“Absolutely AWESOME! Thought provoking, and inspiring!”
Phil Read - Business Unit Leader - Calibre Consulting

From SENIOR MANAGER to PRINCIPAL
Accelerating the path to directorship for design firm senior managers

14 MAY 2020
Senior Manager to Principal
Sir Stamford at Circular Quay
Quay Lounge
93 Macquarie Street
Sydney 2000
Parking available

Program Hours:
9:00am to 5:00pm

Cancellation Policy
Cancellations made prior to the Seminar and/or no-shows are not eligible for refunds or credits, however, you may substitute attendees at anytime. For more information, contact Eral Goullet at egoullet@psmj.com.

Select Your Fee
☐ $1,600 Regular Registration Fee
$1,450 EARLY-BIRD PRICING
EARLY-BIRD PRICING ENDS 19 APRIL 2020
☐ Additional people from the same firm
Deduct $100 from each of the above prices
☐ Team Price (6 people) $6,850
* Registration Fee is Non-Refundable. Substitutions Allowed.

Select Your Payment Option
☐ Please bill me/my firm.
☐ Charge my: ☐ MasterCard ☐ VISA ☐ AMEX

Credit Card #
Expiration Date
Security Code:

Name
Signature

TEAM DISCOUNTS
After attending our From Senior Manager to Principal seminar, you are going to want to rush back to the office to implement all the new ideas you've picked up. But it can be tough changing the tide by yourself...so why not bring your fellow Principals along with you and participate as a team? We find that firms who register groups of people are able to return to the office and lead teams consistently and powerfully. We offer discounts for multiple attendees from the same firm attending this program.

100% MONEY BACK GUARANTEE
If you are unsatisfied with the quality of the Seminar for any reason, please send us a letter detailing the reasons you were not satisfied, and we will arrange for you to attend another educational event, or return your investment in full. If you choose to receive the refund, we will return 100% of the registration fee, and you still get to keep the special registration bonuses offered...there is virtually no risk!

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www.psmj.com

REGISTER NOW!
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E-MAIL: EGOULETTE@PSMJ.COM
PHONE: 02 9415 3340
**ONLY ACTION DRIVES SUCCESS**
This unique program covers the most critical elements that drive design firm growth, profit and performance. You get first-hand access to industry-specific strategies and tactics that are working right now along with all-new tools and techniques to make you a more effective and efficient Principal.

**From Senior Manager to Principal**
for anyone who wants to stay on top of their game as a current or aspiring design firm Principal. Changing market conditions in a fast-moving world mean that you need the latest proven insight for success. This is your opportunity to benefit from others' successes and failures is your seminar to equip you with the best knowledge and tools for the job.

**THE BOTTOM-LINE REASON TO ATTEND THIS SEMINAR...**
"Real deal" design firm leaders aren't robots that rely on a "leadership manual" to dictate their approach to problems and challenges, yet they are very knowledgeable and consistent in executing the best practices that have emerged over time. The difference comes in their ability to approach a problem or challenge with an open and creative mind paired with a fully-stocked toolbox of innovative strategies and proven tactics at their disposal. Count on our From Senior Manager to Principal seminar to equip you with the best knowledge and tools for the job.

Participants learn from the facilitator as well as networking with Senior Leaders, Principals, and aspiring Associates from other firms. Your facilitator understands the obstacles and challenges you face on a daily basis, and is a passionate teacher of the tactics and strategies that work. Attending From Senior Manager to Principal seminar is your opportunity to benefit from others' successes and failures and fuel your growth as a "real deal" design firm leader.

**WHO SHOULD ATTEND**
From Senior Manager to Principal is for anyone who wants to be a successful design firm leader and is motivated to help their firm succeed in this new economy. There are key steps and processes that all design firm leaders should know to effectively run your firm and make your clients happy. This seminar gives you the skills to step up to Director or Principal with an understanding of what it takes to lift your firm's performance.

**YOUR FACILITATOR**
FRANK A. STASIOWSKI, FAIA.
Frank is the President and Founder of PSMJ Resources and a counselor and advisor to CEOs of many of the top design and construction firms in the United States, Canada, New Zealand, the United Kingdom, Switzerland, and Australia. He actively serves on the board of directors of major architectural and engineering firms throughout the world including one publicly traded 4,000-person engineering firm. Frank has been consulting to Australian firms for more than 20 years, visits regularly and knows the Australian market well.

As an advisor to A/E/C firms worldwide, Frank helps his clients by challenging them to excel, and by assisting them to solve their problems and management issues. He sees his role as one of helping clients and client teams to generate alternative action options; to explore the pro’s, con’s, risks, and costs of those options; to provide recommendations.

**MASTER THESE SKILLS**
We cover the traits and responsibilities of a well-rounded design firm leader, and address all your burning issues, including:

**LEADERSHIP DEVELOPMENT**
- How to identify your future leaders and accelerate their development
- Millennials follow Boomers – how are they so different to manage
- What kinds of incentive programs really work

**STRATEGY**
- What’s your firm’s culture and why is it important to your success?
- Niche or Commodity? What is your Value Proposition?
- How can you expand into new markets?
- Why 90% of design firms’ mission statements are a waste of time
- What is the Strategic Sweet Spot?
- How to develop an action-oriented strategic plan that works

**BUSINESS DEVELOPMENT**
- What are the Principal’s 8D responsibilities?
- Target markets that offer high profitability as well as high revenues
- How to cross-sell and up-sell to your best clients
- How to win a project when you are 1 of 40 firms proposing
- How to find quality clients
- How to turn your PMs into effective salespeople

**FINANCIAL MANAGEMENT**
- 6 ways to raise your multiplier to 5.0 or higher
- Defining growth vs. profitability
- How to increase your fees—and get away with it
- Why obsessing about chargeability won’t lead you to higher profits
- 10 ways to speed A/R collections
- Liability and risks by market segment

**OWNERSHIP TRANSITION**
- Why do many ownership transitions fail? Why do others succeed?
- 3 keys to successful first-generation ownership transitions
- What is your firm really worth? Developing a 10-year plan
- What are the best ways to finance your ownership transition?

**ONE INFORMATION PACKED DAY PLUS THESE VALUABLE BENEFITS:**
Regarded by many as the most valuable component of this program, PSMJ facilitators will answer your design firm leadership questions for up to one year after the seminar. If you run into any problems at your firm or new challenges arise, simply call your PSMJ seminar leader and they will help see your troubles through.

**As part of your ticket to our From Senior Manager to Principal seminar, you’ll get PSMJ’s exclusive Principal’s Workbook, a comprehensive, 300-page workbook to use as a template for your new plan, and as a benchmark tool for your firms future success! You’ll also get the Principal’s Digital Toolbox, which contains hundreds of tools to help you rapidly implement your new ideas after the Seminar.**