



AMERICAN COUNCIL OF ENGINEERING COMPANIES
OF MASSACHUSETTS

50 Years of Excellence

ACEC/MA 2010 PROGRAM FOR EMERGING LEADERS

ACEC/MA's 11th Annual Program for Emerging Leaders is for individuals committed to developing their leadership abilities. This highly rated six-session program imparts specific skills and competencies identified by top ACEC/MA CEOs as critical for leadership success. Experts in the fields of business administration and people management in professional services firms teach these highly interactive four-hour sessions.

We are happy to announce that **we have expanded** this year's program to include a new icebreaker half-session at the beginning of the program. The intent of this session is to provide a forum to help the attendees get to know each other to further enhance the group interaction during the sessions. We also have moved the program to a **new, upgraded venue** at the Conference Center at Waltham Woods.

The program's third session will be held at the *Residence Inn Marriott* in Cambridge and includes admission to the *ACEC/MA 2010 Engineering Excellence Awards Gala at the Marriott Kendall Square, Cambridge (a five minute walk)*. The Session meeting times and locations are listed with the session. Featured session topics include:

Tuesday, March 2, 2010 Ice Breaker and Legislator Introduction **3:00 PM – 6:00 PM**
Location: The Engineering Center, One Walnut Street, Boston

Icebreaker – Meet your Class **Lisa Brothers, PE**
Meet State Legislators **Paul Weisman, PE**
Abbie Goodman

Tuesday, March 9, 2010 **3:30 PM – 8:00 PM**
Location: Conference Center at Waltham Woods, 860 Winter Street, Waltham

Keynote Presentation **Richard Fox, PE**
Leadership is the process of influencing people by inspiring them to achieve, by communicating in a manner that they best understand and by building trust such that they will embrace risk. However, the power of leadership tends to distort a leader's perception. A good leader commits to a continuous, brutal self-examination to minimize this distortion and to maintain a realistic pursuit of the organization's vision.

Your Role in Government Affairs **Abbie Goodman**
George Cronin

The government's leadership influences 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.

Tuesday, March 16, 2010 **3:30 PM – 8:00 PM**
Location: Conference Center at Waltham Woods, 860 Winter Street, Waltham

Managing People in a Professional Services Firm **Harriet Rifkin**
Human resource philosophy and functions are often the basis for company planning and meeting client needs. We'll examine systems for performance management and employee relations strategies. The strongest asset for any organization is its people. Maximizing that asset is essential to strong leadership.

Wednesday, March 24, 2010 **1:00 PM – 5:15 PM**
Location: Residence Inn Marriott, Six Cambridge Center, Cambridge
Followed by the EEA Gala at the Marriott Kendall Square, Two Cambridge Center, Cambridge

Economics of Practice **Lee James**
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.

Monday, March 29, 2010

3:30 PM – 8:00 PM

Location: Conference Center at Waltham Woods, 860 Winter Street, Waltham

***Business Development Strategies for Technical Professionals
and Strategic Planning***

Richard Friedman

Instilling and encouraging a strong business development (BD) culture in your firm makes great business sense— it can prove to be an important differentiator and can positively influence the firm's project delivery, hiring and recruiting, and career development processes. Developing a BD culture requires understanding the distinction between marketing and BD, exposing as false common BD myths, 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. The critical components of a successful planning effort include preparation, establishing a plan baseline and creating the plan. We'll examine the major elements of a strategic plan, including organizational vision, schedule, responsibilities, accountabilities and metrics.

Tuesday, April 6, 2010

3:30 PM – 8:30 PM

Location: Conference Center at Waltham Woods, 860 Winter Street, Waltham

Contracts and Risk Management

**David Hatem, Esq.
Thomas Mullard**

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, including examples of claims that arose on projects relating to specific contract provisions and how the contract provisions affected resolution of the claims.

Tuesday, April 13, 2009

3:30 PM – 8:00 PM

Location: Conference Center at Waltham Woods, 860 Winter Street, Waltham

***From Management to Leadership – Secrets of Success
Leaders Roundtable***

**Moderator: Jean Valence
Panel: To be announced**

Take the opportunity to network with a diverse panel of leading industry professionals. 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.

Graduation Celebration with ACEC/MA Board Members

David Young, PE

***The third session includes admission to the ACEC/MA 2010 Engineering Excellence Awards Gala at the Marriott Kendall Square Cambridge after the session, a 5 minute walk.**

If any session is postponed due to weather, it will be held on April 20, 2010, please reserve this date.

Light food and beverages are provided at a break during each session.



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REGISTRATION FORM 2010 PROGRAM FOR EMERGING LEADERS

Fax In Your Registration Form Today Space Is Limited! Registration Deadline: Friday, January 18, 2010.

Participation is limited to 25. You may only register one member from your firm unless the program is not fully enrolled by January 25, 2010. Registration is first-come first-served. We will maintain a waiting list.

- **Cost:** \$1,750 per person from an ACEC/MA Member Firm, \$2,250 per person for Non-Members.
- Return the completed registration form via fax, email or regular mail as soon as possible to reserve a spot. If paying for the program by check, that check should be sent with a printed copy of the participant's registration form. The program participant may register and pay for this program by major credit card online at our secure site: http://www.engineers.org/index.cfm?pk=custom&ac=viewEventDetails&eventId=AC_EL3/2 . Any registrations not paid in full by Friday, February 5, 2010 will be cancelled.
- **For check payments:** Please make checks payable to ACEC/MA and mail it with this form to ACEC/MA, The Engineering Center, One Walnut Street, Boston, MA 02108-3616, F: 617/227-6783
- If you have questions or would like to add a second individual from your firm to the program waiting list, please call or email Susan D'Olimpio at 617/227-5551, sdolimpio@engineers.org.
- Attendees must be present at all sessions. Only the attendee registered may attend the sessions. Substitute attendees will not be accepted after the first class. This program is designed and will be most beneficial to those participants with approximately 8-15 years of industry experience. This program is worth 24 Professional Development Hours; these are not accepted for license renewal in New York State at this time.
- **The March 2, 2010 Pre-Program Ice Breaker, will be held at The Engineering Center, One Walnut Street, Boston, Massachusetts from 3:30-6:00 PM.**
- Your Emerging Leaders tuition includes admission to **the ACEC/MA 2009 Engineering Excellence Awards Gala that evening** at the **Marriot Kendall Square, Cambridge (a five minute walk from the Residence Inn Marriott, where the session is being held.)** You are urged to attend this event, which is immediately after our March 24th Emerging Leaders Session,
- If any session is postponed due to weather, it will be held on April 20, 2010. Please reserve this date.

Name of Emerging Leader	_____		
Firm	_____		
Address	_____		
City	State	Zip	_____
W. Tel	_____	Cell	_____
H.Tel	_____	In which town do you vote?	_____
Email	_____		
MasterCard/Visa/Amex #(circle one)	_____	Exp Date	_____
Signature	_____		
<input type="checkbox"/> Yes, I plan to attend the ACEC/MA Engineering Excellence Gala on March 24, 2010.			
Indicated any food allergies	_____		
My name should appear as	_____ on my name badge.		