

REGISTRATION
FORM
ACEC/MA
2022
EMERGING
LEADERS
PROGRAM

Name _____ Years in Job _____

Firm/Org _____ Position _____

Wk. Address _____

Cell _____ Work T _____ Email _____

Payment Options Visa, MC ard Amex or Checks payable to: ACEC/MA

Card # _____ CW _____ Exp Date _____ Name on Card _____

Card Billing Address _____ Signature _____

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

Class details:

- Seven Sessions: March 1, 2022 through April 12, 2022
- If we postpone a session due to weather, it will be held on **April 26, 2022; save this date.**
- We expect to hold all sessions on Zoom, but will try to give students a chance to meet in person if conditions allow this opportunity..
- You are expected to **attend all sessions.**

Cost:

- \$ 2,200 per person from an ACEC/MA Member Firm or Full-time Government Employee
- \$2,600 per person from a Non-Member Firm

More information:

- 617-227-5551 or acecma@engineers.org

Professional Development Hours: 26.5
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. For full PDH credit you must attend all sessions.



Firm offices in Massachusetts may apply for a Workforce Express Grant to assist with tuition for Massachusetts employees. For information, contact acecma@engineers.org

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



STARTS TUESDAY, MARCH 1, 2022

**2022
EMERGING
LEADERS
PROGRAM**

#ACECMALeadership

Designed for engineers, architects, land surveyors, LSPs, geologists, wetland scientists and other emerging leaders with 8-15 years of work 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.

Limit 2 Employees per firm

Registration is first-come, first-served.

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

Session 1 - Ice Breaker & Keynote Address

Cynthia Joudrey, PE, HDR

Tuesday, March 1, 2022

3:30 – 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

Colleen Delvecchio

Wednesday, March 9, 2022

3:30 – 7:30 PM

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.

Session 3– Economics of Practice

David Cohen, Esq., ASA

Tuesday, March 15, 2022

3:30 PM – 7:30 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 4 - Contracts and Risk Management

Eric Howard and Cameron Poole

Tuesday, March 22, 2022

3:30 PM – 7:30 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 5 - Government Affairs & QBS

Abbie Goodman, Jeff Terrey, TBA Legislator

Tuesday, March 29, 2022

3:30 – 7:00 PM

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 6- Strategic Planning and Business Development for Technical Professionals

Rich Friedman

Tuesday, April 5, 2022

3:30 PM – 7:30 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**

Tuesday, April 12, 2022

3:30 PM – 7:30 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.

Exact order of sessions is subject to change.

Please also save the same time on April 26, 2022 as a snow date in case of an unforeseen weather or scheduling issue.

Design donated by CDM Smith.