

**ACEC/New Mexico
ASPIRING PRINCIPALS PROGRAM**

GOAL: Cultivating the next generation of principals

The purpose is to promote the growth or development of those who might become principals in consulting engineering organizations, which implies they will achieve responsibilities for committing an organization to a contract where new revenues are realized. Principals may or may not be considered as financial partners in firms.

PROGRAM OBJECTIVES:

- (1) Provide meaningful educational experience for participants.
- (2) Improve awareness of responsibilities of principals
- (3) Stimulate interest of participants in becoming principals
- (4) Develop a camaraderie between participants

The focus will be on assessing what the participants learned. This is not a training program where competence is measured. Tests will not be utilized. A certification of completion of the program will be awarded.

FORMAT: Meetings with topical presentations and participant follow-ups on the topic through discussions with principals in their own firms, who serve as temporary mentors for that topic.

Participants will generally attend in luncheon meetings where ACEC/NM sponsored speakers will provide programs. Some programs may be scheduled late in the afternoon where the participants can go out to dinner together for an informal, and non-evaluated, opportunity to get better acquainted with each other. After the meetings the participants will spend some time talking about the subjects to the temporary mentors in their firms. Two sources of feedback will be utilized by the ACEC/NM Aspiring Principals Program Committee (APP Committee). Topic mentors from the firms will report back to the APP Committee what they believe the participants learned for that session. Participants will provide feedback to the APP Committee after each session.

PROPOSED TOPICS:

- Introductory Session and Leadership Principles
- Management
- Building Teams
- Marketing and Business Development
- Financial Operations
- Personal Involvement
- War Stories by Retired Principals

**ACEC/New Mexico
ASPIRING PRINCIPALS PROGRAM**

TOPICAL DETAILS

(1) Leadership Principles

Major Focus: Discuss typical principles to influence change of behavior of individuals.

Topic Objective: Participants will be exposed to principles of leadership and will follow-up with discussion of principles with mentors.

Typical Elements of Topic:

- Acquiring vision and projecting it in form of mission, goals, objectives
- Clarifying organizational purposes
- Making behaviors congruent with beliefs
- Aligning systems and procedures with principles, roles, and goals
- Assessing roles of principles and values in establishing firm's mission.

(2) Management

Major Focus: Discuss typical activities to emphasize skillful use of available resources to keep functioning, bring about change, or advance a cause.

Topic Objective: Participants will be exposed to features of management and demands of human resource programs and will follow up with discussions of management with mentors in their firms.

Typical Elements of Topic

- Recognizing resources, options, and institutional boundaries
- Assessing human resource program needs
- Decision making processes
- Time allocations and scheduling
- Communications and building networks
- Understanding and improving work conditions
- Selection and development of managers/leaders
- Settle time and space issues
- Resolve intra-group conflicts
- Recognition of accomplishment.

(3) Building Teams

Major Focus: Discuss typical activities related to building teams to: (1) prepare proposals and (2) work on fully or partially funded contracts.

Topic Objective: Participants will be exposed to variables associated with bringing people together to accomplish tasks.

Typical Elements of Topic

- Recognizing needs and purposes of teams
- Assessing local resources available

ACEC/New Mexico
ASPIRING PRINCIPALS PROGRAM

- Assessing limitations of local resources
- Key personnel selection
- Carefully assessing the purpose of the team
- Assessing outside options available

(4) Marketing and Business Development

Major Focus: Discuss typical activities related to expanding the firm's revenue sources.

Topic Objective: Participants will be exposed to techniques associated with marketing of consulting engineering services.

Typical Elements of Topic

- Assessing revenues
- Observing networking opportunities
- Assessing competition
- Understanding needs of funding sources
- Assessing potentials with current commitments

(5) Financial Operations

Major Focus: Discuss typical activities related to operating a firm's financial engine.

Topic Objective: Participants will be exposed to variables associated with keeping the firm solvent.

Typical Elements of Topic

- Understanding revenue sources
- Understanding expenditure avenues
- Understanding cash flow problems
- Appreciating needs of borrowing
- Understanding financial growth opportunities and limitations

(6) Personal Involvement

Major Focus: Discuss typical personal activities related to a person becoming a principal in a firm.

Topic Objective: Participants will be exposed to positive and negative aspects of becoming principals.

Typical Elements of Topic

- Benefits:
 - Increased responsibilities
 - Increased authority
 - Recognition

**ACEC/New Mexico
ASPIRING PRINCIPALS PROGRAM**

- Income growth
- Network opportunities
- Disadvantages
 - Family demands
 - Transferability limitations
 - Firm sale potentials
 - Time demands
 - Social demands
 - Legal liabilities
 - Potential financial liabilities.

(7) War Stories by Retired Principals

Major Focus: Provide program-ending meeting where retired principals tell war stories to humanize the roles of principals in engineering consulting firms.

Topic Objective: Have fun session at the last meeting where stories are told and the camaraderie of consulting engineering is experienced. Participants will be presented with certificates for their participation in the Aspiring Principals Program and will be encouraged to join the family.

Typical Elements of Topic

- Fun experiences
- Lessons learned
- Values appreciated
- How we survived
- Why you can survive.

Aspiring Principals Program

APP – Level I

Program Highlights: The program is designed to expose participants to the many diverse aspects of being a principal in a firm. The program is further intended to promote networking among the participants. Selection of a mentor is also an important feature. The program strives to provide both a small-firm and large-firm perspective, when applicable. The program is not intended to directly teach participants how to be principals or to imply that participants will actually become principals.

Session Topics may include the following: Ethical Leadership; Management: Who/What Do You Manage?; Business Development/Networking 101; Financial: Staying Solvent; Managing Change; Personal Involvement: Managing the Demands; and War Stories Panel and Dinner (Spouses Welcome).

**ACEC/New Mexico
ASPIRING PRINCIPALS PROGRAM**

APP – Level II (Alumni)

The Alumni program has been developed exclusively for those participants that have previously completed the Aspiring Principals Program – Level I.

Session 1: Legislative Day in Santa Fe

Participants receive instruction on the legislative process, issues briefings and conduct meetings with their individual state legislators.

Session 2: Speaker/Workshop Presentations

This two-day presentation workshop is intended to expose participants to topics beyond those previously covered. Networking is encouraged and spouses are invited to the Friday night dinner. Program costs include both breakfast, lunch and dinner on Friday, and Friday night lodging at the resort.

TOPICS Include (may be modified in future years):

Managing Change

Human Resources - Current Practices and the Future of HR

Legal Issues

Insurance

Retention and Recruitment

Legislative Update

Participants that successfully complete either program will be recognized at the ACEC/NM Annual Awards Dinner and GALA held in April.

If you or someone in your firm is interested in participating in the Aspiring Principals Program, please indicate the interest by contacting ACEC New Mexico at acecnm@acecnm.org or by calling 505.888-6161.

