WOMEN IN ENGINEERING & CONSTRUCTION

April 15-16, 2019
Hyatt Regency O’Hare
Chicago, IL

PRE-CONFERENCE WORKSHOP
Negotiation 101
MONDAY, APRIL 15, 2019

POST-CONFERENCE WORKSHOP
Leading Effectively: Managing Different Personalities
WEDNESDAY, APRIL 17, 2019

“I enjoyed listening to other women share stories that I could relate to. It is comforting to know I am not alone. Inspirational to know we can all work together toward a better future.”

Forensic Specialist, SBSA
OVERVIEW

According to the United States Department of Labor, in 2016, women made up 14% of the engineering and architecture industries, and just 9% of the construction industry. The goal of this event is to help professionals advance their careers in a traditionally male industry by providing insight into key engineering and construction trends and skills for personal and professional development.

This conference brings together women and men across related sectors in the engineering and construction industry, leading the way on diversity and inclusion issues. Come network with top professionals in the industry regarding the most pertinent developments in engineering and construction, and discuss the challenges of diversity in a traditionally male-dominated sector. Here we will cover strategies for leveraging both professional development resources in addition to technical advances in engineering and construction to invoke change for diversity and inclusion.

This event will ensure both women and men are prepared in the changing environment, and leave with the tools necessary to both continue the gender conversation in a solution-focused way, and utilize new developments and trends within engineering and construction to help advance in this career despite any roadblocks.

LEARNING OUTCOMES

- Discuss the business case for diversity with respect to including women and minorities in the decision-making process
- Describe how the construction industry can foster effective principles of other fast-growing industries
- Review effective negotiation strategies for many different situations
- Discuss lingering workplace challenges, such as retention of women within the industry, work-life integration, and pay transparency
- Explain how to navigate office politics and diplomacy
- Describe methods to obtain equitable representation in the workplace
- Review strategies to recruit the next generation of women leaders
- Participate in a conversation with leaders about career advancement

WHO SHOULD ATTEND

Women and men within engineering and construction firms in search of a solution-oriented discussion on how to implement change in the industry, and female professionals within engineering and construction trying to develop the necessary skills and confidence to find success in a male-dominated field. This includes:

- Construction executives
- MEP engineers
- Project managers
- Civil engineers
- Structural engineers
- Building consultants
- Architects
- Government representatives
- Law firms specializing in AEC

“Very enlightening and empowering. There are so many smart and amazing women out there. I think I forgot that because I haven’t had these types of women in my firms or above me in my career path thus far. It was great to connect with all these likeminded women.”

Assistant Project Manager, Shawmut Design & Construction
AGENDA

MONDAY, APRIL 15, 2019

12:30 – 1:00 pm  Registration

1:00 – 1:15 pm  Welcoming Remarks

1:15 – 2:45 pm  The Economic Case for Inclusiveness

  • The business case for diversity with respect to including women and minorities in the decision-making process
  • The effects diversity has on both creativity and innovation
  • Understanding the long-term impact diversity has on the company lifecycle
  • Tactics for being a change agent and stating the economic value of your contributions

  Alfredo Mendez, Vice President- Head of Global Talent Development, AECOM
  Elizabeth Velez, President, Velez Organization
  Galina S. Leiphart, Mountain Region Business Development & Strategic Growth Leader, RS&H
  Cassie Polman, Technical Manager, Ulteig

2:45 – 3:15 pm  Networking Break

3:15 – 4:00 pm  Moving Forward: How the Construction Industry Can Foster Effective Principles of Other Fast-Growing Industries

  It’s becoming assumed that nothing is built on time or on budget within the engineering and construction (E&C) industries. We are making strides with forays into lean project execution like target value design and integrated project delivery with a focus on timely decisions from key stakeholders and eliminating inefficiencies in the design process. However, if we are going to progress past the low productivity levels that the industry has seen as of late, we need to continue to look for new and innovative project execution strategies. In this session, we will explore lessons learned from other fast-paced, innovative industries and what can be applied to the engineering and construction industries to help us with these challenges. Topics to be covered include:

  • Risk Aversion: Highly innovative industries welcome failures and do their best to learn from them. E&C industries spend extensive amounts of time and money ensuring failure never happens – and when it does, spend more time placing blame rather than learning from it to find a solution.
  • Eliminating Hierarchy and Developing a Diverse Team: These industries also cultivate diverse teams from all levels of an organization to bring differing opinions to a project in order to develop the best solution with the overall goals of the project in mind to keep the team on track. The E&C industries still tend to be hierarchical in nature and prioritize experience and longevity over everything else.
  • The Pivot: This occurs by changing gears quickly when faced with a need for a change in approach. Lean construction lends itself to this concept, but its more focused on efficiency and eliminating waste than innovation and overall fit of the final product to the desired outcome.

  Lindsay Kenney, Core Team Leader/Head of Engineering Operations, CRB USA

4:00 – 4:45 pm  Effective Negotiation Strategies

  Negotiations are not just about the billion-dollar deals, boardroom strategies, or company takeovers; it’s a process we use daily. This session is designed to help you understand the process of negotiation, using techniques and steps you can apply in getting what you want successfully.

  Whether you’re preparing for an upcoming deal, renegotiating a current contract, or slicing your company share, knowing how to effectively negotiate is necessary in order to succeed in your leadership journeys. Take-aways for this session include:

  • Preparing a negotiating strategy
  • Avoid common mistakes in negotiating
  • Understand the role of influence and persuasion in negotiating
  • Understanding basic bargaining techniques

  Jacqueline Twillie, Founder and President, ZeroGap.co

4:45 – 6:00 pm  Networking Reception
AGENDA

TUESDAY, APRIL 16, 2019

7:30 – 8:00 am  Continental Breakfast

8:00 – 8:30 am  Change the Molecules in the Room
• Alexis will discuss her journey as a civil engineer, discussing her experiences with workplace
  triumphs and challenges:
• How to handle difficult people and situations with dignity and grace.
• What to do when managers, coworkers and subordinates disregard you.
• How to propel your career without compromising your womanhood, motherhood or wifehood.
• How to “change the molecules” in every room that you are in.
  Alexis Billingslea, Chief Rail Transit Safety Oversight Manager, Illinois Department of Transportation

8:30 – 10:00 am  Reality Check: Lingering Workplace Challenges
• Transparency in pay
• Retention of women within the industry
• Best hiring practices
• Work-life integration
• Workplace challenges: Helping management acknowledge lack of diversity
  Emma Yonke, International Recruiter, BL Harbert International
  Cassie Polman, Technical Manager, Ulteig
  Elizabeth Velez, President, Velez Organization
  Alison Gries, Manager, Global Organization Design and Change Leadership, AECOM
  Galina S. Leiphart, Mountain Region Business Development & Strategic Growth Leader, RS&H

10:00 – 10:30 am  Networking Break

10:30 – 11:15 am  Navigating Office Politics & Diplomacy
• Be proactive in your career: Be self-aware, rock your brand and fulfill your current roles &
  responsibilities
• Know where you want to go and how to get there: Be aware of the politics, but do not play them;
  have advocates and mentors (there’s a big difference!)
• Understand business drivers, values of the company and what your boss values
• Real-world scenarios from women in the business and their best practices
  Rowena Amelung, Business Development Manager, McCarthy Building Industries

11:15 am – 12:00 pm  A New North Star for Sustainability
In today’s building industry there is a plethora of green building rating systems and tools: LEED, Living
Building Challenge, Green Globes, Passive House Certification, RELY and more. In the early days of LEED,
as the tool that defined sustainability for a generation of building professionals, relying on LEED to
define the path forward for sustainability left the brain damage to someone else. Today, the imperative
to deliver healthy, high performing buildings is undiminished. With no one tool reigning supreme,
what should the new North Star for sustainability be? Net Zero? Healthy Buildings? Zero Waste and
Water? This session will explore recent projects linking a variety of sustainable priorities in the technical
moorings of projects underway. Lois will talk about finding that new north star to chart a path in a
world where LEED is no longer the only road forward.
  Lois Vitt Sale, Senior Vice President, Wight & Company
TUESDAY, APRIL 16, 2019 (CONTINUED)

12:00 – 1:00 pm  Group Luncheon

1:00 – 2:30 pm  Diversity & Inclusion: Obtaining Equitable Representation in the Workplace
• Assessing/measuring diversity & inclusion
• Taking a look at the corporate pipeline
• Strategic planning
• Ensuring that hiring, promotions, and reviews are fair
Sandra Arredondo, Chief Administration Officer & Chief HR Officer, HBK Engineering
Alfredo Mendez, Vice President- Head of Global Talent Development, AECOM
Alison Jones, Operations Director- Senior Vice President, Arcadis
Nancy Briseño-Rivera, Senior Project Manager, Whiting-Turner
Sarah Beckman, Program Director, Ulteig

2:30 – 2:45 pm  Afternoon Break

2:45 – 3:30 pm  Recruiting the Next Generation of Women Leaders
This session will cover strategies to recruit women within engineering and construction, including:
• Planning & executive buy-in
• Marketing
• Mentorships
• Company culture
• Community programs
Emma Yonke, International Recruiter, BL Harbert International

3:30 – 5:00 pm  Advancing Your Career: Strategies & Advice from Leaders
Kate Ivanova, Vice President, James McHugh Construction Company
Sandra Arredondo, Chief Administration Officer & Chief HR Officer, HBK Engineering
Alison Jones, Operations Director- Senior Vice President, Arcadis
Sarah Beckman, Program Director, Ulteig
Lois Vitt Sale, Senior Vice President, Wight & Company
Arianna Lee, Project Engineer, Kiewit

5:00 pm  Conference Adjourns

“Great opportunity to connect with other women in construction, share experience and best practices. This is important work we do and can help better our industry as a whole, bringing diversity of thought, process and experiences.”
Outreach Director, McGough Construction

“Women in engineering need to attend this conference to seize control of their careers. Men in engineering need to attend this conference to find out how they can help.”
Associate Principal, WJE
PRE-CONFERENCE WORKSHOP

Negotiation 101

MONDAY, APRIL 15, 2019

OVERVIEW

What if you could negotiate at an even higher level? This workshop is designed for women who work in construction and engineering. To avoid the pitfalls of the double bind, you need a clear understanding of how you are perceived and it impacts your decisions (and those of your counterparts) at the bargaining table.

Research shows that women are excellent negotiators in representational situations. In this session you’ll learn the six strategies that can help you engage and perform more effectively in negotiations. Participants will learn to enhance their negotiation skills including:

- Best Practices in Preparation
- Understanding How to Cultivate A Win-Win Mindset
- 3 Ways to Boosting Emotional Intelligence
- Dealing with Difficult People
- How To Increase Leverage By Negotiating A Package Deal
- The Power of Alternatives

Participants will leave this workshop with proven negotiating techniques, a deeper understanding of negotiation strategy.

LEARNING OUTCOMES

- Prepare a negotiating strategy
- Discuss how to avoid common mistakes in negotiating
- Describe the role of influence and persuasion in negotiating
- Determine basic bargaining techniques
- Participate in interactive activities that will engage attendees who want to practice their negotiating skills in person

WHO SHOULD ATTEND

Women and men within engineering and construction firms in search of a solution-oriented discussion on how to implement change in the industry, and female professionals within engineering and construction trying to develop the necessary skills and confidence to find success in a male-dominated field. This includes:

- Construction executives
- MEP engineers
- Project managers
- Civil engineers
- Structural engineers
- Building consultants
- Architects
- Government representatives
- Law firms specializing in AEC
PRE-CONFERENCE WORKSHOP AGENDA

MONDAY, APRIL 15, 2019

8:00 – 8:30 am  Registration & Continental Breakfast

8:30 am – 12:00 pm  Workshop Timing

- Basic Bargaining Techniques
  - Gather information
  - Build relationships
  - Understand your BATNA (Best Alternative to Negotiated Agreement)
  - Listen
  - Take care of your target
- Preparing a Negotiating Strategy
  - Brainstorm
  - Research
  - Understanding the market
  - Map it out
  - Anticipating responses
- Common Mistakes in Negotiating—and How to Avoid Them
  - Expectations drive behavior
  - Underpreparing
- Understanding the Role of Influence and Persuasion in Negotiating
- Interactive Activities to Practice Negotiation Skills

PRE-CONFERENCE WORKSHOP INSTRUCTOR

Jacqueline Twillie
Millennial Career Advisor and Bestselling Author

Jacqueline V. Twillie holds an M.B.A. in Leadership, is the Founder and President of ZeroGap.co, a global training, and development firm that specializes in women’s leadership within male-dominated industries. She’s the Amazon Best Selling Author of Navigating The Career Jungle. Jacqueline has been featured in Forbes, FastCo, Essence Now, Black Enterprise, Parade, Today.com, NBC BLK and more... Her life’s mission is to eliminate the gender wage gap by providing practical strategy for women to advance and thrive in leadership roles within male-dominated industries. Jacqueline is a graduate of Southeastern Louisiana University and holds a MBA in leadership from Tiffin University. In her downtime, she loves to practice yoga and cook. When Jacqueline isn’t working on leadership development for women she enjoys seeing the world from up in the air check out her skydive video on YouTube.
POST-CONFERENCE WORKSHOP
Leading Effectively: Managing Different Personalities
WEDNESDAY, APRIL 17, 2019

OVERVIEW
Managers face many obstacles while trying to lead a team. At times, it can feel impossible to create trust and a sense of cohesion. In this workshop we focus on dispelling myths around a perfect formula for managing diverse personalities. Rather, participants will discover the importance of relationships to uncover the unique motives and values people bring to the table, and how to unlock engagement on a team. It will also highlight how leadership depends on curiosity, trust, and flexibility. This interactive session will include group discussion and exercises.

LEARNING OUTCOMES
- Develop strategic self-awareness, effective relationship building techniques
- Identify tools for motivating and engaging a diverse team
- Collect examples of challenging leadership moments from other leaders in the audience
- Explain how to leverage curiosity and trust as leadership tools
- Discuss a Situational Leadership model to navigate rather than avoid critical leadership moments

WHO SHOULD ATTEND
Women and men within engineering and construction firms in search of a solution-oriented discussion on how to implement change in the industry, and female professionals within engineering and construction trying to develop the necessary skills and confidence to find success in a male-dominated field. This includes:
- Construction executives
- MEP engineers
- Project managers
- Civil engineers
- Structural engineers
- Building consultants
- Architects
- Government representatives
- Law firms specializing in AEC
POST-CONFERENCE WORKSHOP AGENDA

WEDNESDAY, APRIL 17, 2019

8:00 – 8:30 am  Registration & Continental Breakfast

8:30 am – 12:00 pm  Workshop Timing

- Introduction
- Open discussion on the obstacles managers face when trying to lead a team of individuals who seem very different from ourselves.
- Strategic self-awareness: Getting along and getting ahead in the workplace.
  - Discussion around the role of curiosity in understanding individual differences and assuming positive intent.
- Understanding unique motives
  - Participants are introduced to an individual values inventory and guided on how to score their results and interpret the meaning of their scores
  - During a discussion, participants are encouraged to think through the ways in which their values affect their own leadership
  - In pairs, participants reflect upon questions and share their perspectives with the group
- Putting deposits in the relationship bank
  - Discussion around the avenues to trust (competence, empathy and consistency)
  - Exercise around the enemies and consequences to broken trust:
    - Inconsistent Messages
    - Inconsistent Standards
    - Misplaced Benevolence
    - Elephants in the Parlor
    - Rumors in a Vacuum
  - The role of values in this process
- Situational leadership: Why flexibility is a leader's job
  - Discussion and/or exercise around engagement levers, leaders as role models, and inclusion
- Withdrawals from the relationship bank: Candid feedback when it matters most
  - Discussion and examples of key steps to an effective feedback conversation. This includes:
    - Set expectations early
    - Lay the groundwork
    - Set a tone
    - Constructively coach and
    - Show appreciation
- Q&A and discussion

“The conference was empowering. This industry leads us to isolation, but this conference showed that women belong and encouraged us to be leaders of diversity and inclusion.”

Forensic Specialist, SBSA

“The panels provided great insights into their personal experiences and company initiatives that I would never be exposed to otherwise.”

Assistant PM, Shawmut
POST-CONFERENCE WORKSHOP INSTRUCTORS

Camille Lee  
**Director - Leadership Consulting, Ferguson Partners**

Camille is a Director in the Ferguson Partners Leadership Consulting group. Prior to joining Ferguson Partners, she worked at a Chicago leadership consulting firm specializing in the selection, development, and retention of leaders throughout the leadership lifecycle. There, she developed her skills in individual assessment for selection and development, 360 feedback, succession planning, and high performing team effectiveness across a variety of industries such as banking, energy, higher education, manufacturing, construction, and IT. An I/O psychologist by training, Camille’s approach to leadership development and selection is rooted in a commitment to providing meaningful insights and recommendations that are grounded in both psychological and business principles. In her role at Ferguson Partners, Camille’s expertise lies in creating leadership development and training programs for high potential emerging leaders, preparing and coaching leaders through critical transitions, organizational culture initiatives, and personnel selection.

Camille also brings 10 years of experience in psychological research methodology and analysis. Her work specializes in interpersonal perception, individual characteristics that impact judgments and hiring recommendations, how workers navigate the interface between work and life domains, and motivation. This research background is integrated into her leadership consulting work, including thematic analysis of leaders, teams, and organizational cultures, generation of actionable development recommendations, and benchmarking.

Camille completed her Masters and PhD in Industrial/Organizational Psychology at Northern Illinois University. She holds her Bachelor’s degree in Psychology from North Central College.

Amanda Conlin  
**Senior Associate, Ferguson Partners**

Amanda (Mandi) is a Senior Associate in the Ferguson Partners Leadership Consulting group and brings skills in individual assessment, leadership development, and employee engagement at the team and broader organizational level. Before joining the team, she worked in a boutique consulting firm specializing in assessment centers and individual leadership selection for first time through seasoned leaders, as well as organizational culture initiatives across various industries. In her current role, she supports the team consulting with organizations around succession planning, 360 feedback, coaching, and strategic talent management.

Mandi’s perspective on leadership and organizational dynamics is informed by 8 years of research experience. Her work emphasizes employee health and recovery from stress, and the trickle down effects of leaders’ behaviors on teams and organizations. She complements this research background with robust teaching experience at the collegiate level. Thus, she brings both academic content and skill when training leaders in groups or one on one at various levels in their development.

Mandi completed her Masters in I/O Psychology with a specialization in Quantitative Methods at Northern Illinois University, where she is currently completing her PhD. She holds her Bachelor’s degree in Psychology from North Central College.
INSTRUCTIONAL METHODS

Case studies, PowerPoint presentations and a site visit will be used in program.

REQUIREMENTS FOR SUCCESSFUL COMPLETION

Participants must sign in/out each day and be in attendance for the entirety of the conference to be eligible for continuing education credit.

REGISTER 3, SEND THE 4TH FREE

Any organization wishing to send multiple attendees to this conference may send 1 FREE for every 3 delegates registered. Please note that all registrations must be made at the same time to qualify.

IACET CREDITS

EUCI has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET). In obtaining this accreditation, EUCI has demonstrated that it complies with the ANSI/IACET Standard which is recognized internationally as a standard of good practice. As a result of their Authorized Provider status, EUCI is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standard.

EUCI is authorized by IACET to offer 1.1 CEUs for the conference and 0.4 CEUs for each workshop.

EVENT LOCATION

A room block has been reserved at the Hyatt Regency O'Hare, 9300 Bryn Mawr Avenue Rosemont, IL 60018, for the nights of April 16-18, 2019. Room rates are $150 plus applicable tax. Call 1-847-696-1234 or click here for reservations and mention the EUCI event to get the group rate. The cutoff date to receive the group rate is March 22, 2019 but as there are a limited number of rooms available at this rate, the room block may close sooner. Please make your reservations early.

SPONSORSHIP OPPORTUNITIES

Do you want to drive new business through this event's powerful audience? Becoming a sponsor or exhibitor is an excellent opportunity to raise your profile before a manageably sized group of executives who make the key purchasing decisions for their businesses. There is a wide range of sponsorship opportunities available that can be customized to fit your budget and marketing objectives, including: Platinum, Gold, or VIP sponsor, Reception host, Tabletop exhibit, Lanyard sponsor, Luncheon host and Breakfast host.

Please contact Erin Burba at eburba@euci.com or 720-988-1260 for more information.
A room block has been reserved at the Hyatt Regency O’Hare, 9300 Bryn Mawr Avenue Rosemont, IL 60018, for the nights of April 16-18, 2019. Room rates are $150 plus applicable tax. Call 1-847-696-1234 or click here for reservations and mention the EUCI event to get the group rate. The cutoff date to receive the group rate is March 22, 2019 but as there are a limited number of rooms available at this rate, the room block may close sooner. Please make your reservations early.

Substitutions & Cancellations
Your registration may be transferred to a member of your organization up to 24 hours in advance of the event. Cancellations must be received on or before March 15, 2019 in order to be refunded and will be subject to a US $195.00 processing fee per registrant. No refunds will be made after this date. Cancellations received after this date will create a credit of the tuition (less processing fee) good toward any other EUCI event. The cutoff date to receive the group rate is March 22, 2019 but as there are a limited number of rooms available at this rate, the room block may close sooner. Please make your reservations early.

EUCI reserves the right to alter this program without prior notice.

<table>
<thead>
<tr>
<th>EVENT LOCATION</th>
</tr>
</thead>
</table>

Mail Directly To:
EUCI
4601 DTC Blvd., Ste. 800, Denver, CO 80237
OR, scan and email to: conferences@euci.com

WWW.EUCI.COM
p: 303-770-8800
f: 303-741-0849

### REGISTRATION INFO

Mail Directly To:
EUCI
4601 DTC Blvd., Ste. 800, Denver, CO 80237
OR, scan and email to: conferences@euci.com

WWW.EUCI.COM
p: 303-770-8800
f: 303-741-0849

### PLEASE SELECT

- **WOMEN IN ENGINEERING & CONSTRUCTION CONFERENCE, AND BOTH WORKSHOPS:** APRIL 15-17, 2019: US $2095, Early bird on or before MARCH 29, 2019: US $1895
- **WOMEN IN ENGINEERING & CONSTRUCTION CONFERENCE AND ONE WORKSHOP:** (MAKE SELECTION BELOW) US $1695, Early bird on or before MARCH 29, 2019: US $1495
- **PRE-CONFERENCE WORKSHOP: NEGOTIATION 101:** MONDAY, APRIL 15, 2019
- **POST CONFERENCE WORKSHOP: LEADING EFFECTIVELY: MANAGING DIFFERENT PERSONALITIES:** WEDNESDAY, APRIL 17, 2019
- **WOMEN IN ENGINEERING & CONSTRUCTION CONFERENCE ONLY** APRIL 15-16, 2019: US $1295, Early bird on or before MARCH 29, 2019: US $1095
- **PRE-CONFERENCE WORKSHOP ONLY: NEGOTIATION 101** MONDAY, APRIL 15, 2019: US $595, Early bird on or before MARCH 29, 2019: US $495
- **POST CONFERENCE WORKSHOP ONLY: LEADING EFFECTIVELY: MANAGING DIFFERENT PERSONALITIES** WEDNESDAY, APRIL 17, 2019: US $595, Early bird on or before MARCH 29, 2019: US $495

### How did you hear about this event? (direct e-mail, colleague, speaker(s), etc.)

<table>
<thead>
<tr>
<th>Print Name</th>
<th>Job Title</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Company</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What name do you prefer on your name badge?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Address</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>City</th>
<th>State/Province</th>
<th>Zip/Postal Code</th>
<th>Country</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
</table>

List any dietary or accessibility needs here

### CREDIT CARD INFORMATION

<table>
<thead>
<tr>
<th>Name on Card</th>
<th>Billing Address</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Billing City</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Exp. Date</th>
<th>Security Code (last 3 digits on the back of Visa and MC or 4 digits on front of AmEx)</th>
<th>Billing Zip Code/Postal Code</th>
</tr>
</thead>
</table>

OR Enclosed is a check for $__________ to cover ______________ registrations.

EUCI reserves the right to alter this program without prior notice.