

YOUR EXCLUSIVE INVITATION

PSMJ | Resources

A/E/C Executive Retreat: Rethink, Refresh, and Renew Your Firm's Success Strategy



When: 29 & 30 April and 1 May, 2025

Where: Mantra Legends Hotel, Gold Coast, Queensland

A/E/C Executive, here's your challenge: Shift your firm's business plan so it works regardless of conditions over the next 24-36 months, as talent remains scarce, technology upends traditional business models, and competitive pressures challenge your fee structure.

Your Solution: Attend **A/E/C Executive Retreat: Rethink, Refresh, & Renew Your Firm's Success Strategy** at the **Mantra Legends Hotel Gold Coast on 1-3 May, 2025**. You will build, through candid discussion with peer firm leaders, and confidential dialogue with PSMJ Asia Pacific's A/E/C business management experts, a custom plan to realise the biggest opportunities and massive upsides to our current industry conditions.

Over 3 days of powerful, candid, and confidential dialogue on the critical decisions that determine business success, you will make priceless connections with other A/E/C leaders facing identical challenges and the rapid changes sweeping the A/E/C industry:

- Will disruption in the architecture and engineering industry unleash your firm's growth potential, or will it struggle to adapt?
- Is your succession plan designed to weather any storm, or could it fail to achieve your objectives when put to the test?
- How can you find the talent you need to execute the most profitable projects, and refill your leadership pipeline, given the demographic shifts pushing back against your most ambitious projections?
- Where is the next huge business growth opportunity poised to appear, and how can you act NOW to take advantage of it?

As a key leader, you face constant demands to put out fires and solve the "problem of the day". So come join a select group of peer firm leaders in April/May 2025 for PSMJ Asia Pacific's **A/E/C Executive Retreat: Rethink, Refresh, and Renew Your Firm's Success Strategy** and address the big challenges and opportunities that will determine your firm's growth curve over the next 2-3 years.

See our more detailed agenda, and secure one of only 25 openings available for this exclusive gathering, at [PSMJ.com.au/GOLDCOAST](https://psmj.com.au/GOLDCOAST)



A/E/C EXECUTIVE RETREAT KEY TAKEAWAYS:

PRIVATE EQUITY: Who will benefit from the private equity cash tsunami upending and consolidating our industry? What can you do NOW to make sure you're riding the wave, not swept out by the undertow?

COMPENSATION STRATEGY: How can you retain valuable talent when they are being offered greater compensation by your competitors?

PERFORMANCE BENCHMARKING: How does your firm's financial performance compare to others that serve the same markets and employ similar numbers of people?

ESSENTIAL KPIs: What are the key metrics (many of them counter-intuitive) that the most successful firms watch carefully?

VALUATION: What shareholder valuation methodologies are best for your firm, and which should be discarded?

FEE STRUCTURES: How are some firms moving away from a time-based billing model, even with remote teams and work-from-home project managers, and seeing gross revenue and profits jump?

A.I.: Where is artificial intelligence starting to have a significant impact on how quickly and successfully A/E/C projects get done? Should you jump on the bandwagon now, or wait for the next generation of applications?

OWNERSHIP TRANSITION: Who should be on your board of directors? How can you stress-test your ownership transition plan?

BUSINESS DEVELOPMENT: What's working for peer execs to build a healthy and sustainable backlog of high-profit projects, and how to find the talent to execute them?

Reserve A "Challenge I Have" Seat and Benefit from the Group's Wisdom!

Do you want even more perspective on your specific challenges? Get in the Challenge Seat! We carve out time for 3 participants to present a case study related to their firm.

We then lead a discussion around solutions to that challenge. You gain tangible strategies from the group's wisdom. This is only available to 3 participants. To request a Challenge Seat slot, just mention this in your registration and we'll be in touch with more details.

WILL YOUR A/E/C FIRM PROSPER... OR STAGNATE? THE CHOICE IS YOURS!

Participants will share their views on the following issues:

New Strategy Shifts: Build an action plan for driving gains in the next normal

We examine a new strategy for your practice that aligns with current market conditions, leveraging capitalisation and overhead-reduction opportunities. Plus, we look at the performance metrics you should be (and maybe aren't) monitoring.

New Marketing Plans: Get the clients you want

How should you manage pitches and approval processes? How can you gain undying loyalty from larger clients? We'll share powerful business development and marketing strategies that have been proven to work in the current environment.

New Compensation/Talent Practices: Make smarter pay, bonus, and staffing decisions

The next normal in staff management means performance evaluations built on different KPIs and marked changes to how we retain talent. We discuss unique opportunities to operate in a lean setting, and how to find and keep the best growth-oriented employees, motivate every different generation, and avoid bad hiring decisions.

New Technology Choices: Make better capital investments for this next normal

What kind of tech investments make sense now for firm growth and which should be put off? We'll dive into the platforms that A/E/C firms need to manage projects and keep clients happy and the hottest tech issues that the C-Suite has to stay on top of.

New Project Management: Make sure remote and hybrid workforces stay profitable

We share the best practices and KPIs that the most successful firms use to track both PMs and projects for maximum effectiveness. Learn exactly how the top firms in PSMJ's annual Circle of Excellence not only eliminate poor project management write-offs costing 45% of profits, but they also actually drive an additional 15% to the bottom line through superior techniques.

New Mergers and Acquisitions Considerations: An opportunity to go big

Demographic shifts and an increasing number of senior principals unwilling to weather another dip mean prime M&A targets abound, but it's not right for everyone. We'll talk about the risks and rewards of pursuing growth via acquisition in the months ahead, the red-flag warnings that are easy to miss, and how to find that diamond in the rough.



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YOUR RETREAT FACILITATORS



Frank Stasiowski. For over 40 years, his candid and often counter-intuitive advice has helped A/E/C leaders propel their organisations to breakthrough growth and profitability. Frank actively serves as an outside director for architectural and engineering firms around the globe. This experience includes serving as a director for a publicly traded, 4,000-person engineering firm.

Frank challenges his clients to excel, thinking differently about their constraints and obstacles. He sees his role as one of guiding firm leaders through a perspective that may not come naturally to them. He views success ultimately as clients not simply following his recommendation, but rather making their own decisions guided by his insight.

Frank is a prolific author, writing hundreds of articles for the *Professional Services Management Journal* and many books intended for architecture and engineering firm leaders, such as his best-sellers *The Value Pricing Imperative for Design Firms* and *Impact 2030*.

As an international speaker to audiences ranging from five to more than 5,000, Frank is well-known for his data-driven (and a bit daring) look into the future of the business of architecture and engineering. His energetic and down-to-earth speaking style always draws rave reviews.

Among the areas where Frank brings particular expertise as an advisor, facilitator, and speaker are strategic planning, transition planning, and mergers & acquisitions. In addition to his advisory work, Frank spends a significant amount of his time delivering presentations and facilitating meeting discussions, planning retreats, workshops, and training sessions, all with the goal of dramatically improving the business performance of A/E/C organisations worldwide.



William Parker. Bill Parker is a Director, Coach and Senior Consultant at PSMJ and holds Directorships with PCL Constructors Pacific Rim, and EPPIC Intelligent Construction LLC. He has 40+ years of global experience in project management, property development management and construction contracting. Bill is a respected professional in Australia, the Asia Pacific, and the Middle East.

Bill imparts actual real-life experience to senior staff and principals of A/E/C firms through 'consulting to consultants', providing alternative perspectives to management or leadership issues. This allows firm principals to explore possibilities that elevate their firms in practical ways.

Bill's approach to management of design and construction evolved through international operational management within diverse cultural, professional and industry environments in Australia, USA, Middle East, and Europe. The emphasis is always on analysis to 'simplify the complex' so intractable issues can be resolved expeditiously.



Tuesday, 29 April, 2025

5:30 PM - 7:00 PM Networking Cocktail Reception

We gather for a low-key "get-to-know-you" reception where we meet and network with peer Retreat attendees in a casual setting.

7:00 PM Gourmet Dinner and Welcome – Fables restaurant

We set the scene for the next 2 days and get specific about the action-plan YOU want to address.

Wednesday, 30 April, 2025

7:30 AM - 8:30 PM Breakfast

8:30 AM - 12:30 PM Morning Group Session

PSMJ Resources Founder and A/E/C Industry visionary Frank Stasiowski leads an eye-opening discussion: **Disruption & Opportunity Ahead: What the Future Holds for A/E/C Firms.**

We'll then compare your firm's post-COVID experiences and performance with what peer executives from high performance firms are revealing through PSMJ's benchmarking data and member discussions. How effectively is your firm attacking the BEST new business opportunities in a robust climate? Where does that stand compared to industry trends? What's working to build a healthy and sustainable backlog of high-profit projects? What's a dead-end?

We will explore some major disruptions that are poised to radically re-shape our industry. How are some firms ditching antiquated time-based business models (and long-despised timesheets)? How is AI going to turn your firm's staffing needs, capital investments, and value proposition upside down? This is "No B.S." stuff that forward-thinking firms are embracing RIGHT NOW.

Next: An intense study of your firm's vision for growth and mapping your future direction to capitalise on the disruption ahead, and to deliver sustainable stress-tested impact and growth. We'll uncover the specific issues YOU want to bring forward for discussion with peer executives while we're here. This helps us get in front of the near-horizon opportunities and challenges that can bend your firm's growth curve and leverage the collective expertise of your fellow Retreat participants.

12:30 PM - 1:30 PM Casual lunch

1:30 PM - 5:30 PM Executive Sessions

Next: a deep dive into specific challenges for A/E/C seniors, with targeted, facilitated discussions that reveal solutions to the things that keep you awake at night:

- **Winning the War For Talent** – Practical insights and solutions critical to A/E/C business growth, engaging work environments, intrinsic motivation, and examples from high performing firms.
- **Executive Performance Reporting** – What should A/E/C boards expect executives to show them, not just tell them? We unpack issues with current reporting and how to address them.
- **Succession Risks and Opportunities** – Is your exit plan rock-solid? We discuss your options, realising your investment, leaving a legacy and a tip on the table – all before it's too late. Plus, how to develop a firm valuation / shareholder strategy that attracts, retains, and incentivises talent. AND, creative win-win strategies that solve the most common issues that break transition plans.

6:30 PM Group Dinner at the casual Fables Restaurant.

DETAILED
AGENDA

Thursday, 1 May, 2025

7:30 AM - 8:30 AM Breakfast**8:30 AM - 12:30 PM Group Session:**

Future-Proofing Your A/E/C Firm: Critical M&A Trends, Smart Tech Investment Strategy, Effective Corporate Governance, and Creative Transition Planning.

Now we tackle the financial aspects of your growth planning, how we can get your numbers to beat industry norms, the smartest ways to plan capital investments in high-ROI technology, design and finance acquisitions, and what payback period top firms seek to achieve.

Then, we focus on how to structure your firm's board of directors to maximise its positive impact on meeting strategic goals. How to select the right chairperson, board members, new approaches to governance, pros/cons of outside directors, and optimum ways to structure your charter and bylaws for growth.

We wrap up the session by shifting gears to talk about how to leverage new uses for Artificial Intelligence to complete A/E/C projects when talent is hard to secure, what communication, visualisation, and collaboration tools tomorrow's clients are going to demand from your firm, including where VDC, XR, and Augmented Reality is headed.

12:30 PM - 1:30 PM Casual Lunch**1:30 PM - 3:00 PM****Going from Idea to Execution: Refocusing BD Efforts, Rethinking Your Recruiting Strategy, and Embracing Agility**

After lunch, we dig into the details of growth strategy execution. We discuss the markets you serve and the new BD and sales strategies you can best use to communicate with them. Here, our goal is to differentiate you from the competition through innovative marketing tactics that work with hybrid virtual and F2F meetings.

Next, we focus on talent optimisation and why your recruiting and engagement strategies may be ineffective and outdated. We explore why top-performing firms have less difficulty attracting and keeping the best talent.

Finally, we delve into strategic culture and what that looks like, how to hurdle growth barriers and scale up, manage risk, improve cash flow, target the right clients, fill gaps in your skills toolbox, and lead your firm through difficult periods.

After two intensive days, you leave energised, exhilarated, and eager to apply breakthrough growth strategies, with your plan framework in your hands. You'll have the tools, the insight, the information, the data, the ideas, and the assistance of the best the world has to offer... and the opportunity to discuss it all with other design firm executives, just like you!

3:30 PM - 5:00 PM Optional One-on-One Discussions

We insist that you don't leave Mantra Legends with any unanswered questions, so we set aside time Saturday afternoon for one-on-one consultations with your Forum facilitators.