

# From SENIOR MANAGER to PRINCIPAL

*Accelerating the path to directorship for design firm senior managers*

***"Really enjoyed the course with a small group.  
The constant discussions kept me engaged, with  
all the topics relevant."***

**Matthew Sauer - Director** - Edge Consulting Engineers Brisbane

**2025**

Melbourne: 25-26 February

Brisbane: 18-19 March

Sydney: 27-28 May



PSMJ guarantees that you will be 100% satisfied or we will refund your money

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# 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* is 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 insights for success. This is your opportunity to learn:

- SUSTAINABLE STRATEGIES FOR EXPANDING INTO NEW MARKETS
- WHY LOW FEES DON'T NEED TO MEAN LOW PROFIT
- THE BEST WAYS TO INSPIRE AND MOTIVATE THE FUTURE LEADERS IN YOUR FIRM
- HOW THE TOP-PERFORMING FIRMS BALANCE THEIR WORKLOADS
- HOW A SIMPLE ONE-PAGE CAREER DEVELOPMENT PLAN CAN INCREASE PRODUCTIVITY

# 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 you can 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 BD 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

## ORGANISATION STRUCTURE

- What is a "market-based organisation"?
- Board of Directors or Executive Council – what suits best?
- How to get your offices to work as a single company
- Why profit centres are becoming passé

## 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?

## 2 INFORMATION-PACKED DAYS

Regarded by many as the most valuable component of this program, PSMJ coaches will answer your design firm leadership questions for up to one year after the seminar. Simply call your PSMJ workshop leader and they will be there to help. **No Charge!**

## WHAT DOES “FINDING A WAY THROUGH THE CHANGING TIMES” MEAN TO YOU?

Maintaining a strong backlog ... sustaining firm profitability ... keeping firm finances in check ... holding onto top design talent? Chances are, it means all of these and then some. Of course, knowing what you need to do is the easy part. Doing it is what separates the “real deal” firm leader from the “wannabe”.

Whether it's the challenges brought on by a sputtering economy or one of many other situations and decisions, firm leaders must master the necessary skills to keep their firm on the right track.

“Real deal” design firm leaders aren't born that way. They develop through experience and guidance - the kind of guidance PSMJ specialises in providing at our *From Senior Manager to Principal* workshop.

## THE BOTTOM-LINE REASON TO ATTEND THIS WORKSHOP..

“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* workshop to equip you with the best knowledge and tools for the job.

Participants learn from the coach as well as networking with Senior Leaders, Principals, and aspiring Associates from other firms. Your coach understands the obstacles and challenges you face on a daily basis, and is a passionate teacher of the tactics and strategies that work. Attending the *From Senior Manager to Principal* workshop 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 an intensive 2 day workshop 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 your design firm leaders should know to effectively run your firm and make your clients happy. This workshop 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 COACHES

### BILL PARKER, B. BUILDING (MELBOURNE UNIV.)

Bill is a Senior PSMJ Consultant, Principal of PCSI, Non-Exec Director of PCL Contractors Pacific Rim and Principal Consultant at WYEES; with 40 years global experience across Project Management and Construction.

Once called “a professor of tall buildings”, Bill project-managed 2 of the world's top 5 tallest residential buildings; Dubai's Princess Tower and Melbourne's Eureka Tower. Bill is at the forefront of construction techniques.

### CHARLES NELSON, LFRAIA, AIA, AECPM

Charles has a BA in Architecture and Psychology (Minnesota), and studied Land Use Law & Legislation and Law of Construction Contracts at Harvard University.

Charles founded and leads PSMJ Resources Asia Pacific. He has provided Project, Design, Quality, and Risk Management training in more than 300 workshops across three continents, including workshops at 10 American Institute of Architects National Conventions.

## PLUS THESE VALUABLE BENEFITS



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

**"Found the presentation very informative, energising and entertaining. Highly recommended to all making the transition, From Senior Manager to Principal."**

**Max Bomben - General Manager - Spire, Canberra ACT.**

## REGISTRATION

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E: [ebowron@psmj.com](mailto:ebowron@psmj.com)  
W: [www.psmj.com.au](http://www.psmj.com.au)

M: PSMJ Resources Asia Pacific  
Unit 603, 19 Queens Road,  
Melbourne VIC 3004

### PROGRAM HOURS

9.00am - 5:00pm both days.

### REGISTRATION INCLUDES

Complete instruction, workbook, Digital ToolBox and reference materials. Classroom delivery includes lunch and coffee breaks.

The Senior Manager to Principal program offers 14 formal CPD points for design professionals.

### EARLY-BIRD SPECIAL

Register and pay 60 or 30 days prior to the program date and receive \$460 or \$230 off!

### Select your City & Date

- MELBOURNE – 25-26 February 2025  
CBD Location TBA
- BRISBANE – 18-19 March 2025  
CBD Location TBA
- SYDNEY – 27-28 May 2025  
CBD Location TBA

### Special group rate for 6 or more:

Contact Elina Bowron on [ebowron@psmj.com](mailto:ebowron@psmj.com)

Register: Enter the number of participants in each category and enter the appropriate fee in the relevant column.	No.	Super Early Bird	Early Bird	Standard
First person	1	\$2165	\$2395	\$2625
Additional Registrants		\$1705	\$1935	\$2165
No. of extra registrants				
Subtotal for extra registrants		\$	\$	\$
Subtotals for all registrants		\$	\$	\$
Add GST 10% (Australian residents only)		\$	\$	\$
TOTAL PAYMENT DUE		\$	\$	\$

### Conditions and Cancellations

- Super Early Bird: Must be booked and paid 60 days before training date.
- Early Bird: must be booked and paid 30 days before training date.
- All fees are in Australian dollars. GST is not charged for programs delivered outside Australia.
- You may substitute attendees at anytime.
- Cancellations received in writing at least 30 business days prior to the program receive full refunds.
- Cancellations received in writing at least 11 business days prior to the program receive a credit letter, good for twelve months, towards any PSMJ program or product.
- Cancellations made 10 or fewer business days prior to the program and/or no-shows are not eligible for refunds or credits.

## REGISTRATION APPLICATION

\* Required information

Submit one for each registrant. Scan your registration/s & email to Elina ([ebowron@psmj.com](mailto:ebowron@psmj.com)) & Bill ([wparker@psmj.com](mailto:wparker@psmj.com)), or call us on 03 9686 3846. You can also register online at <https://www.psmj.com.au/product/from-senior-manager-to-principal/>

Attendee Name *	Position		
Firm Name *	Firm Type	Firm Size	Office Size
Address *			
City *	State *	Postcode *	
Attendee Mobile Phone *	Email *		
Firm Contact Name	Firm Contact Email		
Your Payment Options:			
EFT - BSB: 033305	Account No.: 650603	A/C Name: PSMJ Resources Asia Pacific Pty Ltd	Reference Invoice No.
OR Charge my: <input type="checkbox"/> MasterCard <input type="checkbox"/> VISA <input type="checkbox"/> AMEX			
Credit Card #	Exp. Date	CW Security Code	
Name	Signature		