

# A/E/C PRINCIPALS BOOTCAMP®

**July 19-20, 2022** | Columbia, MO

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.

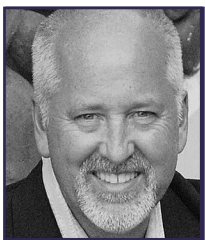
Maintaining strong backlog, sustaining profitability, finding and keeping top talent...just some of the priorities that are top-of-mind with today's A/E/C firm leaders. Of course, knowing what to do is the first step towards being an effective principal. But, actually doing it is often what separates 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 2022, 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



### Jay McRae

*With a 35-year career in the engineering and construction industry, Jay McRae has extensive experience in business development, operations, program and project management—teaching, facilitating, and inspiring staff in the public and private sectors. He has personally trained hundreds of principals-in-charge on successful project delivery and financial management. In addition to his work with PSMJ, Jay has held several positions as Vice President for CH2M, Director of North America Transit,*

*and Rail Director at CH2M, as well as the Oregon Department of Transportation (ODOT) Region 2 Project Delivery Manager, where he was well-known for his coaching and mentoring prowess. With this passion for developing leaders, Jay speaks regularly across North America about elevating leadership in the A/E/C industry.*

## 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 the basics, like not to let tasks become 'out of sight, out of mind'. But do you know how the most effective A/E/C principals design, execute, and measure their big-picture business strategies? 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 works

## 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 — rather than waiting for them to pre-qualify you
- Turn your current clients and PMs 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 can generate 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 organizational 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. Gain the tools you need to turn middling-to-good PMs into revenue machines that bring every job in on time and budget.

- Provide PMs and Principals with the tools to work together
- Determine how many PMs you actually need to handle your workload
- Move from managing projects to managing PMs

## FINANCIAL MANAGEMENT

How can you develop new revenue streams? What are the "vampire-costs" that silently suck the financial blood from A/E/C firms? Just a few tweaks to your management practices can yield startling returns. 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 over chargeability

## HUMAN RESOURCE MANAGEMENT

Paying 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. Learn how the top 1% of firms successfully:

- Balance workload/resources
- Attract and retain the most productive team members
- Move employees from a culture of entitlement to a "intrapreneurial" culture
- Apply the best kept secrets proven to motivate 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. So we show you how to:

- Identify future leaders and accelerate their development
- Improve employee culture benchmarks by improving your personal leadership skills
- 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 has a profound effect on principals. In this session, get answers to your critical questions about the transition 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!

Visit [www.psmj.com/principals](http://www.psmj.com/principals) for complete agenda details!

## 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®

July 19-20, 2022 | Columbia, MO

## Drury Plaza Hotel Columbia East

3100 Interstate 70 Drive E., Columbia, MO • [www.druryhotels.com](http://www.druryhotels.com)

**Reservations:** To book a room please call the central reservations line at 800-325-0720

Please mention group rate code "2457272" when booking to get the discounted rate of \$117 single/double.

**Reservation Cut-off Date:** June 16, 2022



## REGISTRATION INFORMATION

**ONLINE:** [www.acecmo.org](http://www.acecmo.org)

**CALL:** 573-634-4080

**EMAIL:** [DawnHill@acecmo.org](mailto:DawnHill@acecmo.org)

**REGISTRATION DEADLINE:** **June 10, 2022**

**EARLY BIRD RATE - REGISTER BY June 1, 2022:**

- \$1,695 per person for ACEC of Missouri members
- \$1,795 per person for non-members

**REGULAR RATE:**

- \$1,795 per person for ACEC of Missouri members
- \$1,895 per person for non-members

ACEC of Missouri accepts payment by check - NOW, or you can pay by Visa, MasterCard, Discover, and American Express (July 1 or after).

**REGISTRATION INCLUDES:**

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

Cancellations received by July 1 will receive a full refund. Cancellations received after July 1 are subject to \$500 cancellation fee. Substitutions welcome at anytime.

### PRINCIPALS BOOTCAMP DIGITAL TOOLBOX ON THE PSMJ CLOUD

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