

Class details:

- Seven Sessions: February 28, 2023 through April 11, 2023
- If we postpone a session due to weather, it will be held on **April 25, 2023; save this date.**
- We expect to hold all sessions in person, but will switch to Zoom if public health conditions change.
- You are expected to **attend all sessions.**
- Your participation includes a ticket to the **ACEC/MA Engineering Excellence Awards Gala on March 27 @ Renaissance Boston Waterfront Hotel**, where the Emerging Leaders Class will be seated together. Your ticket is non-transferrable. You are encouraged to attend.

Cost:

- \$2,300 per person from an ACEC/MA Member Firm or Full-time Government Employee
- \$3,000 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 after registering with us. See: <http://bit.ly/3W5J8c4> or contact acecma@engineers.org for information.

This is a reimbursement grant.

REGISTRATION FORM
ACEC Massachusetts
2023 EMERGING LEADERS PROGRAM

Name _____ Position _____

Firm/Org _____ Years in Job _____

Wk. Address _____

Cell _____ Work T _____ Email _____

Payment Options Visa, Master Card 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. Email completed registrations to acecma@engineers.org or fax 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

Sessions 1-4, 6, and 7 will be held at the Conference Center at Waltham Woods (860 Winter Street , Waltham. Session 5 will be held at the Engineering Center in Boston

American Council of Engineering Companies of Massachusetts

The Engineering Center
One Walnut Street
Boston, MA 02108-3616

Email: acecma@engineers.org Phone: (617) 227-5551


AMERICAN COUNCIL OF ENGINEERING COMPANIES
OF MASSACHUSETTS



**2023
EMERGING
LEADERS
PROGRAM**

STARTS TUESDAY, FEBRUARY 28, 2023

7 Session Course
#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
- PDHs for Professional Engineers & PLSs through RCEP in some states

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 & Fireside Chat

**Cynthia Joudrey, PE, HDR
Robert Belitz, Tighe & Bond
Tuesday, February 28, 2023
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 participate in a fireside chat with two industry leaders on the responsibilities, perils and benefits of leadership.

Session 2 – Leadership in a Professional Services Firm

**Colleen Delvecchio
Tuesday, March 7, 2023
3:30 – 8:00 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 14, 2023
3:30 PM – 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 4 – Strategic Planning and Business Development for Technical Professionals

**Rich Friedman
Tuesday, March 21, 2023
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 5 – Government Affairs & QBS

**Abbie Goodman, Jeff Terrey, TBA Legislator
Tuesday, March 28, 2023, Boston
3:30 – 7:30 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 – Contracts and Risk Management

**Eric Howard and Cameron Poole
Tuesday, April 4, 2023
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 7 – From Management to Leadership – Secrets of Success

**Joanne Linowes - Facilitator,
Industry Leaders to be announced
Tuesday, April 11, 2023
3:30 PM – 8:00 PM**

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. We conclude this session with a Graduation Celebration with ACEC/MA Board Members and the ACEC/MA Leadership Education Committee.

Exact order of sessions is subject to change. End times might be sooner for some sessions.

Snow Date: April 25, 2023