



A/E/C PRINCIPALS BOOTCAMP®

February 9-10, 2023 | West Des Moines, IA

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.

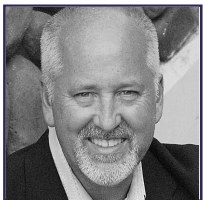
Maintaining strong backlog, sustaining profitability, finding and keeping top talent...just some of the priorities that are top-of-mind with today's A/E/C firm leaders. Of course, knowing what to do is the first step towards being an effective principal. But, actually doing it is often what separates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



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. Jay has personally trained hundreds of project managers and principals-in-charge on the principles of successful project delivery and financial management. He is a highly experienced project manager, who was responsible throughout his career for project identification, scope and fee development, project team selection, and leading the execution of agreed-upon work.

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

Frank Mattia, Principal / LMDG Building Code Consultants Ltd.

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”.

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 for complete agenda details!

CLASS HOURS:

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

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February 9-10, 2023

ACEC IOWA Office in West Des Moines, IA

1080 Jordan Creek Parkway #106C, West Des Moines, IA 50266 • www.cec-iowa.org.com

REGISTRATION INFORMATION

REGISTRATION DEADLINE: **January 24, 2023**

MEMBER REGISTRATION: \$1,595

NON-MEMBER REGISTRATION: \$1,895

[CLICK HERE TO REGISTER ONLINE NOW!](#)

Suggested Lodging: Marriott - West Des Moines
Phone Number 515-267-1500

REGISTRATION INCLUDES:

- Attendance
- Complete instructions
- Workbook
- Reference materials
- 1-year implementation support via phone and e-mail
- Breakfast and lunch on both days

Questions? Call: (515) 284-7055 or

Email: info@cec-iowa.org

***Cancellation Policy:** Cancellations received before January 7, 2023 will receive a full refund. No refunds will be made after January 7, 2023, but substitutions will be accepted at any time.



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!