

REGISTRATION  
FORM  
ACEC/MA  
2018  
EMERGING  
LEADERS  
PROGRAM

Name (to appear on name badge) \_\_\_\_\_

Firm/Org \_\_\_\_\_ Position \_\_\_\_\_ Years in Job \_\_\_\_\_

Wk Address \_\_\_\_\_

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MC/Visa/Amex (circle one) # \_\_\_\_\_ Exp Date \_\_\_\_\_

Name on Card \_\_\_\_\_ Signature \_\_\_\_\_

Card Billing Address \_\_\_\_\_

Participants are expected to attend every session unless of an emergency. Fax registrations to 617-227-6783. If paying by check, mail check payable to ACEC/MA to The Engineering Center, One Walnut St, Boston, MA 02108. No phone registrations. No shows will be charged. Cancellations must be received 2 business days before the first session begins. Questions? Contact 617-227-5551 or [acecma@engineers.org](mailto:acecma@engineers.org)

**Class details:**

- Seven Sessions:
- February 28, 2018 through April 11, 2018.
- If a session is postponed due to weather, it will be held on April 25, 2018.
- Most sessions are held at the Conference Center at Waltham Woods, 860 Winter St, Waltham, MA.
- **Session 3** will be held in conjunction with, and include admission to, the **ACEC/MA 2018 Awards Gala at the Royal Sonesta, Cambridge, MA on Wednesday, March 14, 2018.**
- **Session 4**, Government Affairs & QBS Session, will be held at **Aldrich Center at The Engineering Center**, One Walnut St, Boston, MA 02108.
- You are expected to attend all sessions.

**Cost:**

- \$ 1,950 per person from an ACEC/MA Member Firm or Full-time Government Employee
- \$2,350 per person from a Non-Member Firm

**More information:**

- 617-227-5551 or [acecma@engineers.org](mailto:acecma@engineers.org)

*Professional Development Hours: 24.5 PDHs (not in NY or FL), which may be accepted in some states for continuing education for PEs and PLSs. Attendees will receive an email from the RCEP system to set up a free account for tracking PDHs. To ensure full PDH credit you must attend all sessions.*



**Firms with ≤100 employees may apply for a Workforce Express Grant to assist with tuition. For information, contact [acecma@engineers.org](mailto:acecma@engineers.org)**

American Council of Engineering Companies of Massachusetts  
The Engineering Center  
One Walnut Street  
Boston, MA 02108-3616



STARTING FEBRUARY 28, 2018

# 2018 EMERGING LEADERS PROGRAM

#ACECMALeadership

Photo: Emerging Leaders Class of 2017

Designed for engineers, architects, land surveyors, LSPs, geologists, wetland scientists and other emerging leaders with 8-15 years of experience, this highly-rated multi-session program imparts specific skills and competencies identified by top ACEC/MA CEOs as critical for leadership success. Program highlights:

- Carefully crafted curriculum that addresses specific needs for individuals committed to developing their leadership abilities
- Economics of Practice
- Leadership in a Professional Services Firm
- Your Role in Government Affairs
- Contracts and Risk Management
- Business Development Strategies
- From Management to Leadership & Secrets of Success

Participation is limited to 25.

Registration is first-come, first-served.

*Supported by the staff of  
The Engineering Center Education Trust*

### **Session 1 - Ice Breaker & Keynote**

#### **Address**

**Phyllis Brunner, PE, Woodard & Curran**  
**Wednesday, February 28, 2018**  
**3:00 – 6:30 PM**

This session gives participants the opportunity to meet and engage with each other using fun activities designed to open conversation. In addition, you will be guided in a focused dialogue designed to explore what you hope to gain personally and collectively from the Emerging Leaders Program. Finally, you will hear a Keynote Address by an industry leader on the responsibilities, perils and benefits of leadership.

#### **Session 2- Leadership in a Professional Services Firm**

**Leslie Weiner Alger**  
**Wednesday, March 7, 2018**  
**3:30 – 8:00 PM**

Understanding the role and importance of financial project management is a critical attribute of emerging leaders. It is equally important that they understand fundamental metrics of successful firms, which financial indicators are important, and what they mean for future growth. In this session, we will discuss these important financial management issues.

#### **Session 3- Economics of Practice**

**David Cohen, Esq., ASA**  
**Wednesday, March 14, 2018**  
**1:00 – 5:00 PM @ Royal Sonesta, Cambridge**

The strongest asset for any organization is its people. Maximizing that asset is essential to strong leadership. Learn about key communication and influencing styles, as you communicate more effectively with colleagues, subordinates, senior leaders and clients. We'll cover how you select and develop effective team members and future leaders.

After this session, participants have complimentary admission to attend the 2017 ACEC/MA Awards Gala at the Royal Sonesta.

### **Session 4 - Government Affairs & QBS**

**Abbie Goodman, Jeff Terrey, TBA Legislator**  
**Wednesday, March 21, 2018**  
**3:30 – 7:30 PM @ The Engineering Center**

Elected and appointed government officials influence the overall business climate and an individual firm's success. Business leaders need to know how to participate effectively in the public arena and build consensus. They also need to understand how government affairs activities can help their business succeed and how to encourage active participation at the grassroots level in the firm. This session also includes a discussion with a current Massachusetts legislator, who will provide perspective on how design firms businesses can effectively engage with public leaders.

#### **Session 5 - Strategic Planning and Business Development for Technical Professionals**

**Richard Friedman**  
**Wednesday, March 28, 2018**  
**3:30 PM – 8:00 PM**

Carefully wording contract provisions minimizes risk to design professionals. We'll discuss how contract provisions allocate risks between parties and the legal effect of specific contract provisions. We'll review provisions such as the standard of care, scope of services, indemnification, limitation of liability and consequential damages. Examples will include claims that arose on projects relating to specific contract provisions and how the contract provisions affected resolution of the claims.

#### **Session 6 - Contracts and Risk Management**

**Donovan Hatem LLP, & Tom Mullard**  
**Wednesday, April 4, 2018**  
**3:30 PM – 8:00 PM**

Instilling and encouraging a strong business development (BD) culture in your firm makes great business sense — it can be an important differentiator and can positively influence your

firm's project delivery, recruiting, hiring, and career development processes. Developing a BD culture requires understanding the distinction between marketing and BD, exposing common BD myths as false, recognizing the many ways in which technical staff can contribute to the BD process, and investing in strategies that yield the highest return-on-investment.

Strategic planning is an essential process for assessing and evaluating a business and creating a viable, flexible guide for future success. Critical components of a successful planning effort include preparing and establishing a plan baseline and creating the plan. You'll examine a strategic plan's major elements, including organizational vision, schedule, responsibilities, accountabilities and metrics.

#### **Session 7 - From Management to Leadership – Secrets of Success**

**Joanne Linowes - Facilitator,**  
**Industry Leaders to be announced**  
**Wednesday, April 11, 2018**  
**3:30 PM – 8:00 PM**

Take the opportunity to network with a diverse panel of leading industry professionals as you participate in role play interactive exercises that give you a chance to put new leadership skills developed throughout the course into action. This popular session is the culmination of the Emerging Leaders Program experience. The facilitated session gives participants a chance to ask industry leaders questions concerning industry, practices, and management. And we conclude the program with a Graduation Celebration with ACEC/MA Board Members and the ACEC/MA Leadership Education Committee.

*Design services donated by CDM Smith.*