

From **SENIOR MANAGER**
to **PRINCIPAL**

Accelerating the path to directorship for design firm senior managers

"The session was inspirational and an eye-opener. Life changing!"

Michael McLean - Branch Manager - JLG Architects

2021

Melbourne: 12 March

Brisbane: 9 April

Sydney: 14 May



PSMJ guarantees that you will be 100% satisfied or we will refund your money

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ONLY ACTION DRIVES SUCCESS

This unique program covers the most critical elements that drive design firm growth, profit and performance.

You get first-hand access to industry-specific strategies and tactics that are working right now, along with all-new tools and techniques to make you a more effective and efficient Principal.

From Senior Manager to Principal is for anyone who wants to stay on top of their game as a current or aspiring design firm Principal.

Changing market conditions in a fast-moving world mean that you need the latest proven insight for success. This is your opportunity to learn:

- SUSTAINABLE STRATEGIES FOR EXPANDING INTO NEW MARKETS
- WHY LOW FEES DON'T NEED TO MEAN LOW PROFIT
- THE BEST WAYS TO INSPIRE AND MOTIVATE THE FUTURE LEADERS IN YOUR FIRM
- HOW THE TOP-PERFORMING FIRMS BALANCE THEIR WORKLOADS
- HOW A SIMPLE ONE-PAGE CAREER DEVELOPMENT PLAN CAN INCREASE PRODUCTIVITY

MASTER THESE SKILLS

We cover the traits and responsibilities of a well-rounded design firm leader, and address all your burning issues, including:

LEADERSHIP DEVELOPMENT

- How to identify your future leaders and accelerate their development
- Millennials follow Boomers – how are they so different to manage
- What kinds of incentive programs really work

STRATEGY

- What's your firm's culture and why is it important to your success?
- Niche or Commodity? What is your Value Proposition?
- How you can expand into new markets
- Why 90% of design firms' mission statements are a waste of time
- What is the Strategic Sweet Spot?
- How to develop an action-oriented strategic plan that works

BUSINESS DEVELOPMENT

- What are the Principal's BD responsibilities?
- Target markets that offer high profitability as well as high revenues
- How to cross-sell and up-sell to your best clients
- How to win a project when you are 1 of 40 firms proposing
- How to find quality clients
- How to turn your PMs into effective salespeople

ORGANISATION STRUCTURE

- What is a "market-based organisation"?
- Board of Directors or Executive Council – what suits best?
- How to get your offices to work as a single company
- Why profit centres are becoming passé

FINANCIAL MANAGEMENT

- 6 ways to raise your multiplier to 5.0 or higher
- Defining growth vs. profitability
- How to increase your fees—and get away with it
- Why obsessing about chargeability won't lead you to higher profits
- 10 ways to speed A/R collections
- Liability and risks by market segment

OWNERSHIP TRANSITION

- Why do many ownership transitions fail? Why do others succeed?
- 3 keys to successful first-generation ownership transitions
- What is your firm really worth? Developing a 10-year plan
- What are the best ways to finance your ownership transition?

ONE INFORMATION PACKED DAY

Regarded by many as the most valuable component of this program, PSMJ facilitators will answer your design firm leadership questions for up to one year after the seminar. Simply call your PSMJ seminar leader and they will be there to help. **No Charge!**

WHAT DOES “FINDING A WAY THROUGH THE CHANGING TIMES” MEAN TO YOU?

Maintaining a strong backlog ... sustaining firm profitability ... keeping firm finances in check ... holding on to top design talent? Chances are, it means all of these and then some. Of course, knowing what you need to do is the easy part. Doing it is what separates the “real deal” firm leader from the “wannabe”.

Whether it’s the challenges brought on by a sputtering economy or one of many other situations and decisions, firm leaders must master the necessary skills to keep their firm on the right track.

“Real deal” design firm leaders aren’t born that way. They develop through experience and guidance - the kind of guidance PSMJ specialises in providing at our *From Senior Manager to Principal* seminar.

THE BOTTOM-LINE REASON TO ATTEND THIS SEMINAR...

“Real deal” design firm leaders aren’t robots that rely on a “leadership manual” to dictate their approach to problems and challenges, yet they are very knowledgeable and consistent in executing the best practices that have emerged over time.

The difference comes in their ability to approach a problem or challenge with an open and creative mind, paired with a fully-stocked toolbox of innovative strategies and proven tactics at their disposal. Count on our *From Senior Manager to Principal* seminar to equip you with the best knowledge and tools for the job.

Participants learn from the facilitator as well as networking with Senior Leaders, Principals, and aspiring Associates from other firms. Your facilitator understands the obstacles and challenges you face on a daily basis, and is a passionate teacher of the tactics and strategies that work. Attending the *From Senior Manager to Principal* seminar is your opportunity to benefit from others’ successes and failures and fuel your growth as a “real deal” design firm leader.

WHO SHOULD ATTEND

From Senior Manager to Principal is for anyone who wants to be a successful design firm leader and is motivated to help their firm succeed in this new economy.

There are key steps and processes that all design firm leaders should know to effectively run your firm and make your clients happy. This seminar gives you the skills to step up to Director or Principal, with an understanding of what it takes to lift your firm’s performance.

YOUR FACILITATORS

FRANK A. STASIEWSKI, FAIA,

Frank is the President and Founder of PSMJ Resources and a counselor and advisor to CEOs of many of the top design and construction firms in the United States, Canada, New Zealand, the United Kingdom, Switzerland, and Australia.

He actively serves on the board of directors of major architectural and engineering firms throughout the world, including one publicly traded 4,000-person engineering firm. Frank has been consulting to Australian firms for more than 20 years, visits regularly and knows the Australian market well.

CHARLES NELSON, LFRAIA, AIA, AECPM

Charles has a BA in Architecture and Psychology (Minnesota), and studied Land Use Law & Legislation and Law of Construction Contracts at Harvard University.

Charles founded and leads PSMJ Resources Asia Pacific. He has provided Project, Design, Quality, and Risk Management training in more than 300 workshops across three continents, including workshops at 10 American Institute of Architects National Conventions.

PLUS THESE VALUABLE BENEFITS



As part of your ticket to our *From Senior Manager to Principal* seminar, you’ll get PSMJ’s exclusive Principal’s Workbook, a comprehensive, 300-page workbook to use as a template for your new plan, and as a benchmark tool for your firm’s future success! You’ll also get the Principal’s Digital Toolbox, which contains hundreds of tools to help you rapidly implement your new ideas after the Seminar.

"Absolutely AWESOME! Thought provoking and inspiring!"

Phil Read - Business Unit Leader - Calibre Consulting

REGISTRATION

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E: ebowron@psmj.com VIC 3205
W: www.psmj.com.au

PROGRAM HOURS

One Day: 9.00am - 5:00pm

Select your City & Date

- MELBOURNE – 12 March 2021
CBD Location TBA
- BRISBANE – 9 April 2021
CBD Location TBA
- SYDNEY – 14 May 2021
CBD Location TBA

Register: Enter the number of participants in each category and enter the appropriate fee in the relevant column.	No.	Super Early Bird	Early Bird	Standard
First person	1	\$1250	\$1350	\$1450
Additional Registrants		\$1150	\$1250	\$1350
No. of extra registrants				
Subtotal for extra registrants		\$	\$	\$
Subtotals for all registrants		\$	\$	\$
Add GST 10%		\$	\$	\$
TOTAL PAYMENT DUE		\$	\$	\$

Conditions and Cancellations

- Super Early Bird: Must be booked and paid 60 days before training date.
- Early Bird: must be booked and paid 30 days before training date.
- All fees are in Australian dollars. GST is not charged for programs delivered outside Australia.
- You may substitute attendees at anytime.
- Cancellations received in writing at least 30 business days prior to the program receive full refunds.
- Cancellations received in writing at least 11 business days prior to the program receive a credit letter, good for twelve months, towards any PSMJ program or product.
- Cancellations made 10 or fewer business days prior to the program and/or no-shows are not eligible for refunds or credits.

REGISTRATION APPLICATION

Submit one for each applicant. Scan your registration/s & email to Elina (ebowron@psmj.com) & Charles (cnelson@psmj.com), or call us on 03 9686 3846. * **Required information**

Attendee Name *	Position		
Firm Name *	Firm Type	Firm Size	Office Size
Address *			
City *	State *	Postcode *	
Attendee Mobile Phone *	Email *		
Firm Contact Name	Firm Contact Email		
Your Payment Options:			
EFT - BSB: 033305	Account No.: 282070	A/C Name: PSMJ Resources Asia Pacific	Reference Invoice No.
OR Charge my: <input type="checkbox"/> MasterCard <input type="checkbox"/> VISA <input type="checkbox"/> AMEX			
Credit Card #	Exp. Date	CVV Security Code	
Name	Signature		

EARLY-BIRD SPECIAL

Register and pay 60 or 30 days prior to the program date and receive \$200 or \$100 off!

REGISTRATION INCLUDES

Complete instruction, workbook, Digital ToolBox and reference materials. Classroom delivery includes lunch and coffee breaks.

The Senior Manager to Principal program offers 7 formal CPD points for Architects.

Are you a member of The Australian Institute of Architects?

Yes No

If Yes, please enter your Member number below:

Special group rate for 6 or more:

Contact Elina Bowron on ebowron@psmj.com