



Ownership & Leadership Transition ROUNDTABLE

In the new economy, how can 1,000's of baby boomers beat the odds and get their true value out of their firms upon retirement

■ **August 21-22, 2012**
Vancouver, BC

■ **October 23-24, 2012**
Atlanta, GA

Early Bird Special:
Register and pay 30 days prior to
the Roundtable date and receive
\$300 off your registration!

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<http://psmj.blogspot.com>

www.psmj.com

Don't Let This Happen To You!

As a Design Firm Owner, you have spent your entire career building the value of your firm. You work hard every day making sure your firm continues to prosper. But you also dream of a time when a "stressful day at the office" involves reducing your handicap, improving your backhand, or finally mastering your favorite hobby! As you approach your hard-earned retirement, you need to make sure you can successfully convert your firm's value into liquid assets so you can actually live your dreams now. You need to know you are selecting the right leaders to run your firm and carry it forward (and be willing and able to buy you out when the time comes).

PSMJ's upcoming **Ownership & Leadership Transition Roundtable** is designed for the leaders of today's A/E/C firms. Together, we walk through a structured, logical approach to developing practical planning tools for your firm's Ownership Transition Planning. Our Roundtables help you understand and design a process to deal with this increasingly complex challenge.

Real People...Real Facts... Real Experiences...Real Value

The real added value of our **Ownership & Leadership Transition Roundtable** is found in the other participants. You spend two intense days with a group of CEOs, COOs, CFOs, Presidents and Senior Principals from other A/E/C firms. And, you needn't worry about divulging proprietary secrets, since all discussions are kept confidential between participants. These men and women face and overcome the challenges that make up your world daily. They've been there and their feedback will be fuel for your growth. You too, will provide feedback on their challenges. Your personal experiences assist them to take on new challenges as they develop their own transition plans.

Could you benefit from personalized Ownership & Leadership Transition advice from an industry expert?

As an attendee of this Roundtable, you can reserve a complimentary one-on-one private consultation with Don Thomas to discuss your personal situation in greater detail. This is your chance to get undivided attention for your specific issues – you can confidentially discuss anything about your firm. He can also review your current firm valuation and help you benchmark it against other firms of comparable size and strengths in the industry. This opportunity alone is worth much more than the cost of registration!

To take advantage of this exclusive opportunity, call Karen Hill in PSMJ's Education Department at (617) 965-0055 or email education@psmj.com. One-on-one consultations may be scheduled at various times throughout the Roundtable, from Tuesday afternoon to Thursday morning. **Space is limited and slots will be filled on a first-come, first-served basis.**

The Program

PSMJ has been addressing the issue of design firm Ownership & Leadership Transition Planning for 34 years. Through the **PSMJ's Ownership & Leadership Transition Roundtable**, in-house training sessions and consulting assignments on this subject, we are the #1 experts in the world of design firm transition planning, for both internal and external ownership transition. Our experts walk you through the Ownership Transition process and help you understand and take action on getting your own process underway with maximum efficiency and best return on effort. Many of our attendees come away saying "We didn't know what we didn't know until we came to this Roundtable, but now that we know this, it is clear what we need to do."

PSMJ's Ownership & Leadership Transition Roundtable takes a complex process and simplifies it into clear steps you can implement while running your business. A solid understanding of how the process works brings with it greater confidence, efficiency, and value.

A huge benefit from attending our Roundtable comes from the opportunity to talk candidly with your peers about how they may have approached this aspect of their business. Too often, firm owners procrastinate or fail to act quickly on the pressing issue of transition, sometimes ending in painful outcomes.

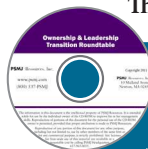
Join your facilitator and fellow attendees for an optional "get-to-know-you" pre-Roundtable Cocktail Reception!

Getting into town the night before the Roundtable? Join your Roundtable leader and other attendees on **Monday at 6 p.m.** in the hotel bar. This is just a low-key, optional, "get-to-know-you" cocktail reception where we'll introduce ourselves, our firms, and our top concerns.

PSMJ's NO RISK Guarantee!

If you are unsatisfied with the quality of the Roundtable for any reason, or you feel it did not address your concerns or issues, please send us a letter detailing the reasons you were not satisfied, and we will arrange for you to attend another seminar/roundtable 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—sign up today!



Receive PSMJ's Digital Ownership & Leadership Transition Planning Tool Box CD

All registrants receive, with our compliments, PSMJ's Ownership & Leadership Transition Planning Senior Executive Digital Tool Box CD, a \$597 value, as part of your registration. Packed with checklists, tools, sample agreements, and guides you can implement and share upon your return to the office. This CD helps move ahead efficiently, with materials, tips, and documents you can actually use to make your Ownership Transition Plan come to life!

What You Can Expect at our Roundtable...

There are many simultaneous moving parts in ownership transition. It is critical to understand them all. Unfortunately, the clock keeps ticking and time never stands still to allow you to prepare. Failure to plan for transition often yields a crisis environment with undesirable outcomes and significant loss of value in the business you spent years creating. Often, successful transition planning is inhibited by the demands of the practice, the pace of business, differences in generational values and expectations. Understanding how transition operates as a complex, integrated process is where huge efficiency and dollar realizations can be gained as a successfully planned transition occurs.

And this is a perfect venue in which to start the transition education process for your successors...

We find that most firm owner's who are contemplating internal transition have not yet started the transition discussion with their successor owners. In most instances, the successors are Gen X-er's or Millennials who have not been introduced to the subject and who find the topic to initially be of limited interest due to a fundamental lack of understanding of ownership and transition. Many of our attendees go away acknowledging that our Roundtable would be a great venue in which to start the transition discussion. So as part of our offer to you, we are encouraging you to bring along your key future owner potentials and let them gain valuable knowledge about the process. It will be well worth the investment.

During our Roundtable, we dig into issues of when to sell, how to prepare and select new owners (and leaders), how to tackle the difficult challenge of financing the buy-out, and how to let go and step away from the key role you've played for years. We also answer in detail the challenging question of "How do I know what my firm is worth?"... which is frequently a barrier to transition success.

PSMJ's Ownership & Leadership Transition Roundtable is guaranteed to give you context, content, process and tools to help make your transition approach a success. We invite you to join a small, special group of executives from the A/E/C industry and receive a phenomenal amount of knowledge on a very complex subject in two jam-packed days. Our sessions are intense and focused, and the social interactions are warm and open, thus offering you the opportunity to learn from us, as well as from your peers, about the tough challenges that transition presents.

"To walk away with the whole process in a book is very valuable and a great reference tool for the future 10 years!"

— Nancy Maerz, COO, Riddell Kurczaba

Your Roundtable Facilitator

Don Thomas will be your Roundtable leader and instructor. He has been actively engaged in the A/E/C industry for more than 40 years and has held key positions with three of the top-ranked engineering firms in the United States. Don has hands-on management experience in operations, field experience in construction, construction management and design/build, and years of experience in marketing, selling, and business development. His practice experience, combined with his academic background in architecture, engineering, construction, law, and business management, provides him with a depth of knowledge that he skillfully imparts to his roundtable participants.

Your Venue

**Hyatt Regency Vancouver • 655 Burrard Street •
Vancouver, BC V6C 2R7 • Room Rate: \$189 CAD single/double •
Cut-off for Hotel: 7/27/12 • Phone: (604) 683-1234**

**Grand Hyatt Atlanta • 3300 Peachtree Road, NE •
Atlanta, GA 30305 • Room Rate: \$199 single/double •
Cut-off for Hotel: 10/2/12 • Phone: (404) 237-1234**

About PSMJ

Established more than 35 years ago, PSMJ Resources, Inc. has grown to become the world's leading authority, publisher, and consultant on the effective management of architecture, engineering, and construction firms. With offices in the United States as well as the United Kingdom and Australia, PSMJ offers over 150 titles in book, audio, and video format. PSMJ publishes several monthly periodicals and delivers dozens of seminars, roundtables, conferences, webinars, and in-house training sessions every year for A/E/C professionals around the world. In addition, PSMJ's sought-after consulting expertise covers a range of critical business areas such as strategic planning, project management, valuation, succession planning, and mergers and acquisitions.

Schedule At A Glance

**Tuesday (August 21 / October 23)
Roundtable Day 1 8:33 a.m. – 5:00 p.m.**

**Wednesday (August 22 / October 24)
Roundtable Day 2 8:33 a.m. – 5:00 p.m.**

**Thursday (August 23 / October 25)
Optional One-on-One Consultations* 8:00 a.m. – 12:00 p.m.**

**One-on-ones must be pre-scheduled prior to attendance at Roundtable. Additional slots are available throughout the Roundtable from Tuesday afternoon to Thursday morning.*

Roundtable Agenda

1. Getting Started

- What are the 7 key mistakes design firms make in Ownership Transition Planning?
- What key trait should I look for in a new leader?
- How to separate “ownership” from “leadership” and why?
- What are the 10 commandments of leadership development?
- How to evaluate the management performance of future leaders
- What are the 5 keys to a successful transition?

2. Selecting the Right Successors

- How to customize your criteria for picking leaders
- What are the 3 best ways to groom and measure success of future leaders?
- What are the differences between first generation and second generation owners?
- How best to make the offer to future leaders
- What to do if the selected owner says “no”
- What are the 5 best methods of resolving partner disputes?

3. Valuation

- What are the 7 valuation approaches used by accountants?
- What are my firm’s key risk factors?
- How much is my firm worth?
- How are intangible assets measured?
- How to address the buyer/seller gap in paying for stock

4. Terms of Successful Buy/Sell Agreements

- What are the 5 reasons non-competes don’t really work?
- What are the 59 factors that make up a proper buy-sell agreement?
- How can you indemnify former owners without killing the company?
- How can retirement payout be structured to avoid taxes?
- What are the 35 terms you need to implement right away?

“What a great course! I feel inspired to go forth and create the transition we want.”

– Liza Prunuske, President, Prunuske Chatham

5. Financing and Cash Flow

- How to finance the transition of stock
- What are the 3 key ways to minimize the tax impact of a transition?
- How to fund the transition internally
- What’s best way to handle gifts of stock correctly?
- What’s the best way to manage the divorce or bankruptcy of a partner?

6. ESOP and Stock Option Plans

- What is an ESOP?
- How to determine if an ESOP is right for your firm
- What’s the best way to structure stock option plans that benefit everyone?
- What’s the best way to structure a successful shareholder agreement under ERISA?
- How to retain majority control of the firm while distributing stock

7. Handling the Logistics

- Who should be involved in transition planning?
- When and how to bring in legal and accounting advisors
- When is an outside consultant/mediator needed?

“Great information, puts me in a position to start the process right, should have done this 5 years ago!”

— Kim Lobdell, President, KL Engineering, Inc.

Can't Come To Us?

Bring our specialized expertise to your office!

PSMJ's expert consulting team can assist on a wide range of A/E business issues! Whether serving as your advisor through the purchase or sale process or assisting on valuation, strategic planning or training, we can help. Contact Kim Pazera today to at (617) 965-0055 to learn what we can do for you!

Registration Application

☐ **August 21-22, 2012 – Vancouver, BC**

Hyatt Regency Vancouver
655 Burrard Street
Vancouver, BC V6C 2R7
Phone: (604) 683-1234
Room Rate: \$189 CAD single/double
Room Cut-off Date: 7/27/12

☐ **October 23-24, 2012 – Atlanta, GA**

Grand Hyatt Atlanta
3300 Peachtree Road, NE
Atlanta, GA 30305
Phone: (404) 237-1234
Room Rate: \$199 single/double
Room Cut-off Date: 10/2/12

Program Hours:

Day One 8:33 a.m. to 5:00 p.m. • Day Two 8:33 a.m. to 5:00 p.m.

Travel & Accomodations

A block of rooms is reserved for PSMJ attendees at each location. To secure reduced rates, please make hotel reservations by the cut-off dates above and be sure to mention that you are attending **PSMJ's Ownership & Leadership Transition Roundtable**. If you have any problems or questions regarding reservations, please contact the Education Department at (617) 965-0055.

Refunds and Cancellations

Cancellations received in writing at least 30 business days prior to the Roundtable receive full refunds. Cancellations received in writing between 29-11 business days prior to the program receive a credit letter, good for six months, towards any PSMJ education program. Cancellations made 10 or fewer days prior to the Roundtable and/or no-shows are not eligible for refunds or credits, however, you may substitute attendees at anytime.

It's Easy To Register Right Now!

Mail: PSMJ Resources, Inc.
10 Midland Avenue • Newton, MA 02458
E-mail: education@psmj.com
Web: www.psmj.com/training-and-education
Phone: (617) 965-0055

Name _____

Title _____

Firm Name _____

Firm Type _____ Firm Size _____

Address _____

City _____

State/Province _____ Zip/Postal Code _____

Country _____

Phone _____ Fax _____

E-mail _____

Brochure Code: 270487

Bring an additional attendee for only \$1700*

**(Attendees must be from the same firm to qualify for discount)*

Name _____

Title _____

Email _____

Registration Fees: (Check all that apply)

- ☐ Early Bird Attendee Fee: \$2200 *(must be paid 30 days prior to event)*
☐ Regular Attendee Fee: \$2500
☐ Additional Attendee Partner Fee: \$1700

Select Your Payment

- ☐ Check enclosed for \$ _____ payable to PSMJ Resources, Inc.
☐ Please bill me/my firm. Invoices must be paid 30 days prior to the seminar date to qualify for the Early Bird Registration price.
☐ Charge my: ☐ MasterCard ☐ VISA ☐ AMEX

Credit Card # _____

Expiration Date _____

Name _____




Signature _____

CVV Code _____

Ownership & Leadership Transition ROUNDTABLE

"Exactly what I was looking for! This was an extremely clear and focused Roundtable that gave me confidence that we have all the bases covered as we proceed with our Ownership Transition."

— Dave Barta, CFO, EDG

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<http://psmj.blogspot.com>



PSMJ's Roundtable earns you up to 14 AIA LUs and/or 14 PDHs.

PSMJ is a registered provider with the Florida Board of Engineers, provider #PE 0003546 and with the Florida Board of Landscape Architecture, provider #PVD37, course #0007699 (15.5 credit hours). Not all States and licensing boards accept these programs for learning units.

Remember to reserve your complimentary one-on-one private consultation with Don Thomas today. Space is limited and slots will be filled on a first-come, first-served basis. Contact Karen Hill at (617) 965-0055 or email at khill@psmj.com

(more details inside).

Interested in a FREE whitepaper on the importance of an empowering corporate culture in your firm on an Ownership & Leadership Transition?



Download a QR Reader on your mobile device and scan this QR code (or email education@psmj.com) for an EXCLUSIVE offer just for reading this brochure!

Cultural Alignment and Change During an Ownership Transition

As a leader in your firm, you helped create the culture in your firm as it is today. But what happens to your firm's culture during an ownership or leadership transition? This 20-page whitepaper helps you first identify the type of culture your firm currently has, and how to change your corporate culture into one that will support new growth and changes in leadership. With this white paper in your hands, you'll be informed on what your firm's employees want and need during the tumultuous ownership transition period and, even more importantly, learn how to help your firm succeed in the future!

This concise guide is a great companion to the Ownership & Leadership Transition Roundtable as it will give you a great jumping-off point for the discussions you will enjoy at the event. **Hurry and request your free whitepaper today...this offer is only available for a limited time only!**