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ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES | CANADA
ASSOCIATION DES FIRMES
DE GÉNIE-CONSEIL | CANADA



A/E/C PRINCIPALS BOOTCAMP®

May 29-30, 2019 | Toronto, ON

The two-day networking event imparting skills and methods the most successful A/E/C leaders use to excel in every aspect of firm management. You learn how to:

- **Maintain a strong backlog in any economic environment**
- **Set staffing levels that perfectly match your project needs**
- **Recruit and retain top talent and compete for the most lucrative projects**
- **Initiate proven new business development strategies**
- **Learn the 6 ways to raise your multiplier to 4.0 or higher**
- **Prepare your next generation of firm leaders to take the reins**
- **And so much more!**

"If every firm could assimilate the principles and insights from PSMJ's Principals Bootcamp, the A/E Industry would be revolutionized."

Allen Ward, P.E., President / **Ward Edwards Inc.**

"Overall, the entire course was very informative and beneficial to all aspects of my business."

Nelson Cecilia, Sr. Architectural Designer/Associate / **WalterFedy**

“REAL DEAL” FIRM LEADERS AREN'T JUST BORN THAT WAY...

Rather, they develop through proven guidance and experience. They develop by staying close to those who have been there and learning from the seasoned experts. They develop by attending PSMJ's A/E/C Principals Bootcamp.

Maintaining strong backlog, sustaining profitability, finding and keeping top talent...just some of the priorities that are top-of-mind with today's A/E/C firm leaders. Of course, knowing what to do is the first step towards being an effective principal. But, actually doing it is often what separates the “real deal” firm leaders from the others.

For junior and senior firm leaders alike, PSMJ's A/E/C Principals Bootcamp gives you two intensive days of learning and interaction that equip you with innovative strategies and effective tactics for success.

11 REASONS YOU CAN'T AFFORD TO MISS THIS BOOTCAMP

1. **Six mental shifts to become an effective principal, and how to make them**
2. **How to identify and leverage your value proposition**
3. **Platinum firm success strategies for both niche and commodity markets**
4. **How to overcome hurdles to sustainable growth**
5. **Expand into new geographic, practice, and client areas without making big mistakes**
6. **How to apply the J-curve to smart strategic growth decision making**
7. **Linking high-level strategic planning objectives to actionable targets**
8. **Business development strategies used by top performing A/E/C firms**
9. **Which market sectors to avoid in 2019, and which have the greatest profit potential**
10. **PSMJ's exclusive Go/No Go tool for project pursuit decisions**
11. **Five organizational structures that deliver superior results, and how to choose the right one for your firm**

YOUR COACH



Michael D'Alessandro, P.E., PMP, BCEE

When he isn't leading programs like this one, Michael is a Senior Principal Environmental and Civil Engineer with Geosyntec where he applies more than 25 years of experience focused on the development of environmental and infrastructure projects.

WHAT MAKES THIS PROGRAM DIFFERENT?

This is unlike any other management course. Beyond being tailored specifically to the A/E/C industry, this intensive two-day program gives you first-hand access to:

Proven strategies that are working right now for design firm leaders

Unmatched networking with other current and aspiring A/E/C firm leaders

Tools, templates, and checklists to ensure action when you return to the office

We've built this program around the areas of focus that you have told us are most vital to successful management. Here's a glimpse at what we cover:

- STRATEGIC THINKING
- BUSINESS DEVELOPMENT
- ORGANIZATIONAL STRUCTURE
- PROJECT DELIVERY
- FINANCIAL MANAGEMENT
- HUMAN RESOURCE MANAGEMENT
- LEADERSHIP DEVELOPMENT
- OWNERSHIP TRANSITION

But, more than content that is second-to-none, you can rest assured that you are learning from A/E/C management experts who have been there - bringing decades of real-world experience into the classroom. They are passionate teachers who “talk the talk” AND “walk the walk”.

“The best professional development course in my 27-year career.”

Frank Mattia, Principal / LMDG Building Code Consultants Ltd.

MASTER THESE SKILLS *and* STRATEGIES

to advance your career and your organization... GUARANTEED!

STRATEGIC THINKING

You know better than to neglect everything but what's right in front of you. But do you know how the most effective A/E/C principals approach big-picture business strategy design, execution, and measurement? Reboot your thinking with a high-level look at the very best practices.

- Define sustainable strategies for expanding into new markets
- Achieve lasting growth—in any market or economic environment
- Develop an action-oriented strategic plan that work

BUSINESS DEVELOPMENT

Want to flip the BD script and get more bang for the buck? Learn how to laser focus your firm's business development efforts on the most profitable work and keep your backlog full.

- Pre-qualify potential clients (instead of waiting for them to pre-qualify you)
- Turn your current clients and Project Managers into your best marketers
- Win a project when you are 1 of 40 firms proposing

ORGANIZATIONAL STRUCTURE

Reviewing and redrawing your org chart's layers and branches can yield stunning ROI and position your firm for growth. So where do you start, and how do you know when you have it right?

- Discover the best organization structure for your firm
- Learn why profit centers are becoming passé
- Gain real value from your Board of Directors

PROJECT DELIVERY

The most successful A/E/C firms all have one thing in common: superior project managers. So gain the tools you need to turn middling-to-good PMs into revenue machines that bring every job in on time and budget.

- Provide strong PMs and Principals the tools to work together
- Determine how many PMs you actually need to handle your workload
- Move from managing projects to managing Project Managers
- How good scheduling helps avoid rework and increase profit

FINANCIAL MANAGEMENT

How can you develop new revenue streams? What are the "vampire-costs" that silently suck the financial lifeblood from A/E/C firms? Just a few tweaks to your management practices can yield startling returns, and we show you how to:

- Raise your multiplier to 4.0 or higher using 6 proven techniques
- Increase your fees—without losing clients
- Drive higher profits without obsessing about chargeability

HUMAN RESOURCE MANAGEMENT

Attention to staffing levels and skillset inventory is important, but a truly effective principal knows how to leverage team member strengths and work around weaknesses. In this session learn how the top 1% of firms successfully:

- Balance workload/resources
- Attract and retain the most productive contributors
- Move employees from a culture of entitlement to a "intrapreneurial" culture
- Apply the proven yet best kept secrets for motivating key employees

LEADERSHIP DEVELOPMENT

To grow your firm's pool of skilled professionals in the face of aggressive talent poaching, you must constantly nurture those with the desire and ability to lead projects and teams. So we show you how to:

- Identify future leaders and accelerate their development
- Improve your personal leadership skills to improve employee culture benchmarks
- Gain clarity on which types of incentive programs work for you and your team

OWNERSHIP TRANSITION

From mergers to acquisitions to internal ownership transfers, how a firm changes hands will have a profound effect on principals. In this session, get answers to your critical questions about the process.

- Understand what it really means to be an owner
- See how to determine what your firm is worth
- Learn the best ways to finance an ownership transition

PLUS MUCH MORE!

CLASS HOURS:

DAY ONE: 8:30 am to 5:00 pm **DAY TWO:** 8:00 am to 3:30 pm

A/E/C PRINCIPALS BOOTCAMP[®]

(photocopy form for additional registrations)

May 29-30, 2019 | Toronto, ON

Crowne Plaza Toronto Airport

33 Carlson Court, Toronto, Ontario M9W 6H5 • www.crowneplazatorontoairport.ca

Reservations: To book a room please call the hotel's central reservations line at +1 (800) 268-3300.

Please quote "ACEC-PSMJ" when booking for the guestroom rate of \$135 single/double.

Reservation Cut-off Date: May 14, 2019

ATTENDEE

Title _____

Firm Name _____

Address _____

City _____

Province _____

Postal Code _____

Phone _____

Fax _____

Email _____

I am a member of **Association of Consulting Engineering Companies**

REGISTRATION DEADLINE: **May 15, 2019**

\$1,921.00 (HST included) per person for ACEC members

\$2,147.00 (HST included) per person for non-members

DISCOUNTS FOR GROUP REGISTRATIONS:

Three registrants from one firm – first two are regular price, third person is half price

Four registrants from one firm – first three are regular price, fourth person is free

Five or more registrants from one firm – first three are regular price, fourth person is free, every additional registrant beyond four is 25% off

PAYMENT INFORMATION:

Check enclosed for \$ _____ payable to **Association of Consulting Engineering Companies**

Charge my:  

Credit Card # _____

Exp. Date _____ / _____

Cardholder Name _____

Signature _____

Cancellations received before May 15, 2019 will receive a full refund. Cancellations received after May 15, 2019 will be subject to a \$200 administrative fee.



PRINCIPALS BOOTCAMP DIGITAL TOOLBOX ON THE PSMJ CLOUD

As a premium to your Bootcamp participation, we provide you with access to PSMJ's must-have *Principals Bootcamp Digital Toolbox*, filled with PSMJ's proprietary tools—a \$695 value—FREE!

TO REGISTER

Email: jjacquard@acec.ca

REGISTRATION INCLUDES:

- Attendance
- Complete instructions
- Workbook
- Reference materials
- Breakfast and lunch