

Class details:

- Seven Sessions: March 5, 2025 through April 15, 2025
- If we postpone a session due to weather, it will be held on **April 22, 2025; 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 April 7, 5 PM @ Renaissance Boston Waterfront Hotel**, where this Emerging Leaders Class will be seated together. Your ticket is non-transferrable. You are encouraged to attend.

Cost:

- **\$2,500** per person from an ACEC/MA Member Firm or Full-time Government Employee
- **\$4,000** per person from a Non-Member Firm



More information:

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

Professional Development Hours: 28.5 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.

Employers with ≤ 100 Massachusetts employees may be eligible for a Workforce Express Grant to assist with tuition for Massachusetts employees after registering with us. See: <https://www.acecma.org/about/news/workforce-training-fund-1610> or contact acecma@engineers.org for information. This is a reimbursement grant.

REGISTRATION FORM
ACEC Massachusetts
2025 EMERGING LEADERS PROGRAM

Name (including professional licenses) _____

Nickname: _____ Position _____

Firm/Org: _____

Years Professional Experience _____

Wk. Address _____

Cell _____ Work T _____ Email _____

Payment Options Visa, Master Card Amex or Checks payable to: ACEC/MA

Card # _____ CVV _____ 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: 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. Sessions are not recorded. **Questions? Contact 617-227-5551 or acecma@engineers.org***

Sessions 1 and 3-7 will be held at the Conference Center at Waltham Woods (860 Winter Street , Waltham. Session 2 will be held at Aldrich Center, 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



**2025
EMERGING
LEADERS
PROGRAM**

STARTS MARCH 5, 2025

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

Rebecca Williamson, Jacobs

Ed Baumann, Benesch

Wing Wong, McFarland Johnson

Wednesday, March 5, 2025, 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 – Government Affairs & QBS

Abbie Goodman, ACEC/MA, Jeff Terrey,

Rasky Partners, TBA from MA Legislature

Tuesday, March 11, 2025, Aldrich Center,

The Engineering Center, 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 3 – Leadership in a Professional Services Firm

Colleen Delvecchio, Maxady

Thursday, March 20, 2025, 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 4 – Contracts and Risk Management

Michael Robertson, Donovan Hatem and

Kent Collier, Greying/ACEC BIT

Wednesday, March 26, 2025, 3:30–8:00 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 5 – Economics of Practice

David Cohen, Esq., ASA, Matheson

Advisors

Tuesday, April 1, 2025, 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 6 – Strategic Planning and Business Development for Technical Professionals

Rich Friedman, Friedman & Partners

Tuesday, April 8, 2025, 3:30–7:30 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, LXDi, Facilitator,

Industry Leaders to be announced

Tuesday, April 15, 2025, 3:30–7:30 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 may be sooner for some sessions.

Snow Date: April 22, 2025

Design donated by CDM Smith.