



# THE PRINCIPALS ACADEMY

A total management course for architecture, engineering  
and environmental firm leaders

DETAILS INSIDE >>>



Registered with the AIA Continuing Education System and developed in accordance with CES criteria.



# THE PRINCIPALS ACADEMY

PRESENTED BY  
  
zweigwhite



**SPONSORED BY:**



*The Principals Academy* is registered with the AIA Continuing Education System and was developed in accordance with CES criteria. **This seminar qualifies for 15.0 credit hours.**

**principal** *n* a : first, highest or foremost in importance, rank, worth or degree; chief. b : one who holds a position of a presiding rank. c : A person having a leading or starring role.  
– *American Heritage Dictionary*

### UPGRADE YOUR BUSINESS MANAGEMENT SKILLS

The Principals Academy is a crash course in all aspects of managing a professional service firm. The program is presented by a TEAM of speakers—including ZweigWhite founder and CEO, Mark Zweig—with extensive experience working with and for A/E firms. They have a clear understanding of what it takes to survive, and even thrive, in any economy. The two-day agenda covers **six critical areas of business management** from the unique perspective of architecture, engineering, and environmental consulting firms, and is presented in tutorial and case study workshop sessions.

- Business Planning
- Financial Management
- Project Management
- Ownership Transition Planning
- Human Resources Management
- Marketing/Business Development

### SPECIAL FEATURE: CASE STUDY WORKSHOP

The Principals Academy program includes a case study workshop session that provides an opportunity to practice implementing these management strategies in a supervised test case scenario. Participants will be divided into small groups to examine and solve real “A/E world” management issues and will present their analysis and final recommendations to all the attendees.

### WHY ATTEND A MANAGEMENT SEMINAR NOW:

- Learn what it takes to be a successful leader in this business
- Hear about industry best practices that the most-successful firms use to stay on top
- Gain a wider perspective on A/E firm management
- Return armed with leadership and teambuilding strategies to share with other principals, managers, and staff

### YOU WILL LEARN ABOUT THESE CRITICAL ELEMENTS OF FIRM PERFORMANCE:

- How to develop a business plan that will help your firm succeed
- The fundamentals of sound financial management
- The keys to managing projects efficiently and profitably
- How to find and keep top level talent
- How to ensure the firm’s survival through ownership planning

### WHO SHOULD ATTEND:

- Presidents, CEOs, CFOs, and COOs of architecture, engineering, planning, environmental consulting, and construction businesses
- AEC firm owners
- Experienced principals looking to enhance their knowledge
- Legal, accounting, insurance, consulting, and advisors specialized in the AEC industry
- Associates and recently-named principals
- Department, division and branch managers
- Project Managers and senior technical staff
- Anyone who aspires to become a principal
- Teams of current and future A/E/C and Environmental firm leaders

### ENROLL NOW

Be sure to take advantage of our special discounts for early registration and multiple attendees from the same firm. See the last page of this brochure, or visit:

[www.zweigwhite.com/go/tpa](http://www.zweigwhite.com/go/tpa) for details.

## Program Content

### DAY 1

#### WHAT IT MEANS TO BE A PRINCIPAL

What does it take to become a principal in an A/E firm, and what does it take to excel in this role? You may have the skills to succeed as a technical professional, but being a principal is a whole new ball game. Learn what management skills are critical for principals to have from expert Mark C. Zweig, who has been there as a principal in two ENR top-500 firms and as a consultant to hundreds if not thousands of other A/E and environmental firms. This presentation will start with a basic understanding of what others in the firm most likely expect from a principal, review some facts and statistics on "principalship" for our industry, and finish up with some strong "how-tos" on how you can become a more effective leader in your A/E firm.

#### BUSINESS PLANNING

Most business plans include: vision, mission, strategies, goals, and actions. A good business plan is one that provides a common sense of direction, informs investors, helps guide your future, and reduces the stress of owning and operating a business. In fact, you need two business plans, a strategic plan that encompasses long-term goals and aspirations, and an operational plan that details exactly how you will accomplish those goals. In this presentation, Mark Zweig will outline how to develop a business plan that will help your firm succeed, describe ways to ensure buy-in for the plan, and discuss mistakes to avoid.

#### MARKETING AND BUSINESS DEVELOPMENT

Do you know the difference between marketing and business development and how these functions need to operate to achieve your business and revenue goals? Most clients make choices based not on technical strength, geographic location, or price—but on relationships and trust. For many A/E firms, the bulk of new business comes from existing customers. In addition to a review of some facts and statistics on marketing for our industry, in this session you will learn how to strengthen and

improve relationships with clients and contacts, and discover enhanced business opportunities for the firm.

#### FINANCIAL MANAGEMENT

As a principal, it is imperative that you understand your firm's financial statements and are able to evaluate its performance. Using an interactive case study format, learn how to read and interpret an income statement and balance sheet, how to use financial ratios to evaluate performance, and how to benchmark against industry norms.

- Interpreting financial statements—income statements, balance sheets, more
- Key performance metrics and what they mean
- Benchmarking your firm's performance against the industry
- Cash flow management and forecasting
- Best ways to improve cash flow—fast!

#### OWNERSHIP TRANSITION

Ownership succession planning is one of the biggest challenges that a privately-held A/E firm will face. Balancing the needs and constraints of the company as well as the buying and selling shareholders is no small feat and, at some point, nearly every firm principal will become involved in these efforts. This session will cover the fundamentals of ownership succession planning, including business valuation as well as what to consider and avoid in building, managing, or participating in an ownership program. Specific points covered include:

- How is a firm's value determined and what are the biggest levers that drive value up or down?
- How is ownership managed in a privately-held firm?
- What are the options available to perpetuate a growing and sustainable organization?
- What does it really mean to be a firm owner?
- What key concepts do shareholders need to understand?
- What are the pitfalls and hazards to avoid in ownership planning?

## DAY 2

### HUMAN RESOURCES MANAGEMENT

Finding and keeping exceptional performers are among the top challenges facing A/E firms today. And no matter what state the economy is in, it's essential to develop your teams and provide ongoing recognition of their hard work. With three generations in the workplace, this is an even larger challenge than most firms expected. This session will provide a benchmark understanding of recruiting techniques, professional development programs, and best practices for handling generational perspectives.

- Why hiring and keeping good people is so hard
- Applying solid marketing principals for better recruitment results
- Providing meaningful reward programs that work
- Leveraging the talents and views of all three generations
- Creating a "best workplace" environment

### PROJECT MANAGEMENT

Everyone talks about the importance of good project management. In our business, how projects are managed is fundamental to a firm's success or failure. As a principal, you need to know exactly what you can do to improve project management in your firm. In this session, you'll learn what common mistakes to avoid, review some facts and statistics on project management for our industry, and finish up with some strong "how-to" on how you can become a more effective project management leader in your firm.

### CASE STUDY WORKSHOP

The Principals Academy program culminates in a session that will incorporate the information and lessons learned from the previous presentations. Participants will be divided into small groups to examine and solve real "A/E world" management issues in a supervised workshop environment. Each group will be given a case study drawn from actual A/E firm situations, and will spend time diagnosing the problems and creating an action plan to correct them. Each group will present their analysis and final recommendations to an audience of all the attendees for comment and review.

## SOME INTERESTING FACTS ABOUT PRINCIPALS

- Principals median total compensation is \$187,000.
- 90% of principals are owners in their firm. 19% are majority shareholders. It typically took principals one year with the firm before they became owners.
- 90% of principals say their firm was a better investment than a mutual fund.
- 43% of principals have earned a master's degree or MBA and 17% have a five-year professional degree. 47% have had some college-level business education.
- 85% of principals are registered technical professionals.
- 82% of principals claim it is either "all but impossible" or "possible but unlikely" that they will be fired, laid off, or have to take a significant pay cut in the next year.
- The median age at which principals plan to retire is 65. Only 15% of principals report their firm has a mandatory retirement age for principals.
- 55% of principals feel they did not have enough training and experience before being made principals.

Source: 2009 Principals, Partners & Owners Survey of Architecture, Engineering, Planning & Environmental Consulting Firms

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# course leaders



**MARK ZWEIG**  
Founder and Director  
ZweigWhite

Mark C. Zweig is best known as the leading expert in management for the A/E and environmental industry. With more than 27 years as a student of the industry, Mark knows A/E and environmental consulting firms inside and out. He founded Mark Zweig & Associates in 1988, which later became ZweigWhite in 1991.

Mark has worked with firms of all sizes and types throughout the U.S. and abroad, and helped them solve just about every problem—from strategic business planning, to turnarounds, to partner separations, to organizational restructuring, to mergers and acquisitions, to jump starting marketing, to dealing with cash flow crises, solving tricky ownership transition scenarios, and more.

He has authored 10 books on A/E and environmental firm management and thousands of leaders of A/E and environmental consulting firms turn to his editorials in *The Zweig Letter* each week for information, insight, and inspiration.



**CHRISTINE BRACK, PMP**  
Principal  
ZweigWhite

Christine Brack's business planning engagements focus on strategic and tactical initiatives relative to leadership, marketing, organizational structure, and operational improvement. She also consults with clients on project delivery—analyzing and optimizing current systems and implementing best practices via firm-wide training.

Her A/E experience includes six years as a project manager with a general contractor on new construction and adaptive reuse projects in the higher education market. Also prior to joining ZweigWhite, Christine was a strategy consultant at Frost & Sullivan and with *The Economist* Intelligence Unit. Christine holds an MBA from Thunderbird, The American Graduate School of International Management, a BBA from Saint Mary's of Notre Dame, and a BA in German Language from Purdue University.



**HOBSON HOGAN**  
Principal  
ZweigWhite

Hobson Hogan is a seasoned mergers and acquisitions professional with significant experience in A/E/C industry. Hobson assists architectural, engineering and construction firms with strategy formulation and ownership transfer issues, including buyer and seller representations.

Hobson has an extensive background in finance, strategic planning, consulting and engineering. His experience provides him with an understanding of difficult organizational, operational and strategic issues facing the A/E/C industry. Prior to joining ZW, Hobson was a Senior Associate with FMI Capital Advisors, Inc. In addition, Hobson has worked in various finance and consulting positions for Progress Energy and Accenture. Hobson has also worked as a practicing engineer for The Coca-Cola Company.

Mr. Hogan earned a Bachelor of Industrial Engineering with honors from the Georgia Institute of Technology and a Master of Business Administration from the University of North Carolina at Chapel Hill. He also holds General Securities Representative

licenses (Series 7, 63 & 79) from the Securities and Exchange Commission and FINRA.



## GREG ANDERSON

Consultant  
ZweigWhite

Gregory C. Anderson is a strategic consultant at ZweigWhite. He helps A/E firms with a variety of financial matters, including financial management, operations management and mergers and acquisitions. Prior to Greg's association with ZweigWhite, he was Chief Financial Officer and Chief Operating Officer for Ellerbe

Becket for 8 years. While there, Greg's goal was to turn the company's entire finances around. In 2009, under Greg's leadership, the firm's profitability was the highest it's ever been. Greg began his career as a CPA at the small business department of a national firm where he coached small business owners in developing strategic plans and financial systems. Through his experiences at multiple service industries, including distribution, retail, electronic media and supply chain management, Greg has built a solid set of skills and best practices that now brings a fresh perspective to the A/E industry. Greg is a graduate of the University of Minnesota Carlson School of Management and its Graduate School Executive Program.

## About the Principals Academy Faculty

Unlike other management programs, ***The Principals Academy*** is presented by a team of speakers, with extensive experience working with and for A/E firms. This insider perspective guarantees that the information you receive will be relevant to your job and the industry.

### What previous attendees have said about past course leaders:

"It was so valuable to have professionals with relevant industry experience "morph" into advisors with real-time, real-life, tried-and-true suggestions, experiences, processes—they each have tons of credibility." —*Kim Wolfe, Senior Vice President, Slifer Designs*

"You guys really know and understand A/E firms and the challenges we face. I feel that you gave us a great overview of these challenges and some tools that have worked for other firms in similar situations." —*Randy Duncan, Senior Environmental Science, Natural Resource Group*

"Combination of high-energy, riveting speakers with valuable insight and industry statistics made the seminar a success for me!" —*Jacob Garcia, P.E., Associate, HMA Consulting*

"The ideas and concepts discussed were presented in a manner that made sense, were useful, and were presented with a passion that indicated the presenters truly wanted to see the attendees succeed." —*Jim Shaver, Branch Manager, PACE Engineers, Inc.*

# AGENDA AT A GLANCE

## DAY ONE

7:30 AM - 8:30 AM	Registration & Continental Breakfast
8:30 AM - 8:45 AM	Welcome & Introduction
8:45 AM - 9:30 AM	<b>WHAT IT MEANS TO BE A PRINCIPAL</b>
9:30 AM - 10:30 AM	<b>BUSINESS PLANNING</b>
10:30 AM - 10:45 AM	Break
10:45 AM - 12:15 PM	<b>PROJECT MANAGEMENT FOR PRINCIPALS</b>
12:15 PM - 1:15 PM	Lunch
1:15 PM - 2:45 PM	<b>FINANCIAL MANAGEMENT</b>
2:45 PM - 3:00 PM	Break
3:00 PM - 3:45 PM	<b>FINANCIAL MANAGEMENT</b> (continued)
3:45 PM - 5:00 PM	<b>HUMAN RESOURCES MANAGEMENT</b>
5:00 PM - 6:30 PM	Cocktail Reception

## DAY TWO

8:00 AM - 8:30 AM	Continental Breakfast
8:30 AM - 10:15 AM	<b>OWNERSHIP TRANSITION PLANNING</b>
10:15 AM - 10:30 AM	Break
10:30 AM - 12:00 PM	<b>MARKETING AND BUSINESS DEVELOPMENT</b>
12:00 PM - 1:00 PM	Lunch
1:00 PM - 3:00 PM	<b>CASE STUDY WORKSHOP</b>
3:00 PM - 3:15 PM	Break
3:15 PM - 4:00 PM	<b>CASE STUDY PRESENTATIONS</b>
4:00 PM	Program Concludes

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## HOW TO REGISTER

**Mail:** Complete and return the enrollment form (see next page)

**Phone:** 800-466-6275 (M-F, 8:30-5:30 ET)

**E-mail:** [info@zweigwhite.com](mailto:info@zweigwhite.com)

**WEB:** [www.zweigwhite.com/go/tpa](http://www.zweigwhite.com/go/tpa)

## SPACE IS LIMITED

Space permitting, enrollments will be accepted until the day before the program, but this event typically sells out well in advance. Enroll now to ensure your participation.

## PROGRAM FEES

Program tuition is \$1,495. Additional attendees from the same firm are \$1,395 each. Group discounts are available—call at 800-466-6275 for details. *Early registration discount: Register and pay 30 days prior to the program date and receive \$100 off each registration.*

## PAYMENT

Payment by check or credit card in U.S. funds welcomed. Phone enrollment must be paid by date of seminar (or by the early-bird deadline for discount).

## WHAT'S INCLUDED

Program tuition includes all course segments and materials, continental breakfasts, luncheons, and reception. Hotel lodging is not included in the program tuition.

## CANCELLATIONS

Enrollment may be transferred to another person in your firm at any time prior to the event. Because of venue commitments and printing deadlines, refunds can be issued only for cancellations received at least seven days prior to event date.

## SCHEDULE THIS PROGRAM IN-HOUSE

Schedule conflict? No problem. If your schedule doesn't allow you to attend *The Principals Academy* call ZweigWhite to schedule this program "In-House" at 800-466-6275 or email [info@zweigwhite.com](mailto:info@zweigwhite.com).

**QUESTIONS:** Contact us at 800-466-6275 or [info@zweigwhite.com](mailto:info@zweigwhite.com)

## ABOUT ZWEIGWHITE



**Business management services and information for architecture, engineering and environmental consulting firms.** We exist to help leaders in the architecture, engineering and environmental consulting industries achieve their business and personal goals.

*ZweigWhite is the nation's leader in enhancing business performance for architecture, engineering, and environmental consulting firms. The ZweigWhite team consists of experts in strategy, mergers and acquisitions, business valuation, ownership transition, human resources management, finance, marketing, market research, project management and project delivery methods who collectively produce a comprehensive suite of products and services, including advisory, consulting, newsletters, industry reports, executive training, business conferences, and more covering virtually every aspect of firm management. The firm is headquartered in Fayetteville, Arkansas, with additional offices in Chicago, IL, Durham, NC, Natick, MA, and Washington, DC. The ownership of ZweigWhite are investors Eli Global and BIA Digital Partners, with management including Mark Zweig and Ed Friedrichs.*

TEL: 800-466-6275 | FAX: 800-842-1560 | EMAIL: INFO@ZWEIGWHITE.COM



**ENROLL EARLY  
AND SAVE!**  
REGISTER 30 DAYS PRIOR  
**SAVE \$100**

EXPRESS REGISTRATION: [www.zweigwhite.com/go/tpa](http://www.zweigwhite.com/go/tpa)

### First Attendee

Name/Title \_\_\_\_\_  
 Firm \_\_\_\_\_  
 Street \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_  
 E-mail \_\_\_\_\_  
 Phone \_\_\_\_\_ Fax \_\_\_\_\_

### Additional Attendees

Name/Title \_\_\_\_\_ E-mail \_\_\_\_\_  
 Name/Title \_\_\_\_\_ E-mail \_\_\_\_\_  
 Name/Title \_\_\_\_\_ E-mail \_\_\_\_\_  
 Name/Title \_\_\_\_\_ E-mail \_\_\_\_\_  
 Name/Title \_\_\_\_\_ E-mail \_\_\_\_\_

Many firms take advantage of our group discounts, available for delegations of three or more. Call 800-466-6275 or e-mail [info@zweigwhite.com](mailto:info@zweigwhite.com) for details.

<b>Quantity</b>	30 Days Before	Regular Price	
____ First attendee	\$1,395	\$1,495	\$ _____
____ Additional attendees from same firm	\$1,295	\$1,395	\$ _____
			Total \$ _____

### Payment information

My check is enclosed  
 Charge my credit card     Visa     MasterCard     American Express  
 Account No. \_\_\_\_\_  
 Exp. Date \_\_\_\_\_  
 Cardholder Name \_\_\_\_\_  
 Signature \_\_\_\_\_

### MAIL TO

ZweigWhite  
 P.O. Box 1528  
 Fayetteville, AR | 72701-1528  
 PHONE | 800-466-6275

**FAX TO 800-842-1560**

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