

# A/E/C Principals Bootcamp

Master the Essentials of Being a Successful Principal!

February 21-22, 2008  
Chaparral Suites Resort  
5001 North Scottsdale Road, Scottsdale, AZ

Sponsored jointly by the  
Arizona Society of Professional Engineers  
and the

American Council of Engineering Companies of Arizona



## High Powered Business Strategy for Principals!

At PSMJ's A/E/C Principals Bootcamp you learn new strategies outside of conventional approaches to boost your firm's performance. This two-day seminar packs an interactive agenda tackling business fundamentals crucial to leading and growing your practice.

Exclusively at PSMJ's Principals Bootcamp you learn new strategies outside of conventional approaches to boost your firm's performance. The Principals Bootcamp is designed for:

- ❖ CEOs/COOs/CFOs
- ❖ Branch Office Managers
- ❖ Department Heads
- ❖ Principals
- ❖ Associates
- ❖ Senior Project Managers

At this seminar you'll learn how to:

1. Increase your labor multiplier to 5.0 or higher.
2. Increase your profits by 25% without increasing your staff.
3. Open new branch offices.
4. Transition from a Project Manager to a Manager of Project Managers.
5. Develop a results-orientated 2-page marketing plan.
6. Pre-qualify your clients to weed out those who create more headaches than profits.
7. Reorganize your project delivery to avoid losing any of your good clients.
8. Benchmark your firm against others of similar size and type.
9. Make your staff understand the importance of labor utilization.
10. Write contracts that will reduce your A/R by at least 30 days.
11. Become one of the top 10% firms to achieve operating profits exceeding 30% of revenue.
12. Motivate your best performers while eliminating mediocre ones.
13. Plan your ownership transition.

**Seminar Agenda** ... First, we'll tell you what to do to become a more effective principal; then, we tell you how to do it. Finally, you receive a CD with digital tools to help you implement these strategies, and be effective now!

## Strategy

- Determining your firm's culture
- Niche and commodity strategies
- How to expand into new markets
- Why 90% of design firms' mission statements are a waste of time
- How to achieve sustainable growth
- Developing an action-oriented strategic plan that doesn't just gather dust
- Establishing and communicating a clear vision to guide your firm
- Setting up a productive strategic planning retreat
- Linking company goals to personal goals

## Business Development

- Your #1 business development priority: keeping your good clients loyal
- How to do zero-cost marketing research
- Pre-qualifying clients (instead of waiting for them to pre-qualify your firm)
- "Pull-through" marketing that will attract clients to your firm
- A 2-page marketing plan everyone will understand
- Expanding work for your best clients
- Beating large firms to win the big projects
- Cross-selling all your services
- Measuring the effectiveness of your business development expenditures
- Turning your PMs into your best sales people

## Organizational Structure

- What is a "market-based organization"?
- The best organizational structure for your firm
- Getting multiple offices to work as a single company
- Getting the most from your Board of Directors

## Human Resource Management

- Balancing workload and resources
- The PSMJ Rainbow Model© – blueprint for a high-performance organization
- Setting up the best salary structure
- Effective performance evaluations
- Retaining and developing your people to their full potential
- Getting rid of your deadwood without hurting morale or creating lawsuits
- Finding top-notch people in a tight labor market
- How to get your top former employees to come back to work for your firm
- An interview process that will yield 90% acceptance of your offers

## Project Delivery

- Strong PMs vs. project assistants
- How strong PMs and Principals should work together
- How many projects can a PM manage?
- How to quickly develop more PMs
- Managing liability and risk
- Negotiating profitable contracts
- Staying on top of your PMs' projects
- Becoming a Manager of PMs

## Financial Management

- A simple financial model for A/E/C firms
- 6 ways to raise your multiplier to 5.0 or higher
- Benchmarking your firm's financial performance
- Profit pricing vs. volume pricing
- What is "value pricing"?
- How to increase your fees (and get away with it)
- Impact of utilization rates & labor multipliers on your firm's profits
- Using your intellectual property to dramatically increase your profits
- 10 ways to speed A/R collections

## Leadership Development

- Who are your future leaders?
- Improving your leadership skills
- Making your key people replaceable
- Incentive programs that really work
- A case study in successful leadership development

## Ownership Transition

- Why many ownership transitions fail (and why others succeed)
- Keys to successful first-generation ownership transitions
- "Earnings Clubs" vs. "Share Appreciation Clubs"
- A 6-step ownership transition process
- "Phantom Stock" – the best kept secret for motivating key employees
- What is your firm really worth?
- How to increase the value of your firm
- Best ways to finance your ownership transition

## Your Personal Action Plan

- Developing your personal action plan
- Prioritizing your action items
- Setting target dates for each item
- Finding the time to get them done
- How to take this information back to your firm

**We've been in your shoes!** PSMJ instructors are hand picked for their demonstrated success in the A/E/C industry, so you can count on reliable, "real-world" instruction from experienced pros who have been in your shoes and speak your language. Your Bootcamp leader will be [David Burstein, P.E.](#) who has 30 years of design firm experience in numerous management positions. David was president of a 100-person planning company and of a 1,800-person engineering company. As a PSMJ consultant, David has helped hundred of design firms achieve breakthrough improvements in their businesses. In addition, he has written three books on design firm management and delivered hundreds of seminars on the subject.

**Networking Opportunities!** This is an excellent opportunity to network with your peers and establish valuable relationships that can help you form alliances and joint ventures on future projects.

**Program Hours:** *Thursday, February 21<sup>st</sup>* Registration/Continental Breakfast from 7:30 to 8:30 a.m. – Seminar starts promptly at 8:30 a.m. and concludes at 5 p.m. *Friday, February 22<sup>nd</sup>* Continental Breakfast from 7:15 to 8 a.m. Seminar starts promptly at 8 a.m. and concludes at 3:30 p.m.  
Chaparral Suites Resort, 5001 North Scottsdale Road, Scottsdale, AZ – Phone 480/949-1414  
Room Rate = \$199 per night. Website: [www.chaparralsuites.com](http://www.chaparralsuites.com)

**Program Includes:** Attendance, complete instruction, workbook, *Principals Digital Toolbox*, reference materials, continental breakfast, lunch and breaks.

**Please Complete & Return Attendee Information**  
**On-Line Registration Available at [www.acecaz.org](http://www.acecaz.org)**

Name \_\_\_\_\_ Title \_\_\_\_\_

Firm Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (\_\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_\_) \_\_\_\_\_

E-Mail \_\_\_\_\_

Firm Type \_\_\_\_\_ Firm Size \_\_\_\_\_

Please make your check in the amount of \$1,275 Per Person payable to: ACEC/AZ

OR Charge to \_\_\_ Visa // \_\_\_ Master Card // \_\_\_ Am. Express

Cardholder Name \_\_\_\_\_ Card No. \_\_\_\_\_

Cardholder Signature \_\_\_\_\_ Exp. Date \_\_\_\_\_

Registration Deadline: Friday, February 8<sup>th</sup>  
Complete and return registration form to:  
ACEC/AZ, 1309 Echo Lane, Phoenix 85020 or Fax to 602/995-2218.  
Questions, call 602/995-2187

**This PSMJ Bootcamp Earns You 12 PDHs for Engineers and/or 12 AIA LUs**

## Reinvent Your Business Strategy at PSMJ's A/E/C Principals Bootcamp!

Change your strategic thinking, identify new sources of revenue, and transform your organization. Only at this program do you get the tools and information you need to enhance your chances for long-term success.

Exclusively at PSMJ's *A/E/C Principals Bootcamp* you learn new strategies outside of conventional approaches to boost your firm's performance. This two-day seminar packs an interactive agenda tackling business fundamentals crucial to leading and growing your practice.

*Leaders know the #1 priority is your people. With this theory in place – success is inevitable!*

*It starts with a great **strategy for success**. Another key component –is to **empower** your team. This accomplishes individual, group and firm goals.  
**Profitability increases – success follows.***

**Principals Digital Toolbox** is packed with user friendly spreadsheets, checklists, templates and other tools to help you implement all the strategies you learn.

### Strategy

- > A 10-question corporate culture quiz
- > Excel template for an effective one-page business plan

### Business Development

- > PSMJ's updated quarterly market forecast broken down by client type and region
- > Worksheets for pre-qualifying your clients
- > Survey form for effective client feedback
- > Worksheets for developing simple marketing plans and forecasts

### Organizational Structure

- > Score cards for key positions in your firm
- > Format for developing a simple 1-page authority matrix
- > Worksheets for managing multi-office projects

### Human Resources Management

- > Excel spreadsheets for resource planning
- > Worksheets for classifying your employees based on their value to your firm
- > Worksheets for counseling poor performers
- > Questionnaire to send to valued former employees

### Project Delivery

- > Worksheets to determine if you have strong project managers
- > Checklist for how your PMs should work with your Principals
- > Worksheets to estimate how many PMs your firm needs
- > Methodology for comparing the relative contributions of different business lines

### Financial Management

- > A financial model to determine your optimum price
- > Worksheet for developing an Intellectual Property strategy

### Leadership Development

- > Worksheets to identify candidates for future leadership positions
- > Worksheets for a simple, effective leadership development program

### Ownership Transition

- > "Phantom stock program"
- > Example of a financial model for ownership transition
- > 72-item checklist for buy/sell agreements