

## Where and When

Classes will take place at the venue chosen by the host organization, company, or chapter. All full-day classes will run from 8:30am to 4pm. The one-on-one personal coaching session will last for approximately one hour and will be conducted via Zoom.



## Schedule

**Session 1: Leadership Principles & Motivational Values**

**Session 2: Understanding Yourself and Others Better & Delivering Feedback**

**Session 3: Individual Meetings for One-on-One Coaching Sessions (1 hour)**

**Session 4: Communicating to Motivate**

**Session 5: Leading Strong-Willed & Difficult People; Leading in Conflict Situations**

**Session 6: Leading Change; Taking & Controlling Risk**

**Session 7: Growing Others: Delegating, Coaching, Mentoring & Empowering**

**Session 8: Team-Building & Defining Your Own Leadership Style**

**Session 9: Inspiring Leadership in Others: Creating a Leadership Culture; Creating a Personal Growth Plan**

A make-up “Snow Day” will be scheduled after the final session (for use if needed)

## About The Jennings Group

The Jennings Group specializes in working with engineering and other technical and project management organizations. Over 1,600 professionals from over 200 organizations and 28 countries have participated in The Jennings Group’s leadership programs. In our more than 30 years in the industry, we have conducted over 85 extended leadership programs and nearly 1700 coaching sessions. Our team includes:

**Kate Kaynak, Ph.D.**, (President) has taught undergraduate and graduate courses at the Johns Hopkins University, The University of Maryland, American University, Marymount University, and Rutgers University. She was the founder of Spencer Hill Press, which was acquired in 2014 by a New York publishing company. She has received degrees in psychology from Yale University and Rutgers University. She started facilitating with The Jennings Group in 2010.

**Rachel Rothman Cohen** (Facilitator) is a graduate of the University of Pennsylvania (B.A.) and Cornell Law School (J.D.). She has experience practicing law privately, and more recently acting as a contracts manager in the publishing industry. She started facilitating with The Jennings Group in 2015.

**Nick Kessler** (Facilitator) brings experience as a policy analyst and campaign consultant, as well as Deputy Commissioner of the Virginia Employment Commission. He is a graduate of Yale University (B.A.) and the University of Virginia Law School (J.D.) and has attended the Sorensen Institute for Political Leadership and the leadership program of the Virginia Executive Institute. He started facilitating with The Jennings Group in 2016.

**Jennifer Bolds** (Facilitator) has been a practicing marriage and family therapist for over a decade and is an ordained minister. Her counseling practice focuses on the various facets of emotional intelligence in leadership development, marriage & family, and conflict management. She holds a master certification with PSP and Total SDI and a 90 hour MA in Counseling from Gordon-Conwell Theological Seminary. Additionally, she is a co-founder of the Jennings Leadership Foundation. She started facilitating with The Jennings Group in 2018.

**Marla Zemanek** (Facilitator) is experienced as a corporate trainer, organization development consultant, public speaking coach and business coach, with clients in private industry, the federal government, and higher education. She is a graduate of San Diego State University (B.A. and M.A.) and the University of San Diego (M.Ed.) and holds California lifetime teaching credentials in special education. She started facilitating with The Jennings Group in 2023.

**Jessica Porteous** (Facilitator) has experience running multiple businesses, including serving as managing editor for a mid-size publishing company and director of an educational technology company. She has over 25 years of teaching experience, with both adults and children, and conducted research at the Human-Computer Interaction Lab at the University of Maryland. She is a graduate of Hampshire College (B.A.) and the University of Maryland (M.Ed.). She started facilitating with The Jennings Group in 2024.



## What People Say About Our Leadership Class:

“Best training I have ever taken to improve myself. It helped me to understand what drives me.” — *Jeff Stearns, Operations Leader, Woodard & Curran*

“This class has helped me understand myself and how to get the most out of interacting with others in both my personal and professional life.” —*Robert D. Klavoon, P.E., Wendel Duchscherer Architects and Engineers, P.C.*

“This class has provided me with tools I’ll be able to use throughout my career as I continue to further develop myself and my team members as leaders.” — *Jill Walsh, P.E., LEED AP, O’Dea Lynch Abbattista Consulting Engineers, P.C.*

“This leadership class provided me a better understanding of myself and gave me the tools to reach others at a core level.” — *Kieran P. Spillane, P.E., WSP*

“The program reveals new ways to build collaboration, teamwork, and trust, to help each other excel. Best leadership training I’ve had in my life.” — *Mahmood Mohammed, P.E., HAKS Engineers, Architects, and Land Surveyors, P.C.*

“Understanding and recognizing a wide spectrum of personalities and being able to interact with them on a personal level that maintains them in their comfort zone is one of the key aspects of being a successful leader.” —*Mariette F. Rajan, P.E., STV*

“Very useful! Very empowering. I need to have several of my staff take it.” — *Tasos Papathanasiou, Senior Associate/VP, Langan*



## What We Do and Why We Do It

We at The Jennings Group believe that **everyone** has the capacity to be a successful leader. We work with individuals to discover their strengths, build an effective skillset, and then help them figure out where and how they want to lead.

Effective leadership requires understanding ourselves and others. It requires the ability to communicate to motivate people.

Effective leadership includes the capacity to lead change — to take a group from where they are now and lead them into a more successful future. It requires growing a “deep bench” of competence on our teams through coaching, mentoring, and empowering our people.

The Jennings Group has decades of experience working with engineering companies and other technical service industries. We know that “engineers don’t do trust falls,” so our training methods focus on the development of a practical skillset. There’s a minimum of theory, and there’s little to no “fluff.” Please contact us to find out how we can help you bring out the best in your people.



*The Jennings Group*

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*The  
Jennings  
Group*

**Leadership  
Institute**



***A practical skillset to transform rising stars into the leaders people actually want to follow***

**2024-25**