

# ESSENTIAL MANAGEMENT SKILLS FOR ENGINEERS

Institution of  
**MECHANICAL  
ENGINEERS**

15-17 April 2015  
Warwick University, Coventry  
[www.imeche.org/EMS2015](http://www.imeche.org/EMS2015)

Management Group  
Conference



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# ESSENTIAL MANAGEMENT SKILLS FOR ENGINEERS

15-17 April 2015, Warwick University, Coventry



## DO YOU KNOW WHAT IT TAKES TO BE AN EFFECTIVE MANAGER?

Over three days this conference will improve your ability to manage yourself, projects and teams as well as motivate you to take control of your own development. The popular programme consists of lectures and workshops focusing on developing leadership, communication and project management skills.

In today's tough economic climate you have to offer more than just technical excellence. No matter what your current position, this conference will leave you full of confidence and motivated to achieve your career goals.

An interactive challenge targets your communication skills, teamwork and leadership within a business environment. The Question Time Panel is an excellent opportunity to pose your questions to leading experts in the field of engineering and you will have the opportunity for networking and to meet like-minded individuals.

## WHO COMES TO EMS?

Developing and motivated engineers looking to progress into a management position, as well as:

- First-time managers
- Supervisors
- Team leaders
- Project managers
- Change managers
- Project engineers

## BENEFITS FOR YOU:

- **Develop** skills to enhance your career
- **Learn** the skills you need to be a great engineering manager
- **Support** your Chartership application
- **Be** more motivated, creative and productive
- **Realise** your potential by understanding your strengths and weaknesses
- **Uncover** important tools for breaking out of self-limiting beliefs
- **Meet** and learn from like-minded engineers

## BENEFITS FOR YOUR COMPANY:

- **Enhance** your business by investing in your developing engineers
- **Improve** communication and teamwork throughout your organisation
- **Inspire** and motivate your employees to succeed

## PAST DELEGATES INCLUDE:

- AMEC
- Arup
- AstraZeneca
- Atkins
- AWE
- Babcock
- BP
- Bechtel
- British Energy
- Cameron
- Caterpillar
- Centrica
- Cornelsen
- E.ON
- First Group
- Frazer-Nash
- GlaxoSmithKline
- Goodrich
- Heathrow Express
- Horizon Nuclear Power
- Jaguar Land-Rover
- JCB
- Lotus Cars
- Mars
- National Grid
- Niftylift
- Nissan
- Nucleargraduates
- OneSubsea
- Perkins Engines
- REACT Engineering
- Renishaw
- Rolls-Royce
- Ricardo
- RWE npower
- Sellafield
- Shell
- Siemens
- Sulzer (UK) Pumps

## SUPPORTING ORGANISATIONS:



IAgRE



The Institute of Materials, Minerals and Mining,  
Materials Science and Technology Division



RENEWABLE ENERGY ASSOCIATION



YOUNG RAIL  
PROFESSIONALS

## **SPEAKERS AND CONTRIBUTORS**

### **BOB FERGUSON**

#### **PUBLIC SPEAKER, CONFIDENT COMMUNICATIONS**

Bob Ferguson has 32 years' experience in the aerospace industry and 15 years as an international speaker on communication skills, particularly for engineers. A triple national speech champion, Bob represented the UK and Ireland in the World Public Speaking Championships in 2002.

### **KEN DURBIN**

#### **SENIOR PROGRAMME MANAGER, MAJOR PROGRAMMES, CH2M HILL UK**

Ken Durbin has 30 years of design and construction experience, leading projects for CH2M HILL on four continents. His expertise is in building successful teams delivering complicated, large-scale infrastructure and vertical-build projects. Ken is currently Operations Integration Manager on the 25km Thames Tideway Tunnel programme. In 2013 Ken set up CH2M HILL's team providing key infrastructure project monitoring and reporting for the Rio 2016 Olympic Games. Ken was previously the Technical Director of CLM, the delivery partner responsible for the infrastructure and venues for the London 2012 Olympic Games.

### **CHRIS HOWE**

#### **CHIEF EXECUTIVE, CHANGEMAKER ISL**

Chris Howe started his career with IBM in the City of London before joining the investment bank Salomon Brothers. Two years in an investment bank at a time of financial uncertainty taught him a lot about change and he founded ChangeMaker ISL, leading sustainable and positive change for a broad range of organisations.

### **DAVID FRASER**

#### **MANAGING DIRECTOR, SUCCESS FOR LEADERS**

David Fraser is a Chartered Engineer and Programme Director now engaged mainly in leadership and change work for a range of organisations. He is also author of *Relationship Mastery: A Business Professional's Guide and Leadership Mastery: Presence and Practice in Transformational Change*. David has extensive experience of getting diverse people working together effectively and helping project managers and others build the relationships they need to get the job done.

**On the first day, you have the opportunity to visit one of the following companies to observe successful management initiatives and gain insider knowledge on engineering practice.**

### **T1 AESSEAL, ROTHERHAM**

AESSEAL is a pioneering global business which designs, manufactures and supplies mechanical seals, engineered sealing systems and other environmental and reliability-focused products and services. Their leading product family, mechanical seals, is used in rotating equipment such as pumps to prevent leaking liquids and gases from escaping into the environment. AESSEAL has twice been the overall winner of the Manufacturing Excellence Awards (2006 and 2011).

### **T2 MERCEDES AMG HIGH PERFORMANCE POWERTRAINS, BRIXWORTH, NORTHAMPTONSHIRE**

Mercedes AMG High Performance Powertrains is a Daimler AG company whose principal activities are the design and manufacture of Mercedes-Benz Formula 1 racing engines and hybrid power systems for the MERCEDES AMG PETRONAS team. They supply power units to the Sahara Force India F1, Williams F1 and Lotus F1 teams. On this visit, discover the best management processes to improve performance, observe how F1 engines are designed, manufactured and tested, and hear from the Engineering and Programme Directors on future challenges in F1.

### **T3 MOLSON COORS BREWERY, BURTON-ON-TRENT**

Molson Coors has made its name on both sides of the Atlantic for its draught beers including Carling, Coors Light, Grolsch, Worthington's Cream Flow, Doom Bar and Caffrey's. Choose to visit the largest brewery in the UK, producing in excess of five million barrels of beer a year, and you will examine the brewing process all the way from malt intake through to packaged beer in keg, can and bottle. Discuss the brewing process and explore the technical complexity of this large brewing facility, while observing a broad range of engineering technology including complex process operating systems, Westfalia centrifugation and high-speed filling equipment of up to 2,000 cans a minute.

### **T4 JAGUAR LAND ROVER, THE ENGINE MANUFACTURING CENTRE, WOLVERHAMPTON, WEST MIDLANDS**

The Engine Manufacturing Centre will be home to the 'Ingenium' engine family, which will power a new generation of Jaguar Land Rover products designed, engineered and manufactured in the UK. This starts with the 2.0-litre diesel engine in the Jaguar XE. This £500 million facility is the latest demonstration of the company's commitment to supporting the UK's burgeoning manufacturing industry. When operating at full capacity, the Engine Manufacturing Centre will employ 1,400 people with a further 5,500 jobs created in the supply chain, where production of these engines will help provide a critical mass for inward investment.

### **T5 WESTMINSTER STATION, LONDON UNDERGROUND, LONDON**

Westminster Station is a key station served by the District, Circle and Jubilee Lines. Built as part of the Jubilee Line Extension Project, it is one of the newer, high technology stations on the London Underground network. Discover the technology employed to manage station operations and the processes employed by both humans and machines to facilitate smooth operations at this complex and busy interchange station.

### **T6 CATERPILLAR DEFENCE PRODUCTS (CDP), SHREWSBURY**

Caterpillar is the world's leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial turbines and diesel electric locomotives. The Shrewsbury facility specialises in diesel engines, transmissions and power packs for military applications, along with the re-manufacture of engines and components for both Caterpillar and Perkins products. Gain an insight into the management techniques and skills used to enable CDP to achieve technical excellence on time. Learn about the engineering challenges faced in military products and how these are being addressed to ensure the best capability for future applications.

### **T7 DRAX POWER STATION**

Drax Power Station is owned and operated by Drax Power Limited, the operating subsidiary of Drax Group plc, and is the largest power station in the UK. The tour of the power station will allow delegates to see at first hand the work Drax is undertaking to reduce emissions of carbon dioxide and play its part in the transition towards a low carbon economy.

Delegates will be able to follow the complete electricity generation process from fuel delivery through to electricity despatch to the national electricity transmission network. This will include a visit to the merry-go-round system used for fuel deliveries by train, the power station's massive turbine hall, and the state-of-the-art control room at the heart of the operation.

# CHAIR'S INTRODUCTION



## **GUY HARWOOD** **MECHANICAL ENGINEER, AREVA UK AND CHAIR, EMS 2015** **ORGANISING COMMITTEE**

The Essential Management Skills Conference is one of the longest running and most prestigious events in the Institution's calendar. It is designed to enable developing engineers to recognise and develop effective management techniques to work towards being future industry leaders.

The 2015 conference demonstrates an impressive line-up of industry experts and trainers. The programme is extremely varied in order to introduce a range of important areas that are relevant to different roles. It is made up of industry visits that offer an insight into the management excellence from a selection of leading UK engineering companies, lectures delivered by top industry speakers, a large selection of workshops covering a wide number of topics to support your personal development, and the opportunity to put techniques into practice through a team-based management challenge. A Question Time session gives you the chance to participate in a topical debate with a panel of industry specialists and pose any burning questions. Additionally, a formal dinner will provide an excellent networking opportunity to meet others from across the industry.

As a delegate at the 2012 conference, I can say with confidence that EMS will help you to develop tangible skills, gain an awareness of what it takes to be an effective manager and motivate you to realise your potential.

## PROGRAMME

DAY 1	WEDNESDAY 15 APRIL 2015
15:00	<b>REGISTRATION</b> Registration will be open from 15:00 to 17:00. Room keys will be available from the registration desk from 13:00.
17:15	<b>CHAIR'S INTRODUCTION</b> Guy Harwood, Mechanical Engineer, AREVA UK and Chair of the EMS 2015 Organising Committee
17:30	<b>ENGINEERING CHALLENGE, PART 1</b> <b>Bob Ferguson, Public Speaker, Confident Communications</b> The engineering challenge will stretch your abilities and understanding of management. The challenge demands that you consider which skills will achieve the prescribed tasks most effectively, under time pressure. Can you pick the best skills? The tasks are complemented by a comprehensive review process to ensure you will take all the important learning points back to the workplace to use in everyday management.
19:15	<b>DINNER AND ICEBREAKER QUIZ</b> This light-hearted quiz will be your first opportunity to meet the other engineers attending - and refuel at the buffet provided.
DAY 2	THURSDAY 16 APRIL 2015
08:00	<b>BREAKFAST</b>
09:00	<b>LECTURE 1: ORCHESTRATING EFFECTIVE PROJECT AND PROGRAMME MANAGEMENT</b> <b>Ken Durbin, Senior Programme Manager, CH2M Hill International</b> How you, as a project manager can assure successful project outcomes under difficult circumstances. An open lecture about lessons learnt and helpful tips for effective project management in the infrastructure design and construction world. Examples include dealing with various languages and cultures, handling demanding and diverse stakeholders and dealing with fast-paced and dynamically changing scopes.
10:30	<b>NETWORKING REFRESHMENT BREAK</b>
11:00	<b>WORKSHOP 1 (SEE PAGES 6-9 FOR WORKSHOP OPTIONS)</b>
12:30	<b>NETWORKING LUNCH</b>
13:30	<b>WORKSHOP 2 (SEE PAGES 6-9 FOR WORKSHOP OPTIONS)</b>
15:00	<b>REFRESHMENTS</b>

<b>15:30</b>	<p><b>LECTURE 2: HOW TO TALK TO ALIENS™</b>  <b>Bob Ferguson, Public Speaker, Confident Communications</b>          Have you ever spoken to anyone and felt that they might as well be from another planet? Well they probably are; we just don't know it. Until we learn to recognise which planet they're from, we won't be able to communicate effectively.          Communication is one of the most powerful skills that affect our life and career, so ensure that you can make the best use of it, from one-to-one communication, to powerful team and group communications. Learn to make your communications effective to anyone.</p>
<b>17:00</b>	<b>NETWORKING REFRESHMENT BREAK</b>
<b>18:00</b>	<p><b>DRINKS RECEPTION</b>          A chance to network with speakers and fellow delegates.</p>
<b>18:30</b>	<p><b>QUESTION TIME</b>          Take part in a lively debate with some of the most experienced and well-informed people in industry. The panel will be chaired by the Institution's very own Dr Colin Brown, Director of Engineering.          Other panellists include:</p> <ul style="list-style-type: none"> <li>• Chris Rea, Managing Director, AESSEAL</li> <li>• Nikki Barker, Associate, Perspectiv LLP</li> <li>• Stephen Rockhill, Partner, Charles Russell LLP</li> </ul>
<b>19:45</b>	<p><b>CONFERENCE DINNER</b>          Our formal dinner gives you the opportunity to meet more delegates and carry on the debate.</p>

### DAY 3

**FRIDAY 17 APRIL 2015**

<b>08:00</b>	<b>BREAKFAST</b>
<b>09:00</b>	<p><b>ENGINEERING CHALLENGE, PART 2</b>  <b>Bob Ferguson, Public Speaker, Confident Communications</b></p>
<b>11:00</b>	<b>NETWORKING REFRESHMENT BREAK</b>
<b>11:30</b>	<b>WORKSHOP 3 (SEE PAGES 6-9 FOR WORKSHOP OPTIONS)</b>
<b>13:00</b>	<b>NETWORKING LUNCH</b>
<b>14:00</b>	<p><b>WORKSHOP 4 (SEE PAGES 6-9 FOR WORKSHOP OPTIONS) OR LECTURE 3:</b>  <b>David Fraser, Managing Director, Success for Leaders</b>          David Fraser will share his philosophy of leadership and interpersonal effectiveness, including numerous insights from cutting-edge, world-leading sources. David built his career on a truly exemplary educational record, gaining invaluable leadership experience within several companies, including Thales and BAE.          David will cover:</p> <ul style="list-style-type: none"> <li>• How to build the relationships you need to get the job done, especially when you are not the boss</li> <li>• Ways of handling change and growth</li> <li>• What matters in collaboration</li> <li>• How to be resilient in the face of challenges</li> <li>• The key ingredient of success</li> </ul>
<b>15:30</b>	<b>NETWORKING REFRESHMENT BREAK</b>
<b>15:45</b>	<p><b>LECTURE 4: THE MOTIVATION TO SUCCEED</b>  <b>Chris Howe, Chief Executive, ChangeMaker ISL</b>          Despite apparent thinking to the contrary, there can seldom have been a better time to start your career. The significant engineering challenges that we face today can be solved only by people who are prepared to think differently and find innovative solutions to existing problems.</p> <ul style="list-style-type: none"> <li>• Do you have a clear vision of what and most importantly who you want to become? If not, create one.</li> <li>• Are you prepared to put in the time and effort to develop so that you can achieve your full potential in life?</li> <li>• Are you willing to embrace and stimulate change, doing things that others find uncomfortable or challenging?</li> <li>• Success is not necessarily about earning a lot of money, but more about waking up every morning excited because you are going to be doing something that stimulates and challenges you, and most of all you feel will add value.</li> </ul>

**Find out more about our speakers at [www.imeche.org/EMS2015](http://www.imeche.org/EMS2015)**

- This programme is subject to change.
- The Institution is not responsible for the views or opinions expressed by individual speakers.

**Organising committee:**

Guy Harwood, Mechanical Engineer, AREVA UK and Chair, EMS 2015  
Daniel Sweeney, Mechanical Design Engineer, Rolls-Royce  
Steven Young, Power System Team Leader, Rolls-Royce  
Tom Mutlow, Senior Associate Engineer, Caterpillar Defence Products  
Jack Stanley, Project Engineer, Western Link

**The committee would like to thank the following supporters:**

Manufacturing Industries Division  
Construction and Building Services  
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Automobile Division  
Combustion Engines and Fuels Group  
Power Industries Division  
Energy, Environment & Sustainability Group  
Aerospace Industries Division  
Pressure Systems Group  
Process Industries Division  
Structural Technology and Materials Group  
Tribology Group  
The Biomedical Engineering Association

**WORKSHOP OPTIONS****THURSDAY WORKSHOPS****W1  
WHAT'S YOUR VIEW? THINKING ABOUT YOUR PROBLEM-SOLVING AND INNOVATION PREFERENCES**

VIEW assesses problem-solving styles in order to understand, develop and promote strengths, identify areas of behaviour that need to be addressed, better appreciate and value the different preferences of others, when innovating and solving problems. Prior to the workshop, you will complete the VIEW assessment and receive your own personal feedback report at the session.

**Nikki Barker MIMechE, Associate, Perspectiv LLP**

Perspectiv is a consulting and training company, combining proven methodologies with practical application to enable organisations to improve performance. Nikki Barker is a Chartered Engineer and a member of the IMechE, who has worked with Perspectiv since 2010. She also runs her own engineering, training and development consultancy largely focused on the UK gas industry. Nikki Barker is a trained facilitator, with counselling/coaching and excellent interpersonal skills, who brings passion, practicality and innovation to the sessions she runs.

**W2  
PROJECT AND PROGRAMME LEADERSHIP**

- How to get things done when you are not the boss
- How to lead successful change
- How to build powerful coalitions to achieve complex outcomes

**David Fraser, Managing Director, Success for Leaders**

David Fraser is a Chartered Engineer and Programme Director now engaged mainly in leadership and change work for a range of organisations. He is also author of *Relationship Mastery: A Business Professional's Guide and Leadership Mastery: Presence and Practice in Transformational Change*. David has extensive experience of getting diverse people working together effectively and helping project managers and others build the relationships they need to get the job done.

**W3  
FINANCE FOR NON-FINANCIAL MANAGERS**

Enabling you to understand and interpret financial information so that you can understand companies' financial performance and management of risk.

Key topics will include:

- Financial reporting requirements in the UK
- Form and content of financial statements
- The use of key financial ratios in understanding the business
- Interpreting the Director's report

**Paul Carter, Senior Manager, PriceWaterhouseCoopers**

Paul Carter has extensive experience of assisting clients in all aspects of their financial reporting, with a primary focus in the automotive and manufacturing sectors. He has also been involved in both the design and delivery of internal and external training events to a wide range of audiences for a number of years.

## WORKSHOP OPTIONS

### THURSDAY WORKSHOPS

#### W4

#### MEETING THE COLLABORATION CHALLENGE

Gain insight into the knowledge and skills essential for building collaborative relationships, and what you need to develop these skills for the future.

- What is collaboration? If you're not collaborating, what are you doing?
- Barriers to collaboration
- Starting with the individual. How collaborative are you?
- The mental model and approach for effective collaboration
- An understanding of the key skills for building collaborative relationships

#### **Kate Stuart-Cox, Partner, Perspectiv LLP**

Kate Stuart-Cox specialises in developing and coaching teams and building skills for effective collaboration, running programmes in numerous organisations.

#### **Nikki Barker MIMechE, Associate, Perspectiv LLP**

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#### W5

#### NEGOTIATION SKILLS

One of the keys to successful negotiation is to ensure that all parties are in agreement when the negotiation concludes. This session is an opportunity to learn new negotiating tools and techniques for a variety of workplace scenarios.

- Become an everyday negotiator
- Create your own climate of 'negotiation' awareness
- Plan and prepare for negotiation success
- An examination of some tools and techniques that can contribute to confidence

#### **Andy Webber, Principal Consultant, Institution of Mechanical Engineers**

Andy Webber has been running leadership programmes for engineers for 15 years. In that time he has worked in more than 40 countries around the world and has developed both a strong cultural awareness and an understanding of the main challenges facing engineers in leadership roles.

#### W6

#### I'M AN ENGINEER, I DON'T NEED TO KNOW THE LAW – OR DO I?

All engineers have to work within legal and commercial frameworks. Getting the legal side of the process wrong could cost your company large sums of money.

- General principles of the law of contract, particularly relating to formation and privacy of contract and third-party rights
- Essential elements of a valid contract
- Contractual liability and limitation on liability
- Design liability and how it may be owed to third parties

#### **Stephen Rockhill, Engineering and Construction Lawyer**

Stephen Rockhill specialises in engineering law, both contentious and non-contentious. He advises on a range of issues including practical ways to avoid disputes, advice on forms of contract and modifications to standard contract forms.

#### W7

#### BE HEARD, UNDERSTOOD AND REMEMBERED

If you want an added edge that will keep you in the mind of your listeners for days, weeks and even years after hearing you speak, join this workshop.

- Learn to create curiosity with the audience
- Use key tools and techniques for all types of speaking contexts
- Ensure you will be heard, understood and remembered

#### **Teresa Dukes, Speaking Coach, Dukes Consultancy**

Teresa Dukes is the Founding Director of Dukes Consultancy, specialising in sowing the seeds of confidence that help bring out your natural qualities to communicate more effectively. She has over 16 years of corporate and public speaking experience and provides coaching, speaking and training services to her clients. As a Certified World Class Speaking Coach, Teresa works with individuals of all levels from apprentice to CEO, helping them to be heard, understood and most importantly – remembered.

#### W8

#### FOLLOW THE LEADER

Personal Leadership requires you to understand your own strengths and weaknesses as a leader or manager. If you are not in a formal leadership or management role, the concept of 'followership' is equally important. In fact, it is estimated that most people spend 70-90% of their time following and flip between leading and following. Therefore, it is equally essential that you also understand what makes you an effective follower as well as a leader.

Key outcomes for this session are to:

- Understand the difference between leadership and management
- Identify your personal leadership style preferences
- Understand the key characteristics of a leader
- Realise what leaders expect of followers
- Understand the key characteristics of a follower
- Learn what followers expect of leaders

#### **Peter Scallan, People and Organisational Development Consultant, Aspiral Consultancy**

Peter Scallan is a self-employed organisational development (OD) consultant with experience working across technical, behavioural and leadership competencies. He started as an apprentice engineer and then graduated with a Master's in engineering. His route into organisational development started with teaching apprentices and working within Further and Higher Education, publishing a range of papers and a book before returning to industry. His OD experience has led to him becoming a Fellow of both the CIPD and CMI.

## W9

### CHARACTERISTICS OF INSPIRED LEADERS

Being an inspiration to others is something we all aspire to, whether as a leader or in other ways. Is it something we can learn or something we are born with? In this session we explore what makes an inspirational leader.

- Examine some key characteristics of business leaders who inspire others
- Compare and contrast research and results, and question how much we can apply in the workplace
- Decide if inspirational leadership is a choice we can make, or if it is just in the realms of management journals and publications

#### **Andy Webber, Principal Consultant, Institution of Mechanical Engineers**

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## FRIDAY WORKSHOPS

## W10

### WHAT'S YOUR VIEW? THINKING ABOUT YOUR PROBLEM-SOLVING AND INNOVATION PREFERENCES

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## W11

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## W12

### PRESENTATION SKILLS

Making effective presentations is a key skill in a range of engineering environments. It's an opportunity to both influence/persuade and make an impression on others. Consequently it is also something that many of us fear. This session explores some of the basic rules for making effective presentations.

- Understand the importance of preparation and structure
- Explore professional platform skills including handling audience questions
- Discuss some strategies and techniques for overcoming nerves

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## W13

### I'M AN ENGINEER, I DON'T NEED TO KNOW THE LAW – OR DO I?

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- General principles of the law of contract, particularly relating to formation and privacy of contract and third-party rights
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## WORKSHOP OPTIONS

### FRIDAY WORKSHOPS

#### **W14 FACILITATING MEETINGS**

Group situations such as meetings can be very unproductive and frustrating experiences. This workshop will look at techniques to prevent this and add value. You will look at why meetings fail and what to do about it. We will examine the mechanics of running meetings, e.g. agenda, and more importantly, we will look at the underlying group dynamics which can have a far greater impact.

Gain insight into:

- Why meetings fail
- Group problem-solving and decision-making
- Group dynamics: task versus process
- Dysfunctional behaviour and process interventions
- Tools to help you improve meetings
- What meetings have to say about facilitating change

#### **Iain Graydon, Business Psychologist, People: Development and Growth**

Iain Graydon spent eight years in vision research and then joined the GEC Management College before setting up his own training and development business. He has extensive experience of design and delivery of large development programmes, with a particular emphasis on graduate engineers. He has helped apprentices through to directors understand meetings and group dynamics. He has also trained organisational development specialists in facilitating change.

#### **W15 CHARACTERISTICS OF INSPIRED LEADERS**

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#### **W16 POWERFUL APPRAISALS - GIVING FEEDBACK FOR HIGHER PERFORMANCE**

Appraisals are often seen as something of a chore, or worse still, just a 'tick-box' exercise! That's a real shame because used skilfully, they can be the cornerstone of extraordinarily high performance for you and your teams. This workshop takes a refreshing and practical look at how you can drive performance appraisal to seriously enhance both the process and the outcome.

- Impactful – this workshop takes a look at why the appraisal process is such a powerful tool for managers
- Meaningful – we'll consider how to structure our conversations to ensure our people can make best use of the feedback and the one-to-one exchange
- Outcome focuses – in the end, appraisal and feedback are only useful if they engender changes that drive higher performance, so we'll look to see how we can support and facilitate those changes for sustainable higher performance

#### **David Palser, Senior Partner, One Performance**

As Co-Founder of the highly respected One Performance consultancy, David Palser brings with him a powerful mix of academic rigour, industrial experience and a passion for the work that he does to help individuals and organisations maximise their capability and performance. He is also a respected author, consultant, public speaker, trainer and coach with a style that is energetic, engaging and impactful.

#### **W17 BE HEARD, UNDERSTOOD AND REMEMBERED**

If you want an added edge that will keep you in the mind of your listeners for days, weeks and even years after hearing you speak, join this workshop.

- Learn to create curiosity with the audience
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Teresa Dukes is the Founding Director of Dukes Consultancy, specialising in sowing the seeds of confidence that help bring out your natural qualities to communicate more effectively. She has over 16 years of corporate and public speaking experience and provides coaching, speaking and training services to her clients. As a Certified World Class Speaking Coach, Teresa works with individuals of all levels from apprentice to CEO, helping them to be heard, understood and most importantly – remembered.

#### **W18 FOLLOW THE LEADER**

Personal Leadership requires you to understand your own strengths and weaknesses as a leader or manager. If you are not in a formal leadership or management role, the concept of 'followership' is equally important. In fact, it is estimated that most people spend 70-90% of their time following and flip between leading and following. Therefore, it is equally essential that you also understand what makes you an effective follower as well as a leader.

Key outcomes for this session are to:

- Understand the difference between leadership and management
- Identify your personal leadership style preferences
- Understand the key characteristics of a leader
- Realise what leaders expect of followers
- Understand the key characteristics of a follower
- Learn what followers expect of leaders

#### **Peter Scallan, People and Organisational Development Consultant, Aspiral Consultancy**

Peter Scallan is a self-employed organisational development (OD) consultant with experience working across technical, behavioural and leadership competencies. He started as an apprentice engineer and then graduated with a Master's in engineering. His route into organisational development started with teaching apprentices and working within Further and Higher Education, publishing a range of papers and a book before returning to industry. His OD experience has led to him becoming a Fellow of both the CIPD and CMI.

# BOOKING FORM

EVENT CODE: C1421AB

**EARLY BIRD ENDS 6 FEBRUARY**

## ESSENTIAL MANAGEMENT SKILLS FOR ENGINEERS

15-17 April 2015

Warwick University, Coventry CV4 7AL

**REGISTRATION** Please complete in capitals.

Family Name	Title (Mr, Mrs, Miss)
First Name	Job Title
Membership No	Institution
Name of Organisation (for name badge)	
Address for correspondence	
Town/City	
Postcode	
Contact Telephone	
Email	
Do you have any special requirements?	

How did you hear about this event?  Direct mail  Website  Colleague  Other

We would like to keep you informed of relevant services that may be of benefit to you. Please tick the boxes below to let us know what you're interested in:

- Events and training opportunities  
 News and updates from the Institution  
 Services and offers from our preferred partners

**FEES AND CHARGES** Please complete the appropriate box.

Registration fees include 3 lectures, 4 workshops, 1 technical visit, 1 team-building exercise, and the conference dinner, as well as breakfast, lunch, refreshments and dinner each day, accommodation and a copy of the conference proceedings.

	<b>EARLY BIRD RATE</b> Before 6 February 2015	<b>STANDARD RATE</b>	<b>TOTAL</b>
Member, Institution of Mechanical Engineers	£880.00+VAT	£1,040.00+VAT	£
Member, supporting organisation	£880.00+VAT	£1,040.00+VAT	£
Non-member	£1,120.00+VAT	£1,320.00+VAT	£

In order of preference, please indicate which of the parallel sessions you would like to attend, by inserting reference numbers in the appropriate boxes below:

	<b>1st choice</b>	<b>2nd choice</b>	<b>3rd choice</b>	<b>4th choice</b>
Technical Visit				
Thursday Workshops				
Friday Workshops (It is possible to choose lecture 3 as well as the workshop options)				

### PAYMENT DETAILS

**Payment must accompany this registration form. Registration will be confirmed only on receipt of full payment.**

#### PLEASE INDICATE METHOD OF PAYMENT:

- Cheque** Cheques should be made payable to IMechE and crossed. Please note international delegates may pay only by credit card, BACS or banker's draft. A copy of the draft must accompany this form. It is the delegate's responsibility to pay any bank charges.
- Credit Card**  
Card type:  Visa  MasterCard (please note we cannot accept American Express, Diners Club or Maestro)  
Card No \_\_\_\_\_ Valid From \_\_\_\_\_ / \_\_\_\_\_ Expiry Date \_\_\_\_\_ / \_\_\_\_\_  
Name of Cardholder \_\_\_\_\_  
Billing Address of Cardholder (if different from above) \_\_\_\_\_  
Postcode \_\_\_\_\_  
Amount to be Deducted \_\_\_\_\_ Signature \_\_\_\_\_
- BACS** BACS bank transfers can be made to:  
**IMechE Current Account, NatWest Charing Cross Branch.**  
Sort Code: **60-40-05** Acc No: **00817767**  
Swift Code: **NWBKGB2L** IBAN Code: **GB96NWBK60400500817767**  
A copy of the draft must accompany this form.
- Invoice (UK residents only)** Delegates wishing to be invoiced must provide an order number. If your company does not use order numbers please include a formal request for invoicing on your company's letterhead. A charge of £10 +VAT will be made to cover additional administration costs. Invoices are payable on receipt and no alterations to these terms will be accepted.
- Order No \_\_\_\_\_  
Contact Name \_\_\_\_\_  
Name and Address for Invoicing \_\_\_\_\_  
Postcode \_\_\_\_\_  
Tel \_\_\_\_\_ Fax \_\_\_\_\_

## FIVE WAYS TO BOOK

- 1 Online:  
[www.imeche.org/EMS2015](http://www.imeche.org/EMS2015)
- 2 Email:  
[eventenquiries@imeche.org](mailto:eventenquiries@imeche.org)
- 3 Phone:  
**+44 (0)20 7973 1258**
- 4 Post completed booking form to:  
**Event Registrations  
Institution of Mechanical Engineers  
1 Birdcage Walk  
London SW1H 9JJ**
- 5 Fax:  
**+44 (0)20 7304 6845**

Please read the information listed below as each booking is subject to the Institution's standard terms and conditions.

#### CONDITIONS OF BOOKING

Completed application forms should be returned to the address above, along with the correct payment. Attendance at the event will be confirmed on receipt of the full balance. All participants are advised to bring a copy of their confirmation with them on the day, to ensure the fastest possible entry.

#### SPECIAL REQUIREMENTS

Please inform us of any special requirements, ie. dietary or access, on the relevant section of this form.

#### CANCELLATION

For a refund (minus £25 +VAT admin charge), cancellations must be received at least 14 days prior to the event. Replacement delegates are welcome at any time. The Institution reserves the right to cancel any event. In this case, the full fee will be refunded unless a mutually convenient transfer can be arranged. In the event that the Institution postpones an event for any reason and the delegate is unable or unwilling to attend on the rescheduled date, they will receive a full refund of the fee paid.

The Institution is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. The Institution shall assume no liability whatsoever if this event is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable, illegal or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labour strike, extreme weather or other emergency.

Please note that while speakers and topics were confirmed at the time of publishing, circumstances beyond the control of the organisers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, the Institution reserves the right to alter or modify the advertised speakers and/or topics if necessary without any liability to you whatsoever. Any substitutions or alterations will be updated on the event's webpage as soon as possible.

#### LIABILITY

The organisers do not accept liability for any injuries or losses of any nature incurred by delegates and/or accompanying persons, nor for loss or damage to their luggage and/or personal belongings.

#### VENUE

This event will be held at Warwick University, Coventry. CV4 7AL. 024 7652 3523

#### ACCOMMODATION

Rooms will be provided within the Warwick University campus

#### ENQUIRIES

For event enquiries please call **+44 (0)20 7973 1258** or email [eventenquiries@imeche.org](mailto:eventenquiries@imeche.org)

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10 March 2015  
London

### FUEL SYSTEMS FOR IC ENGINES: INJECT YOUR IDEAS, FUEL YOUR TECHNOLOGY

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[www.imeche.org/events/C1409](http://www.imeche.org/events/C1409)



21 April 2015  
London

### THE STEPHENSON CONFERENCE - RESEARCH FOR RAILWAYS

The Stephenson Conference is an international event covering a full range of rolling stock and interface disciplines, from contact mechanics to pantograph and overhead line behaviour.

[www.imeche.org/events/C1408](http://www.imeche.org/events/C1408)

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