brand

- Everybody has a brand but most times it's created by default not by intention.
  - How are you perceived by people on your team?
  - How are you perceived by folks outside the team and outside the company?
  - How do people describe you when you're not around?
  - What's your personal brand at work?
  - How are you known?
- Does it align with how you want to be known?



27

## Evolving Your Brand

### Entry Level Brands

- Valued contributor
- Team player
- Gets sh!t done
- Specialist
- Go-to person

### Mid-Level Brands

- Project leader
- Strategist
- Team leader
- Results driver
- Fixer
- Innovator

### Senior Level Brands

- Big picture leader
- Visionary
- Dealmaker
- Thought leader
- Turnaround artist

28

## What Do You Want Your Brand to Be?

01

Think of your purpose.

02

Think of the kind of leader you are or want to be.

03

Think of your strengths and your passions.

04

Think about how you are already known.

05

Think about your goals.

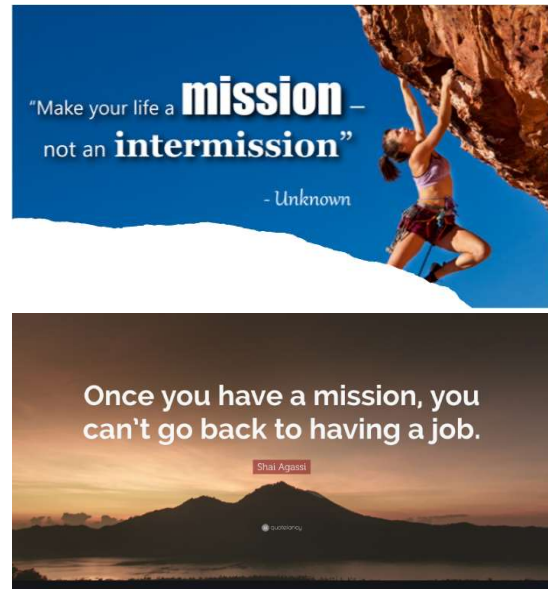
29

## Collection of Sample Brand Tags

Change	People	Results	Service Leader Brands
<ul style="list-style-type: none"> <li>• Transf</li> <li>• Chang</li> <li>• Transf</li> <li>• Maste</li> <li>• Fixer</li> <li>• Proces</li> <li>• Proces</li> <li>• Cataly</li> <li>• Corpo</li> <li>• Transf</li> <li>• Transf</li> <li>• Leade</li> <li>• Comp</li> <li>• Busine</li> <li>• Quiet</li> <li>• Cham</li> <li>• Evolut</li> <li>• Turna</li> <li>• Badas</li> <li>• Bomb</li> </ul>	<ul style="list-style-type: none"> <li>• Tale</li> <li>• Tran</li> <li>• Deve</li> <li>• Lead</li> <li>• Lead</li> <li>• Intra</li> <li>• Tear</li> <li>• Tear</li> <li>• Emp</li> <li>• Cult</li> <li>• Passi</li> <li>• Cult</li> <li>• Enab</li> <li>• Com</li> <li>• Quie</li> <li>• Char</li> </ul>	<ul style="list-style-type: none"> <li>• Enabl</li> <li>• Builde</li> <li>• Unlea</li> <li>• Multij</li> <li>• Revolu</li> <li>• Organ</li> <li>• Accele</li> <li>• Enabl</li> <li>• Game</li> <li>• Proble</li> <li>• Soluti</li> <li>• Leade</li> <li>• Delive</li> <li>• Close</li> <li>• Leade</li> <li>• Evang</li> <li>• Passio</li> <li>• Leade</li> <li>• Trans</li> </ul>	<ul style="list-style-type: none"> <li>• Leader of change inspired by customers</li> <li>• Force that drives customer championship</li> <li>• Deliverer of delightful consumer experiences</li> <li>• Partner with a path</li> <li>• Customer-centric thinker</li> <li>• Customer trust advocate</li> <li>• Advocate</li> <li>• Chief relationship officer</li> <li>• Uniter of technology and people, in service of customers</li> <li>• Passionate driver of outstanding design that users love and value</li> <li>• Marketer that C-suite leaders turn to for counsel</li> <li>• Brand advocate</li> <li>• Grower of customer crystals</li> <li>• Passionate driver of outstanding design that users love and value</li> <li>• Healer of what's broken</li> </ul>

30

Once You've Built  
Your Leadership  
Identity It's Time  
to Declare Your  
Mission



31



Look for the Gaps,  
Look for What's Not  
Working, Look for  
What's Missing, Look  
for What's Not Okay  
With You...

And set out to fill it, make it  
better, change it.

32



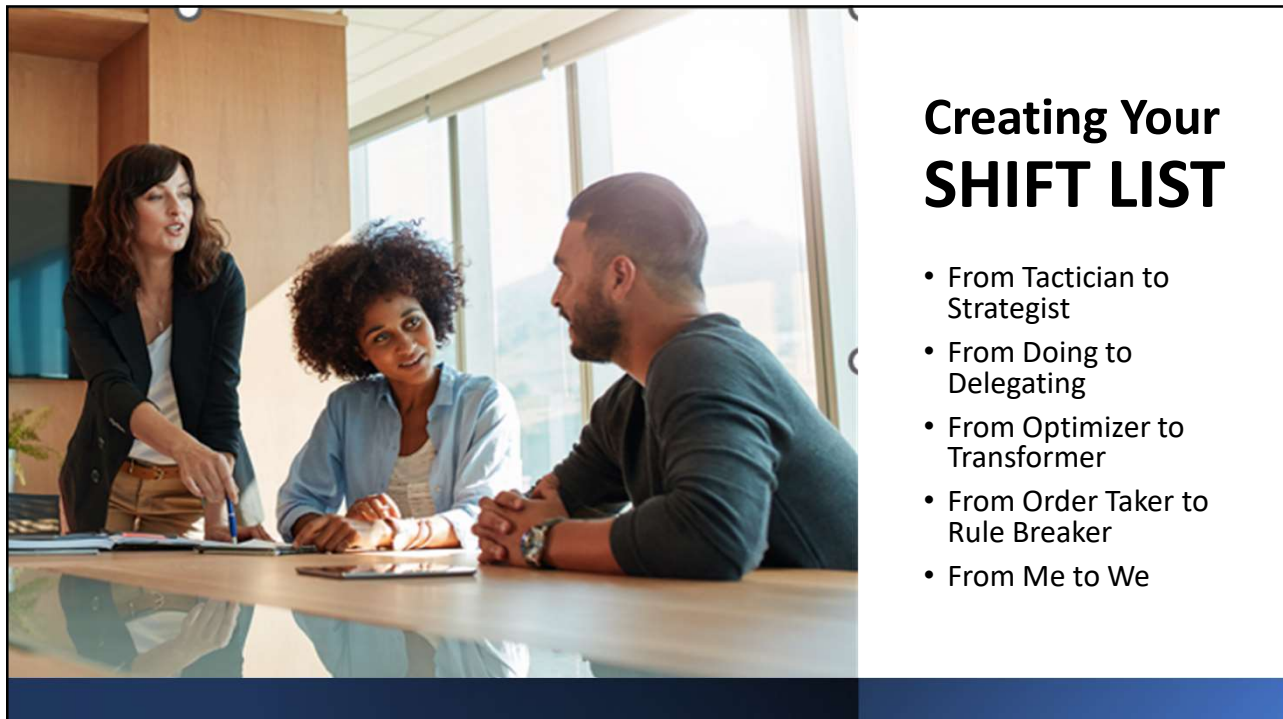


## Now the Tough Part

*Making the Mental Shift*

### Shifting From Doing to Leading

33



## Creating Your SHIFT LIST

- From Tactician to Strategist
- From Doing to Delegating
- From Optimizer to Transformer
- From Order Taker to Rule Breaker
- From Me to We

34

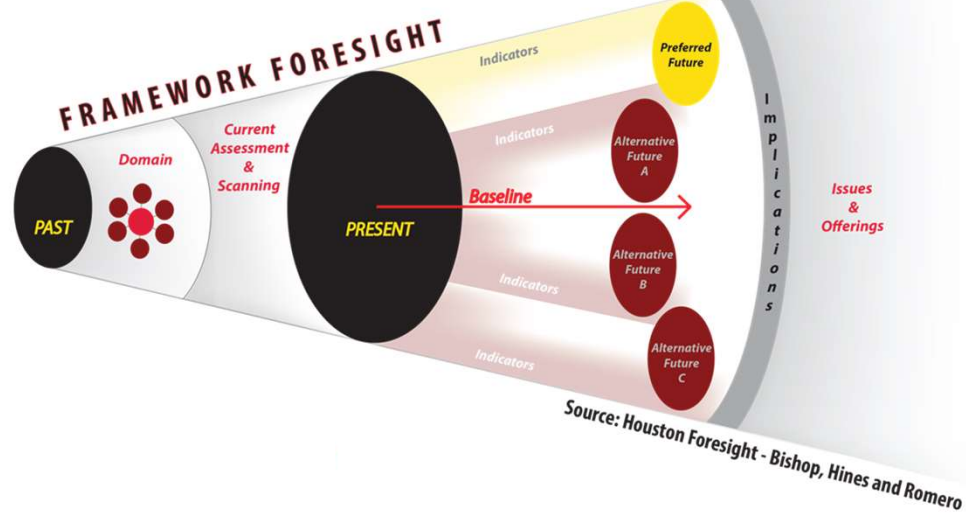
## 1. From Tactician to Strategist



- Strategy is nothing more than a plan focused on the future.
- It's what leaders do.
- What size is your change project?
- Is it near future or longer future?
- What's the scope of your influence?

35

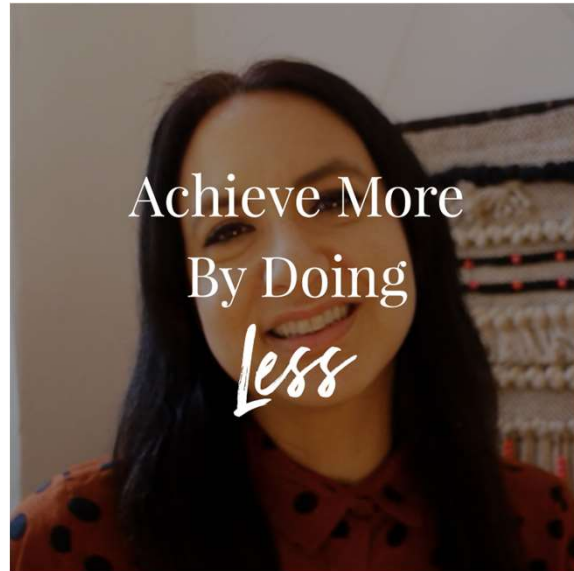
## Strategic Foresight



36

## 2. From Doing to Delegating

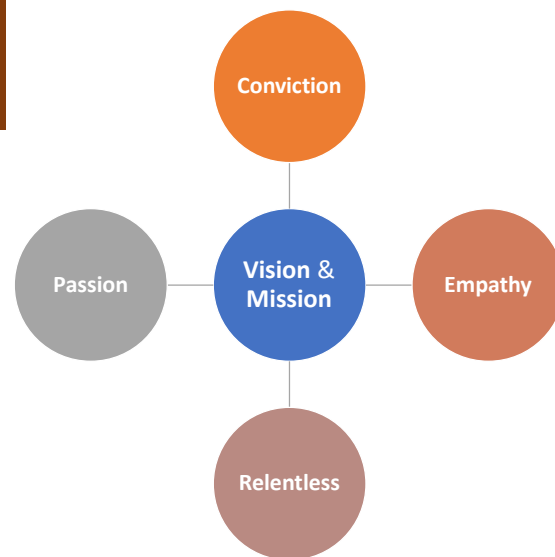
- Must decide to “DO” less to be a Leader
- **Create a “DO NOT DO” list**
- That means you can’t do this alone



37

## 3. From Optimizer to Transformer

- Influence versus power
- It takes courage to be a transformer
- You must really believe in what you are trying to do.
- You must find and cultivate people who agree with you without positional power
- You must be able to communicate the future state that will be created by the change.



38

## Influencing Others to Join Your Mission

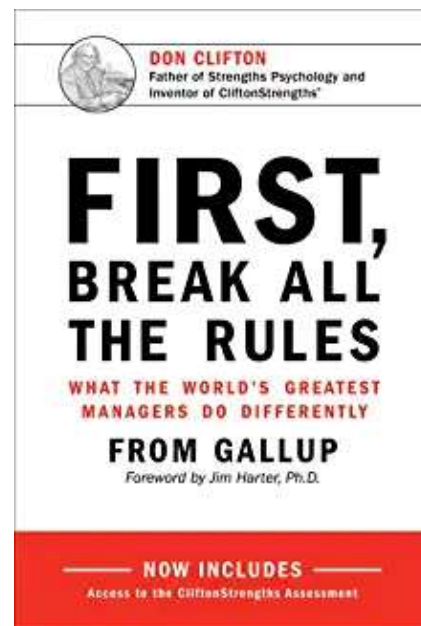
- When you are up to big things, you need to intentionally build a strategic network of people that can help you
- Some you already know and some you will have to pursue and persuade
- You may not be used to this BUT you better get used to it
- That's what leaders do...



39

## 4. From Order Taker to Rule Breaker

- Risks taking is part of the leadership landscape
- Change can't happen if the rules keep preventing you from doing things differently
- We have a lot of spoken and unspoken rules in our business
- If you are going to lead change, I guarantee you, you will have to break some rules



40



## Guidelines for Breaking Rules

Basically, there are two types of risks:

- Career Risks – These are related to you, your role, your position, your career
- Business Risks – Usually have consequences for the organization as a whole

Guidelines to Consider

- Don't risk a lot for a little
- Don't risk more than you can afford to lose
- Consider the odds
- Consider the potential consequences

Don't just consider the potential negative outcomes

Consider What Happens if it Works

41

## 5. From “ME” to “WE”

When you shift your attention from your own success to the success of the team, or group, or organization that’s called Leadership.



42

## Which Shift Would Contribute the Most to Your Ability to Move You Toward Your Leadership Goal?

# Making Shift Happen

- Some things are more urgent than others and some items you may not need to do at all.
- Focus on shifting just 1-2 items a year.

43



## Create Career Defining Moments

- At some point, being a leader gets real.
- You must decide to take action.
- Must leave the comfort of **business** as usual.

44

## Find Some Stretch Opportunities

- Career Defining Moments
- BHAGs
- Game Changers
- It's What Leaders Do

**No guts, no glory...**

Ideal Stretch Ratio 30/70



45

## Tips on Looking for That Stretch Opportunity



**Stretch Opportunities WILL Get You Noticed !**

46

## Amplifying Your Accomplishments

You can't wait to be noticed.

You must learn to make noise in quiet ways.

Don't wait for your annual review.

Reproduce wins wherever you can.

Tie accomplishments to bottom-line growth.

Become a voice of authority on a subject matter.

Connect and share your expertise.

### A Small Sampling:

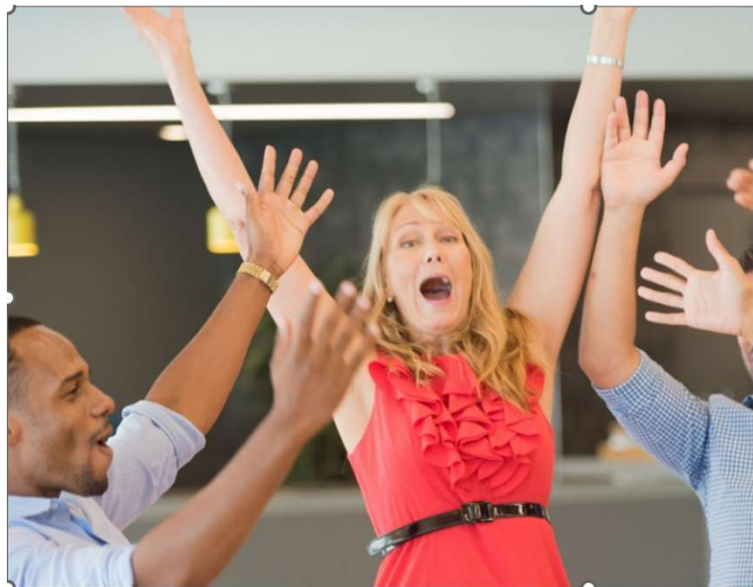
- Forward a message to your boss, or boss's boss, where someone thanked you for a job well done.
- Make an instructional video that addresses an ongoing challenge.
- Chair a professional committee outside the company and make it known.
- Invite a leader to a team meeting to bring him up to speed on progress.

47

## Women and Self-Promotion

There's clearly a societal double standard.

Women have to be more stealth.



48



## Rally Your Troops

- The vision you've created and the mission you're on is no longer just about you.
- You've engaged others, influenced others, and enrolled others.
- Now it's time to assemble your "Girl Gang" or your "Swat Team."
- Think of it as your Executive Committee.
- These close-knit comrades are critical especially if you're leading without positional authority.



49

## Not Everyone Will Be Rooting for You

### The reality of **Office Politics**

- Hardly anyone likes office politics, but some people are better at navigating them than others.
- Avoiding politics altogether can be deadly for your career
- You need to learn how to work it ethically to your advantage
- Positive political skill can be a force for good and can be an acquired leadership skills
  - Networking ability
  - Sincerity
  - Interpersonal influence
  - Social astuteness



50

## Build An Advocacy Group of Influential People

- **Sponsors are critical, especially for women.**
- Women are less likely than male counterparts to benefit from sponsorships
- They are the help you don't know you need
  - Women underestimate their influence
- Sponsors empower you to make bold moves
  - People with sponsors are 22% more likely to ask for stretch assignments
  - Kind of a career safety net
- Sponsors enhance your career satisfaction
- Sponsors transfer a "halo" of power protégés
  - Sponsorship, not mentorship is how power is transferred in the workplace

51

## Difference Between Mentors & Sponsors

### Mentors

- Give you perspective
- Talk to you
- **Help you skill up**



### Sponsors

- Give you opportunities
- Talk about you
- **Help you move up**

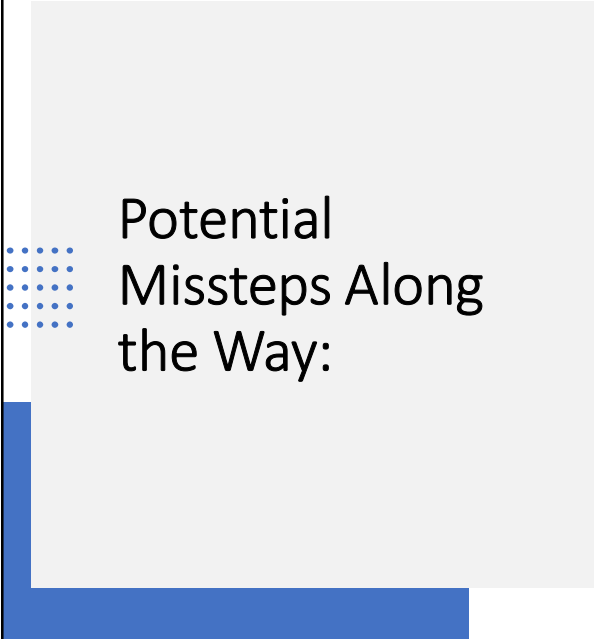


You don't choose a sponsor.  
A sponsor chooses you.

52



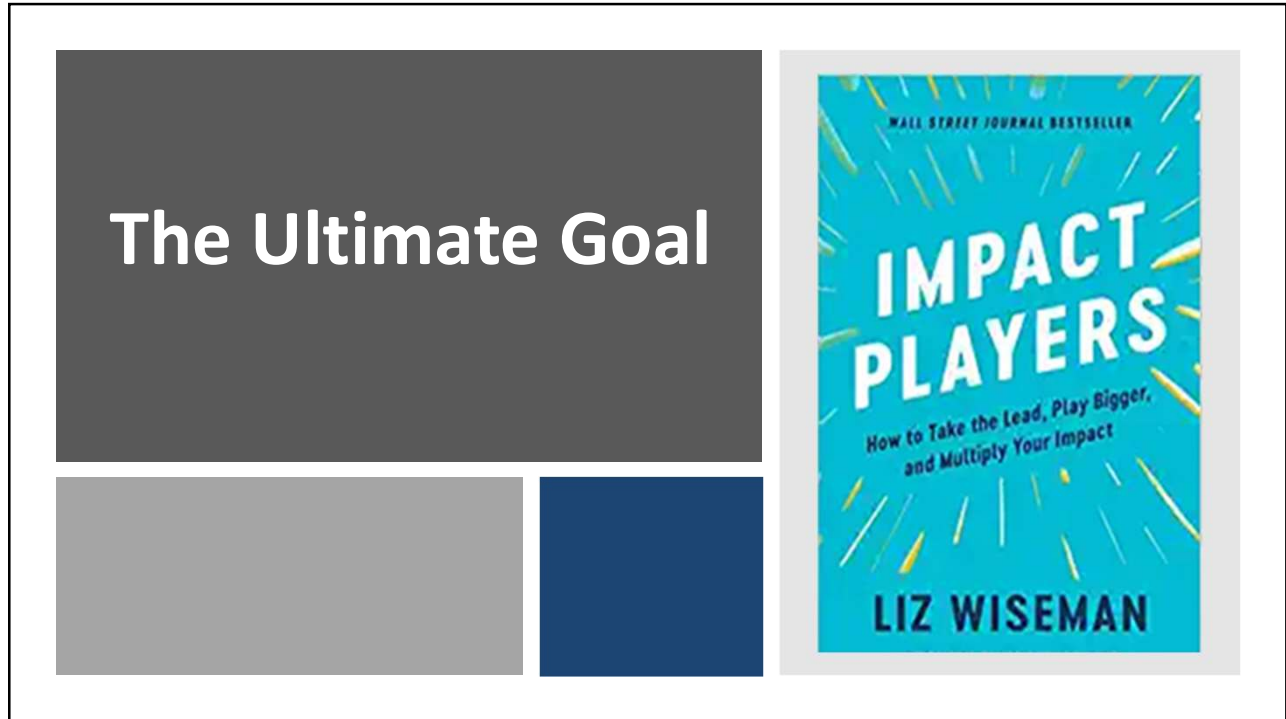
53



## Potential Missteps Along the Way:

1. Waiting for permission or an invitation to be a leader.
2. Doing work that will never make you shine.
3. Being good at a lot of things and famous for none of them.
4. Allowing others to define your reputation.
5. Getting stuck with a dead-end brand. Not scalable.
6. Acting like a doer, and not a leader.
7. Accepting low visibility assignments.
8. Downplaying your accomplishments.
9. Working when you should be relationship building.
10. Avoiding office politics
11. Being over mentored and under sponsored
12. Climbing the ladder and then kicking it away.

54



55

## Taking the Lead and Playing Bigger

Typical Contributors versus Impact Players

Challenge	Typical Contributors	Impact Players
<b>MESSY PROBLEMS</b> Complex, cross-functional issues outside defined job boundaries.	<b>DO THEIR JOB</b> Stick to their duties with a narrow view of their role.	<b>DO THE JOB THAT'S NEEDED</b> Go beyond their assigned job to solve problems and do the real work required.
<b>UNCLEAR ROLES</b> Lack of leadership or clarity on who's in charge.	<b>WAIT FOR DIRECTION</b> Stand at the sidelines and wait for directions (on-command leadership).	<b>STEP UP, THEN STEP BACK</b> Step forward to lead, then step back to let others lead (on-demand leadership).
<b>UNFORESEEN OBSTACLES</b> Unexpected challenges and unknown unknowns.	<b>ESCALATE ISSUES</b> Avoid uncertainty & difficulties. Need constant reminders.	<b>FINISH STRONGER</b> Get the entire job done, overcome obstacles and exceed expectations.
<b>MOVING TARGETS</b> Fast-changing needs and conditions that make current practices obsolete.	<b>STICK TO WHAT THEY KNOW</b> Cling to status quo, validate their strengths and avoid discomforting inputs.	<b>ASK AND ADJUST</b> Learn & adapt quickly. Seek corrective feedback to recalibrate and refocus.
<b>UNRELENTING DEMANDS</b> Work demands that increase faster than capacity.	<b>ADD TO THE BURDEN</b> Ask for help & resources, and spread noise & negativity.	<b>MAKE WORK LIGHT</b> Reduce drama/politics/stress and increase positivity and productivity.

56

*Position Does Not  
Define Power –  
Impact Defines  
Power*

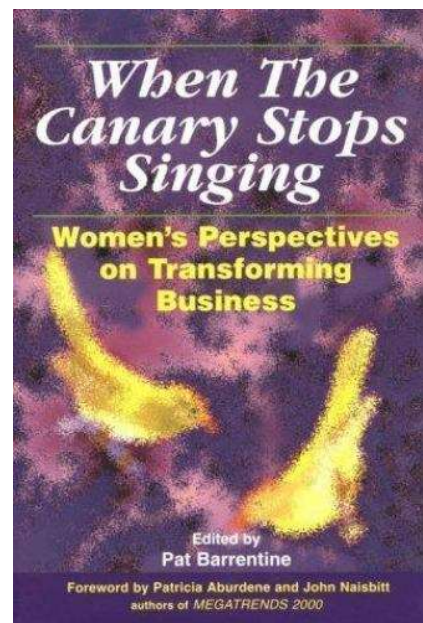


**So...Stand Tall in Your Own Power!**

57

*“Just as canaries once warned miners of unhealthy conditions underground, women in today’s corporate marketplace sound a caution that our business survival depends on making changes in the business environment.”*

Copyright 1993



58

In the Construction Industry  
the canary has clearly  
stopped singing and women  
have been quietly sounding  
the alarm from every level.

59



**It's Time to  
Step it Up and  
Take the Lead**

No one else is going to do it...

**YOU ARE THE LEADERS  
WE NEED**

60

# Transforming Leadership & Culture in the AEC Industry

# THANK YOU

**Barbara JACKSON** | Transforming Leadership & Culture

[barb@barbarajackson.com](mailto:barb@barbarajackson.com)  
805-610-6130



61

**LEADERSHIP BOOTCAMP**  
For Women in Construction

**WOMEN BUILDING CHANGE**  
COME DISCOVER THE POWER OF YOUR OWN PURPOSE

The leadership boot camp is a three-and-a-half-day outcome-driven immersive "Boot Camp" to engage with other women to effect transformative change in the construction industry. The program is designed to provide benefit and value to all women who attend, regardless of their experience or position. Women at every level and position have attended. You will advance your own effectiveness as a leader from wherever you are to the next level and beyond. If you are committed to taking control of your own future and making a difference, then this boot camp is for you.

HERE'S THE SECRET:  
**You already have all the right tools. You just haven't discovered them yet.**

**FEBRUARY 6-9, 2022 BOOT CAMP**  
002 : 00 : 24 : 37  
Days Hours Minutes Seconds



## Leadership Boot Camps

- \*April 30-May 3 - FULL
- \*Sept 24-27 - FULL
- \***Dec 3-6 – OPEN**

2024 Dates already scheduled for **Feb, May, Sept, & Dec**  
Registration to open in the fall.

**Sylvan Dale Guest Ranch  
Loveland CO**

• <http://constructionleadershipbootcamp.com/registration/>

62