

Cleveland, OH – 2003 Fall Conference

A Brave New World – New Strategies for Strategic Planning

Global growth, competition, customers, technology, societal values, and government are the key components that will be challenging and moving the industry into the 21st century, and which will require leaders to think and lead differently, according to

. During his presentation, Jim, who is the founder and president of

explored the fundamental question of 'how do you create value in a competitive market, and how do you translate that to employees and clients?' In a brave new world, following a strategic plan is no longer the



heart of strategic planning. The key is to focus on the desired effects, not necessarily on the plan, and to make sure that there is "clarity of task". If the vision or task is clear, it assumes the burden of leadership. Jim highlighted some key points:

- Restate and focus the task constantly;
- Involve the team in task accomplishment;
- View suggestions as positive contributions;
- Make clear what is being measured;
- Don't be afraid to realign the process;
- Inform the team what they are up against;
- The day of the "know everything" manager is over.

Jim also told the members that they should be both a part of and apart of the group:

- Know the skills, talents and interests of the teams;

- Leadership is not a factor of one;
- Make sure all the bases are covered instead of covering the bases;
- Create an environment for others to excel;
- You cannot order people to be part of a team.

If you would like a copy of Jim's presentation, please contact Jane Bonvillain at cirt@cirt.org; or to contact Jim directly, he can be reached at 972-931-1410; or email at jim@crupi.com.



Jim Crupi leads CIRT members in a team activity demonstrating that expectations can limit success.

Speech Expert Speaks to Members

CIRT members, who consider and present arguments on a daily basis as part of their role as industry leaders, received a very thorough lecture on Argumentation: The Study of Effective Reasoning. Professor of

helped the members have a better understanding of the various types of arguments as well as how to test them. He led members through the elements of how an argument is developed from claims to evidence to warrants and then described how to "test" those arguments and recognize patterns. If you would like to receive a copy of the Professor's handout, please contact Jane



Industry Professional Running for Senate

Robert "Bob" Welch, a fourth generation

entrepreneur and licensed professional land surveyor, joined CIRT's membership breakfast to discuss his campaign for the U.S. Senate from Wisconsin. Bob is currently the President Pro Tem of the Wisconsin State Senate, and is seeking the Republican nomination for the U.S. Senate to challenge incumbent democrat Russ Feingold (WI) next year. Bob is conservative who believes in tax cuts and economic growth, civil justice reform, infrastructure investment, and reliance on the private sector. Bob would make an excellent speaker or guest at one of your upcoming events. At a minimum, he certainly warrants consideration from those of you who are looking to support candidates that would make a positive impact on infrastructure and business related matters. You can reach Bob at 608-266-0751; or email at Sen.Welch@legis.state.wi.us.

Program Highlights

The Role of Co-Leaders In an Organization



How do you get the most of a strong number two in your organization when seeking to develop a successful shared leadership culture and prepare for a future transition? This is just one of the thought-provoking questions that

, put forward to CIRT members. Ron had the members break-out into small groups to discuss these issues in greater detail. Given most CEO's served as a number two person at some point in their careers, how one nurtures, develops, and shares responsibility and authority with a number two is critical to the long term success of an organization. Ron Magnus can be reached at 303-398-7217; or email at rmagnus@fminet.com.



A Conversation with ENR



What better way to talk about current and important issues facing the design construction industry than to have an informal, open conversation with the editor-in-charge of the leading trade magazine? CIRT members had this opportunity when they met with of . Jan posed questions to the members to obtain their views on some pressing issues of the day including: a) what keeps you up at night? b) how is the international market looking? c) are you seeing any work in Iraq? and d) what changes have you made as a result of the Sarbanes-Oxley bill (corporate governance rules) and public company expectations? Jan distributed the magazine's 2004 Editorial Calendar and invited CIRT members' views and feedback on the upcoming editorial features. A copy of ENR's Editorial Calendar can be obtained from ENR's website – www.enr.com – under "advertise."

2004 Spring Conference
April 27 & 28, 2004



ST. REGIS
Hotels & Resorts

Make your reservations by
March 29, 2004
1-888-627-8087

Commercial Real Estate Outlook



CIRT members attending this session by were met with a very thorough examination of the commercial real estate market. Davis, who is Director of the CMBS & Real Estate Research at gave members a great front-end analysis of where the money is moving and also provided good intelligence about the overall economy. This was a different type of market outlook for CIRT members as it was done from the viewpoint of investors and financial underwriters of the real estate and construction markets. If you are interested in

obtaining a copy of the handout materials, please contact Jane Bonvillain at cirt@cirt.org. If you would like to contact Davis Cable directly, he can be reached at 704-383-5130; or email at davis.cable@wachovia.com.



One of the greatest benefits from attending a CIRT conference is the camaraderie and peer-to-peer interaction among members, as exhibited once again at our Cleveland meeting.