



## The ENGINEERING CAREER COACH PODCAST SESSION # 6 Dealing with a Difficult Supervisor and Learning to Delegate

Show notes at: [engineeringcareercoach.com/session6](http://engineeringcareercoach.com/session6)

**Anthony's Upfront Intro:** You are listening to the *Engineering Career Coach Podcast Session # 6*. In this episode I am going to give an engineer strategies to help him deal with a difficult supervisor and also to help him delegate some of his workload. I'm also going to give you a career-changing tip that may help you to free up hours in your day. Let's do it!

**Episode Intro:** Welcome to the *Engineering Career Coach Podcast* where it's all about helping real engineers to overcome real challenges and get real results, and now for your host, who is on a mission to inspire as many engineers as possible; professional engineer and certified career coach Anthony Fasano.

Hello everyone this is Anthony Fasano, your engineering career coach and my goal is to inspire as many engineers as possible to create extraordinary engineering careers. If you visit [engineeringcareercoach.com/freegift](http://engineeringcareercoach.com/freegift), enter in your name and e-mail address, I will send you the top three resources that I used to become a partner at a reputable engineering firm at the age of twenty-seven. And all three resources are free so check that out.

I'm excited for another session of the *Engineering Career Coach Podcast*. These sessions have been going very well. I've been getting very good feedback from those engineers that have been on the show, and those engineers that are listening to the show. So thank you for that feedback and if you wouldn't mind, please leave an honest review on iTunes by going to *iTunes* and searching for the *Engineering Career Coach Podcast* and reviewing it. It would be much appreciated. Also, I just want to let everybody know that if you want to email me questions to potentially answer on the show, you can do so at [info@engineeringcareercoach.com](mailto:info@engineeringcareercoach.com). I would love to hear from the listeners out there.

Alright, so I have a great show for you here today, did some work with an engineer down in Florida who's having a lot of difficulties with his boss who is not really doing his job. He's basically signing engineering plans but doesn't really know anything about the subjects so our coachee today is in the middle of, he's also struggling a bit because he's managing so much work that we're going to talk a little about delegation and how to get rid of some of that work. Then at the end of the show. I'm going to give you a career-changing tip that could potentially save you hours in your day or week. If you take advantage of this tip, and if you utilize it and implement it as I'm going to lay out for you at the end of the show, so please stick with us for that. Right now it's time to get the show started with our

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motivational moment.

**Anthony's Motivational Moment:** Since I will be discussing delegation on today show, the quote I have chosen is as follows, **"No person will make a great business who wants to do it all himself or get all the credit,"** by Andrew Carnegie. That's really a great, great quote and so true. So many engineers that I know try to do everything by themselves and it just catches up to them in one way or the other, whether it starts to affect the quality of their work or whether they get too stressed out or too tired or burned out because they're just trying to do too many things.

We're going to touch on that today with our guest engineer in a few minutes and I'm also going to give you that career-changing tip at the end of the show to try to help you with delegation in your career. Because it's really something that if you do this - and I used to do this, I used to try to do everything try to control everything - it's really going to burn you out in your career. And so I want you to really think about that today. As you listen to the coaching segment coming up, as you listen to the career-changing tip and see yourself changing. Think about some of the ways we're talking about on the show today of how you can delegate, how you can free up time, how you can let some other people help you to accomplish your goals.

So we're about to jump into our coaching segment of the show here. I just want to let everyone know that there may be some times on the show where the sound quality may not be greatest with some of the guests and it might happen a couple of times today. Not much. Overall I think the quality came out really good, but the reason for this is because a lot of engineers that come on the show, I mean they're literally in a job where they're struggling and they want to get help, so they'll literally go out into their car or something and get on the phone for the podcast. I mean that's what this show is all about, it's all about helping engineers that are kind of, either have really big challenges or tough situations they're dealing with, or engineers that really want to shoot for the moon and they have really, really lofty goals and are trying to achieve them. So don't be ashamed if you want to come on the show, if you've got a real tough situation. If it's tough for you to get on the show you can do a cell phone call, we'll try to clean up the call the best we can. But the point is that the reason that I'm on this show and I'm doing the shows is to help you and if you're out there saying, 'Geez, maybe I should get on the show, maybe not, I'm afraid to come on the show.' Give it a shot just visit [engineeringcareercoach.com](http://engineeringcareercoach.com) go to the contact us tab and you can fill out the application right there. And for those of you commuting to work right now - because I know many of you listen on your commute - if there are parts of the show that you want to re-listen to or you want to check out some of the resource that I talk about on the show simply go to [engineeringcareercoach.com/session6](http://engineeringcareercoach.com/session6) and you be able to find all of the show notes, the points that I discussed as well as any websites or URLs that are referenced in the show. With that, let's jump into our coaching segment of the show.

**Coaching Segment:**

Alright everybody, now it's time for our coaching segment of the show and today my guest is Jim from Florida. He is a structural engineer working for an engineering company that does a lot of work in manufacturing. It's a small to midsize company with about fifteen to twenty people and he does a lot of component design.

He has a bachelors in civil engineering and also license as a GC which he doesn't use very actively, but he has it there and it could be a potential opportunity in the future. Today, Jim has contacted us with couple of challenges. One, he has a boss that is a little bit challenging to work with in the fact that he's very entrepreneurial, his boss, and sometimes to the point where doesn't think a lot about the engineering side of things. Profit a lot of times can take the priority over some, maybe the quality or the engineering side of the work, so Jim has to kind of deal with that on the engineering side of it. And then also Jim has been doing a lot of - I should also mention that Jim's twenty eight years old- and he's now doing a lot of managerial work. He has five or six people that work underneath him, but his challenge is just how does he continue to do the business development, the managing side, grow the company, but also make sure that his staff can succeed, they can learn, they can grow. A little bit of a balancing act there but we're going to try to get into that. So Jim, How you doing today?

**Jim:** Good, good thank you for having me on the show Anthony.

**Anthony:** Oh, absolutely it's my pleasure, and let's jump right in here, so let's talk a little bit about your boss. Jim why don't you, just for the listeners, just tell a little bit more about your boss, and this situation of his entrepreneurialism.

**Jim:** Well, the entrepreneurial spirit has definitely helped get the company to where it is and to teach me a great deal about the business side of engineering, but I feel that because he has focused so much on that side of growing that the actual design theories and the engineering side has sort of been left to the, to myself or to the workers which is fine but it's also a challenge in terms of ethics and ensuring that the public at large is safe and the designs are safe and making sure that my boss understands the difficulty of (inaudible) in the middle of the design and not minimizing it.

**Anthony:** So then I guess you deal, you have the responsibility of having to check all of these calculations in the engineering, at least you're ultimately responsible from that standpoint and he kind of shifts it to you?

**Jim:** More or less, he is the signing PE, however, you know, ethically I feel that even though he is the responsible party that as the second line that I want to make sure that I'm doing my duty as an engineer to at least protect his license and the company as well.

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**Anthony:** Okay, well I mean I can commend you for your approach on this. I think that's great that you're taking it to heart and understanding that you are really, the one layer of security kind of between the public and these projects getting done. Have you had a conversation at all with him about this?

**Jim:** I have and it's tricky. He is an expert witness in many, many court cases and so he is very adept at trying to make me see it a different way and I get it, but the conversation generally tends to minimize the calculations to the point of anything can be done on the spreadsheet, every design can be simplified within minutes and not necessarily understanding how technical the job can be.

**Anthony:** Okay, alright I understand that. I understand that, I understand the situation and it's a tough situation. It's kind of something where it's out of your hands and basically he's not taking the proper steps to ensure that his license is necessarily being utilized, not properly but he's not checking it and there's nothing you can do about that, except you're doing, which is checking and if you've run it by him then there's not much else you can do.

The only thing that I would say, I would recommend that you do, and I know that this is a very difficult thing to do, and you have to be careful about how you do it but I would summarize something in an e-mail. I mean if this is me and I'm in your shoes, I would put something into an email at some point in your near future. Just saying something to the effect of, 'Bob I just want to let you know I've been trying to take extra precautions. I'm reviewing all the plans and I know that you don't always have time to do that but if there's anything you can do to review the quality I'd appreciate it, however I will continue to do my best job at it.' And the reason I say that is because, and I know it's a tricky thing to do, but you know if anything ever happens on one of these projects from a liability standpoint, and the company were to get sued or something, then you know this person obviously could just turn around on you and say, 'Jim reviewed all my stuff.' And obviously he probably would take the fall for it, he'd have to, it's his license but just look out for your own self is what you have to do sometimes, especially in a situation like that. I would just think about something like that, and again, I know it's a tricky thing to send an e-mail like that to someone but maybe there is a way you could write it the right way but I'm just thinking about your own protection because from the idea of giving you, there's really no solution to this if the person 's going to sign something without reviewing it. The only thing that you could do is do your best to review it and that's what you're doing. I just wouldn't want to see that come back to bite you so that's something to think about.

**Jim:** Alright.

**Anthony:** You know in case like you are going for your license in the future and somehow you got associated with something that happened at least you would try to have yourself cleared.

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**Jim:** Sure, sure. That's great advice.

**Anthony:** Alright, let's move on to the next point, the next point is getting into it a little bit about your managerial skills and being able to manage and let the people underneath you grow. Why don't you explain for our listeners Jim the situation you're in as far as the people that work for you, the kind of tasks that you're doing, they're doing just to kind of set the scene here.

**Jim:** Well, currently I handle a large amount of the incoming work as far as the proposals. So when a client has a request for work they'll come to me to explain what the need is. I will use engineering judgment to figure out what submittal would be required, what design would be needed to help them the best, how many labor hours might be needed and then get them a proposal. And then once that's signed off on, then my job would be to assign the proper resources out of the six technicians. Certain technicians are better at certain designs than others. Assign that out, work through the scheduling of any of the multitude of existing projects that we've already got and then once those are signed out, follow-up on the project, provide advice to the technician who is designing, and if they get stuck - the plate is much larger than it should be - so how do we look at it a different way or how do we help the client to save money or build a safe design while making it feasible for them as well.

And then as a job comes to a close doing the final checks, making sure that everything that we agreed to the client is being done in the correct manner per our contract as well as the legalities or the billing department's requirements. And then also looking back to month-to-month on the profit of the jobs, making sure that the proposals are being priced out at a correct rate and this is topping probably about forty jobs a week, so it's a very fast-paced environment.

**Anthony:** Okay, wow that even makes it all the more important. So, so let's jump into this a little bit. Obviously Jim has to manage these five or six individuals on forty projects per week and make sure that they're up and running, they're working properly and he's still able to handle the incoming and not get too caught up in the technical side of it. Because he just can't, he can't do that, he can't afford to do that, the company will stop growing. So a couple things, one of the things that I recommend doing -and I've been trying to employ this myself with my management strategies as well and I've helped some people to be successful with it- is, have some kind of a regular team meeting and it could be, a lot of people have weekly meetings, which is fine, but in a situation like you're in where you have forty projects a week going on, I recommend having something daily even if it's, it could be twenty minutes, it could be a half an hour in the morning.

I think one of the things that happens when you have a lot of people that start to work for you, you start to get e-mails going back-and-forth, communications going back and forth and it could start to get a little bit confusing and people might not be on the same page. So I think by getting everyone

together and saying, 'Okay, you're working on this, you're working on that, does anyone have questions for me does anyone need anything from me to be successful today? Let me know now so I can get it to you before we start the day.' And doing that on a regular basis might be something that's helpful for you. Do you employ any types of meetings or how do you do that now, Jim?

**Jim:** We initially started with a morning meeting and the questions that we always asked - it's a standup meeting, we try to keep it brief, - and the questions were, 'What did you do yesterday?,' 'What are you doing today?' and 'Is there anything standing in your way that we can help you with?' It actually was a fairly successful program of looking at possibly implementing that again or just going around like you said, and coordinating daily or maybe even every other day because sometimes things get a little out of schedule here, but at a minimum, a few times a week to really make sure that that all the employees are on the same page.

**Anthony:** Yes, I think getting to that daily meeting, getting back to it is going to be helpful for you because a couple reasons, one, whenever you have a team of people I think when they get together and when they see what each other are working on, and they have a chance to communicate a little bit it keeps an open atmosphere in the office because when you don't do that, then all of a sudden

people started thinking, 'Oh what is this person working on, this person's working on more things than me or less things than me or cooler projects than me.' I think that that can cause little bit of a problem and a little bit of, could affect the energy in the office a little bit and that's why my management style has always been to open it up and say, 'Let's get together, everything's on the table, everyone's here, what can we do? how can we do it? how can we do it better?' So that's something I would recommend getting back to and really making it like a real standard thing like you know just like you come in or you do your timesheet every week or you have to sign in on your computer each morning, we have to sit down together each morning and we have to just go through our stuff for the day and make sure everyone's on track.

I think having that open discussion will be helpful. I think the other thing to think about doing is, and again, you might have some systems in place already, but is, how do you track their work. In other words, how do you know what they've accomplished how do you know where they're at in their projects, how does that happen?

**Jim:** We actually have a in-house tracking system where I can track any project that's been assigned to my team or through them so we do have a way with it to look at notes and to print out, you know 'John's to do list for the week' or the schedule for the week so there is some digital help and we're implementing an even newer system which should be even better but there are things that can't always be caught in an online presence or things that are easier to describe in person rather than

reading a note on a system.

**Anthony:** Okay, so that's good, so you have a combination. So if you have daily meetings in place you have a combination of daily interaction in person, and you'd have the tracking system throughout the day and the other thing that I would recommend and you probably have something like this as well but just for everyone out there listening, when you have teams and you have tasks to work on one of the things that's sometimes helpful to implement is some kind of a checklist for certain tasks. I know many engineering companies employ quality control, quality assurance guidelines, checklists, etc. but one of things that you can do in your position Jim to feel more comfortable because one of your challenges is kind of really letting go and letting these people work and let me focus on my other stuff is to have some kind of a checklist for them on certain tasks. Well two-fold, one definitely have the people that are good at certain tasks focus on them and that's something that you can determine in your daily meetings, but then secondly is to allow for the person that's doing the task to have some kind of guidelines so if you create. Let's say one of your tasks is to closeout a project then you have five steps to closing out the project and every time they do this step, they'd have to complete the checklist and then you can either see it through the online tracking form or they would give it to you during your daily meeting and this kind of ensures that they've hit every step so you don't have to sit there and worry about, 'oh I've got to make sure they to do this step, I've got to make sure they do this step,' you can just feel comfortable that you've given them direction, you've given them guidelines and you'll have a check at the end when you review their checklist.

**Jim:** Sure.

**Anthony:** Is there anything that you do like that?

**Jim:** You know we don't. I've thought of that and then I sort of get overwhelmed with how many I would need to create, so it's something I should look at. I think that would help tremendously in making sure that, I think what happened when I originally began that process was the checklist was, I tried to make it as exhaustive as possible so became twenty checks so if I could reduce something more general of maybe five to ten checks, then it may be a little bit easier to implement.

**Anthony:** Start with something simple that you can put into place just to get people thinking in that direction and if it works you can continue to tweak it add things, subtract things, make it better. But try to just implement something so you can see how something will start to work and I think you might find that to be helpful.

Another thing that I can also share with you that I've had some success with myself in the past is using some video trainings. So what I mean by that is if there is a task that you end up doing regularly on a report on a module or something like that on a program take some, put an outline together on a

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piece of paper and then go through it and record yourself doing it on the computer and then you can make that video, or those videos available to the staff should they ever need it. And that will also give you a peace of mind and also reduce their, the time that they need you, allowing you to do some of that other work. Believe me a video for someone could just make everything so easy and explained and it avoids you having to repeat it a hundred times. Alright, so that's something to think about. Do you have any other questions, thoughts on this topic? Or, you know, with the management that you've been struggling with?

**Jim:** I guess, one primary question is, does it ever, do engineers that you coach, do they ever find the light at the end of the tunnel so to speak? Is there a point where I'll finally get to say, 'Oh you know finally I feel like everything is in place that I wanted and things are flowing real smoothly?' Currently I come in to work and it's just a constant, I would call it a grind. It's still my passion but it still is definitely a grind to make sure that everything works properly everyday and it's highly stressful and my goal is to finally get to a point where it's a little bit smoother and I guess I would go in line with the systems and processes and having those in place. Is that, do you talk to engineers, does that ever happen or it's always a work in progress?

**Anthony:** I mean, I think it's, I think it's a combination I mean I think one it happens for some people, but then when it happens a lot of times people will look for the next goal and look to take on more so it really depends a lot on the person but one of the questions I would ask you to help you with this is, you're explaining to me right now how you want things to be right. So take me through the situation, let's just fast forward like two three years from now, everything is just the way you explained it right. It's great, you talk to me like, 'Anthony everything's going great, it's happened, I'm at the end of the tunnel so to speak, I see the light, I'm here.' What is it, what does your job look like?

**Jim:** It would look like coming in, coming in in the morning, having staff assigned to handle proposals. Staff assigned to handle the resource allocation and then the technicians and the engineers assigned to do the design work and my job would mostly be to communicate with the clients, to see an overall view of what's going on and then be able to spend pockets of my time in more important areas such as a co-change or a seminar or something to further the company and make sure that more or less if I was doing quality assurance and quality control as well as working with the clients and most of the managerial administration type stuff was already handled that would be my perfect scenario.

**Anthony:** Okay great so here everyone listening, this is important, and this is something that we, that we have talked about on other sessions as well, a little bit about, it's this idea of getting your dream job. My position always on this is if you're not, if you don't have a dream job then what's the point of having a job at all right, you're going to go through your career for thirty forty fifty years and not be happy about it and be comfortable about it, the way Jim is explaining and for those of you that want to

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hear specifically about the dream job session we did you can go to [engineeringcareercoach.com/session2](http://engineeringcareercoach.com/session2) and you can hear about that.

But let's focus on Jim's situation right now and the fact that he can design what his ideal kind of career looks like is great because the way that you achieve it, the way that you get to a light at the end of the tunnel is to define that as specifically as you can and then put a plan in place to achieve it. And what you've just told me Jim is a lot of good stuff that we can take and you can put onto a plan and if I were you, what I would do exactly is, I would say to myself, here's a blank piece of paper or a couple of pieces of paper, this is what my perfect situation looks like, right, low stress when I come into the office, I do these tasks some of the responsibilities that I have is XYZ, I'm going to at least a seminar a month to better myself, my staff is working in such a manner, etc. and the more specific you can define it the better. Then once you have that definition and you have that picture then the way to get to it is you put together a plan in place, which could contain any and all of the things we talked about plus more. So for example, if you say to yourself I want low stress. If you want low stress, and obviously everyone has to be working properly there, that means maybe you do have to have the checklist, maybe you do have to have training videos and maybe it's going to take you six months to a year to put them in place. But you know what when you do it you're be a bit at that end of the tunnel and then you're going to have the career you want. So the point is, is thinking about that now and putting in every single measure that it's going to take to be able to accomplish that and while it's going to, sometimes it's just going to suck for a year I can tell you right now because I went through this in my business where I took on a couple opportunities in order to make that happen. What I did was I literally took a big three foot by three foot piece of paper, a board and I wrote down every single thing that I do want on a daily, weekly, monthly basis and I just started circling things that somebody else could do for me and I just put together a word document, maybe a video and I made it happen and I subbed them out and all of a sudden I saw so many pockets of time come into my life and my career that enabled me to take on some other opportunities that I've been able to do well in.

So the point is that sometimes it seems like there's really far distance between here and the end of the tunnel but if you can define the end of the tunnel, which you can. Which believe me, that's the biggest challenge for most people then you can put together a plan and you can get there and it's going to be hard sometimes because you're going to be like, 'Oh I'm so used to doing this. I don't feel comfortable letting someone else do it.'

But you know what? Figure out a way to do it because unless you want unless you can make that happen you're never to get to that position. Like you said you're never to get to the point where you come in to work and you're like, 'Alright this is more like it.'

**Jim:** Right right.

**Anthony:** Is that helpful for you?

**Jim:** Yes, absolutely, that's great advice. I like the idea of the a three by three board and encircling what other people can do, because there's certainly a lot that, and I think it's a thing of comfort as much as I could complain about it. It technically is easier to come in and do the same thing, even, if it is high stress it's easier to do the same thing because it's a routine that's ingrained versus changing it up and trusting and leaving certain gears of the machine to other people around.

**Anthony:** Of course, yes, change is difficult and the one thing that can get you through that Jim is if you write down on that piece of paper what your perfect career looks like, every time you have these doubts, you just read it. You know what I mean? You have to keep bringing that picture to the front of your mind because that's what's going to push you to make it happen. You know what I mean?

**Jim:** Sure, sure.

**Anthony:** And that's why you've got to define it, and what will happen to you is if you go ahead and you do that three by three board and you write everything on it and you circle maybe five, ten things out of fifty what'll happen is once those five or ten things are subbed out and they're working. You're going to be like, 'Oh man this is easy,' then you'll just start circling more. You know what I mean? But you've got to get it going because that's what happened to me, once I figured I can sub out these things then I said I can sub out these things too and I'm at the point where if anything comes up for me unless like it's coaching obviously, like this or speaking doing something specifically with engineers I try to see if I can get it to someone else that can be productive with it. And then of course employ all the strategies that we talked about, meeting with them on a regular basis, give them good directions, given them good instructions, etcetera but I think that's one of the things that all engineers struggle with is just doing too much you know.

**Jim:** Right.

**Anthony:** And when you do too much you can't get to the place you want to go, so, so I'm glad that we talked about this today because I think that it's a challenge that I would say seventy to eighty percent of engineers out there are struggling with and hopefully it will be helpful for them and it will be helpful for you as well.

**Jim:** That's absolutely great. I really appreciate it.

**Anthony:** Alright Jim. It was a pleasure having you on today. I thank you and I hope that you can take these, take some of the stuff we talked about and implement it.

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**Jim:** Thank you Anthony I really appreciate it and continue sending your e-mails, your daily e-mails and the Monday motivator. It's always a pleasure.

**Anthony:** Well thanks I will do.

**Jim:** Take care.

**Anthony's Career Changing Tip:** For today's career changing tip I want to share with you a story about myself, something that I did over a year ago that dramatically changed not only my career but my life as well and it's directly related to the show today with this whole idea of delegation. About a year ago I was really burning myself out. I was working around the clock I was just kind of getting stressed out. It was affecting my attitude and just my approach in my career and life and I had some opportunities that came up but in order to take these opportunities I would need to find more time in my schedule. So one day I went to my office I took a big sheet of paper two feet by three sheet of paper I put on my desk and I wrote down every single task that I do, tasks that I do multiple times a day, tasks that I do daily, weekly, monthly, even yearly. I wrote everything down that I do over the course of the year on a piece of paper so for example writing blog posts, giving webinars every single thing, then I went through all the tasks and I did two things.

One, I asked myself which of these tasks are not contributing to me achieving my goals and I was able to eliminate some things right off the bat and then secondly I looked at the tasks and said, which of these tasks can I give to somebody else to do, whether it's delegating it to a team member, subbing it out to someone and I went through with a highlighter and I highlighted all the ones that someone else would be able to do and the results were shocking, probably between elimination and highlighting tasks that I could give out that took care of about sixty to seventy percent of the tasks so essentially there was only thirty percent or twenty or thirty percent of the tasks that I was doing that I really had to do so I took that information and right away I started developing instructions and guidelines for doing some of these tasks and I started delegating them and it took a little while to get it down, but after that everything changed for me.

I had free time to work on things that are more important. I was able to take other opportunities and this is very, very important for you. Engineers do this all the time especially because we're so technically oriented. We want to be in every single part of every single project and you can't do that, you can't survive, you're not going to thrive like that, so I'm challenging you to take a look at everything that you do eliminate things that don't matter, and delegate things that can be done by other people. If you do this it can have a dramatically positive impact on both your career and your life, your career because you might be able to find time to do other things. For example, if you delegate enough of the technical tasks maybe you can go out there do some business development work and really take your career to the next level in terms of a promotion and a raise, etc.

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From the personal side of things if you're able to delegate more of your work, help your team members to be more productive and effective then you may be able to spend less time in the office and more time at home with your family so I do truly believe that this can be a career and life changing tip if you implement it and I hope you do that. I hope you enjoyed the show today.

**Anthony's Closing Remarks:** Please remember, you can listen to the show on the website at anytime and see all the show notes mentioned in today show and links and resources at [engineeringcareercoach.com/sessionsix](http://engineeringcareercoach.com/sessionsix)

The other thing I want to mention real briefly is we're putting together a dynamite weekend event for engineers, really a transformational weekend through my **Institute for Engineering Career Development** down in Austin, Texas, in late April, April twenty fifth and twenty sixth. Please save the date and you can check out the agenda and some of the speakers we have coming at the website [iecdmeetup.com](http://iecdmeetup.com). Again, it's [iecdmeetup.com](http://iecdmeetup.com)

So please put that on your calendar. Check it out and I hope that I can meet you down there. Until next time, I'll catch you on the next podcast and I look forward to helping you continue to create an extraordinary engineering career.

Thank you for listening to the **Engineering Career Coach Podcast with Anthony Fasano - transforming engineering career development one engineer at a time.**

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