

**ARCH 8841/4841 – LEADING THE AEC FIRM**  
**BC 4660 – CONSTRUCTION ENTREPRENEURSHIP**

Instructor: Richard K. Rodgers, PT Associate Professor ([r.k.rodgers@comcast.net](mailto:r.k.rodgers@comcast.net))  
Spring Semester 2011 – T-TR 3:05-4:25 PM – 3.0 hours credit

**Course Objective:** To create Awareness of the many business functions, activities and issues IN ADDITION TO PERFORMING AEC SERVICES with which the AEC CEO should be cognizant, so that he or she can lead and manage the firm for the long term strategically as well as short term tactically.

**Course Relationship to Instructor's Professional Activities:** An original "Marketing Disciple," Mr. Rodgers is an experienced management and marketing consultant with more than 50 years of diverse experience serving clients globally, including (since 1960) The Coca-Cola Company. Over the past 20 years he has developed a completely new and strategic approach to business management and development for all professional services, most currently presented in his new **DIRECTIONS2 – Strategic Management & Marketing For A/E/C Business Development** (October 15, 2010). **DIRECTIONS2** supports both this course and A/E/C Marketing & Business development.

**Course Operation:** After the first lecture, Mr. Rodgers will open each class with commentary on successive chapters of **DIRECTIONS2**, and then introduce one of the more than 25 Guest Speakers participating in the course. Speakers use a Socratic Question template from Mr. Rodgers to organize their presentations against course objectives in describing their core business strategies for leading and managing the firm, and guiding Business Development.

**Semester Projects:** There will be three: #1 is a personal 18-20 page original paper combining a book report on Joan Capelin's **Communication By Design** and a personally-selected 10 of her 29 guiding principles for AEC CEOs to follow, to be used by the student when becoming CEO of the firm at age 38; #2 will be a solo, pair or three-person team **Business Intelligence Study** of a selected market sector suggested; and (3) an Honor Pledge that the student will read **DIRECTIONS2** cover to cover, rereading certain chapters especially pertinent to this course.

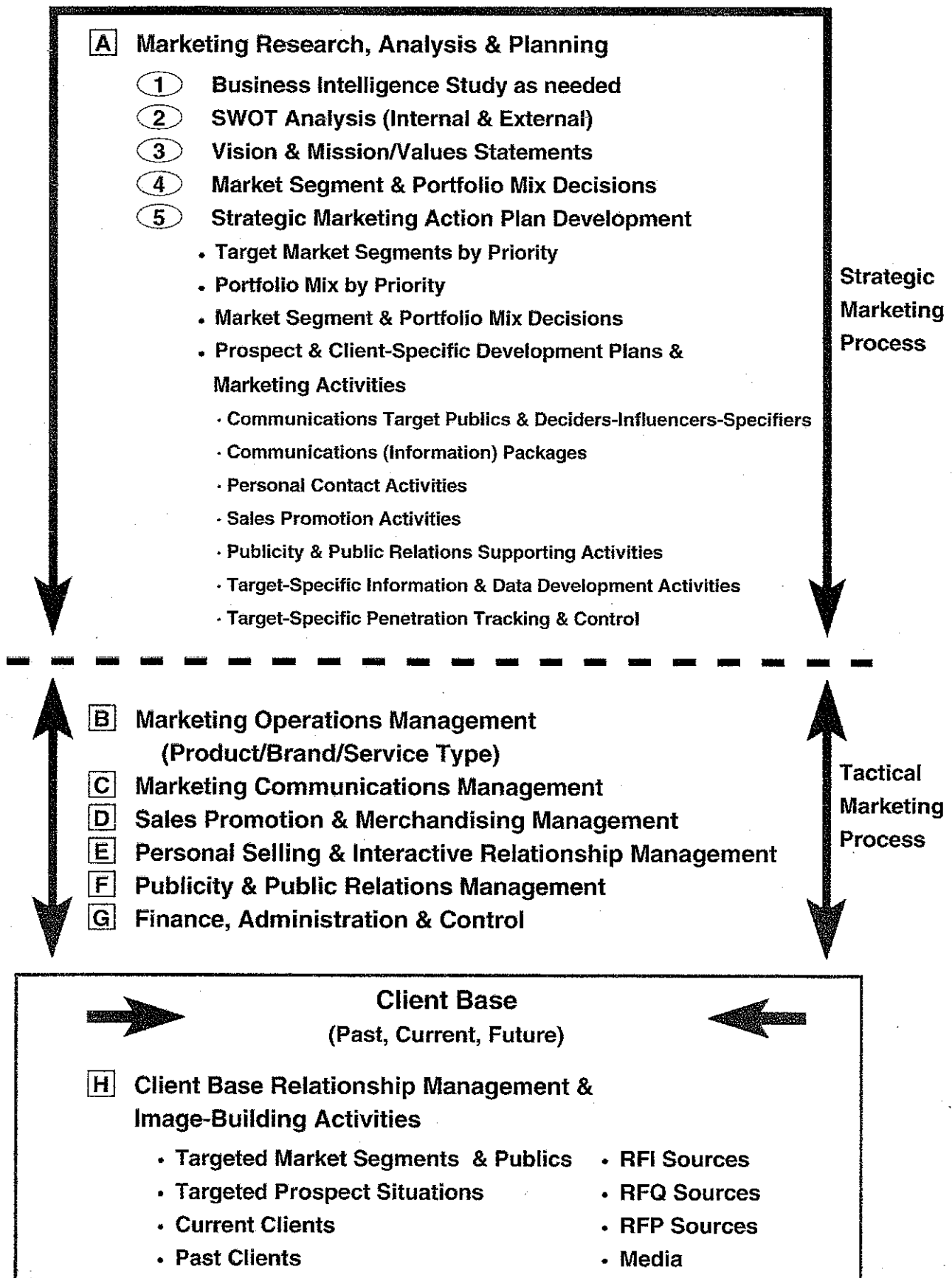
For those students on a tight budget, **Holder Construction Company** has contributed two (2) copie and Mr. Rodgers one (1) of **DIRECTIONS2** to the COA Library, which will be On Reserve (in Library use only).

**Grading:** Due to the informational nature of course content, grading cannot be quantitative in the traditional Georgia Tech manner. Project #1 (Capelin) will be 35% of grading points (Ms. Capelin has given permission for Mr. Rodgers to provide photo copies to each student); #2 (BI Study) will be 50%; #3 will be class participation and attendance 15%. Missing more than five (5) classes without a written medical excuse will result in possible lowering of final grade, depending on the caliber of written work submitted.

**Attendance Policy:** Due to the importance of Guest Speaker presentations in course content and information dissemination, good attendance is vital. To that end, a class roster will be circulated each session, and it is the student's personal responsibility to find and sign the roster should he or she arrive late or leave early. The roster will be circulated midway through the class period.

**Instructor Contact & Coaching:** Mr. Rodgers does not office on campus, but will make be available upon request before 3:05 and after 5:55 PM in the Atrium for individual conferences. He also is available 7:00-10:00 PM by telephone (404-257-0217 with Voice Mail) or by email.

# AEC Business Development Process



**ARCH 4841-8841 -- LEADING THE A/E/C FIRM**  
**BC 4660 -- ENTREPRENEURSHIP CONSTRUCTION**

(Spring 2011 – 3:05-4:25 PM – Room 207 East Architecture)

**1. TU Jan 11 – INTRODUCTION TO AEC LEADERSHIP CHALLENGES**

Course Overview – Leadership Modes – John Keegan’s Leadership Model – The Big 3 Questions About the Future – AEC Governance Models – AEC CEO Leadership Attributes – **DIRECTIONS2** and Capelin **Communications by Design** talk-through tours – Agenda Preview

**2. TH Jan 13 – LEADING A SPECIALTY NICHE ARCHITECTURE FIRM**

Website for pre-class review: [www.zennergroup.com](http://www.zennergroup.com)

**ZennerGroup** – Founder David Zenner AIA describes the heavy leadership, production and management load now carried since his 19-year junior partner elected a mid-career architectural direction change. Atlanta-based, ZennerGroup is perhaps the country’s most experienced automotive retailing design firm.

**3. TU Jan 18 – LEADING THE INTEGRATIVE SERVICES AEC FIRM**

Website: [www.brookwoodgroup.com](http://www.brookwoodgroup.com) (Cell 404-386-9475)

**Brookwood Group** – Still led by Founder CEO and Georgia Tech COA icon George Heery, Robert M. Bunker will describe the organization and business strategy for this unique integrated AEC services firm which functions as Owner’s Representative for Construction, Program Development, Facilities Management, Facilities Requirements Programming and Strategic Planning of AEC projects.

**4. TH Jan 20 – LEADING THE COMBINED A/E/C FIRM**

Website: [www.onealinc.com](http://www.onealinc.com) (864-298-2043)

**O’NEAL, Inc.** – Jeffrey A. Hall PE, Vice President of Business Development for “The Business of Project Delivery” Design/Construction firm, will explain how their firm is led utilizing two parallel AEC services provider corporations: Design and Construction for the industrial and heavy facilities market sectors they have chosen to serve.

**5. TU Jan 25 – AN EFFECTIVE A/E/C BUSINESS MANAGEMENT MODEL**

Website: [www.nilesbolton.com](http://www.nilesbolton.com) (404-365-7600)

**Niles Bolton Associates** – Founder-CEO G. Niles Bolton AIA, and President-COO Ray Kimsey AIA will explain how NBA is a classic example of successful progression from sole proprietorship into a major AEC professional services corporation serving domestic and international clients in Architecture, Urban Planning, Interior Design and Landscape Architecture.

**6. TH Jan 27 – CEO EXECUTIVE COMMUNICATION SKILLS**

**Website:** [www.speechworks.net](http://www.speechworks.net); [www.talkingpointsblog.com](http://www.talkingpointsblog.com); and book:  
[www.howtowinapitch.com](http://www.howtowinapitch.com) (404-266-0888)

**Speechworks, Inc.** – President Joey Asher will focus on the executive personal communications skills so important for presentations to internal and external audiences (colleagues, staff, clients, prospects or other audiences). A participatory memory practice skills development activity will enliven the session, based on past class experiences.

**7. TU Feb 01 – MANAGING THE 50-50 INCORPORATED A/E/C  
PARTNERSHIP**

**Website:** [www.pacesconstruction.com](http://www.pacesconstruction.com) (404-441-3334)

**Paces Construction Company** – Founding partners John Beach and Richard Everett left successful careers in Information Technology and Advertising to start their custom design/build/renovate construction firm which focuses on five specific Atlanta Zip Codes selected for their relative affluence. Now entering its 11<sup>th</sup> year, PCC has 75+ client relationships unusually strong and influential for business development. Future direction and services portfolio composition, plus succession planning, are current big issues.

**8. TH Feb 03 – LEADING THE GROWING CONSTRUCTION FIRM**

**Website:** [www.wintercompanies.com](http://www.wintercompanies.com) (Direct 404-965-3310)

**Winter Construction Company** – President & CEO Brent Reid PE MBA and Vice President of Operations Margaret Rauber (an architect) will describe how they direct and manage this growing construction company across the southeastern USA. Winter is known for its innovative use of MIS-based project planning, tracking and control systems.

**9. TU Feb 08 – LEADING A DYNAMIC, GROWING MINORITY-OWNED A/E/C  
FIRM**

**Website:** [www.hjrussell.com](http://www.hjrussell.com) (404-330-0917)

**H.J. Russell Company** – H. Jerome Russell, President of Russell New Urban Development, will tell the inspiring story of how his father, Herman J. Russell, once a teenage drywall subcontractor, launched his business career at age 16 by buying his first piece of property. Mr. Russell, still active, has guided and nurtured HJRC into a diversified nine-digit gross dollar revenue A/E/C Construction and Development enterprise of four SBUs including Airport Concessions contracting.

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**10. TH Feb 10 – BUSINESS INTELLIGENCE FOR TODAY'S A/E/C FIRM**  
(No website) (404-803-2134)

**James E. Lenahan, A/E/C Business Intelligence Consultant** – formerly Director of Business Development for Leo A Daly and the Georgia Economic Development Agency, will explain the vital role which Business Intelligence must play in helping direct and guide today's A/E/C firm and prepare it for future shifts in market focus. Mr. Lenahan also serves as volunteer "BI Coach" to both our classes in starting your semester BI study projects.

**11. TU Feb 15 – PEOPLE MANAGEMENT IN TODAY'S A/E/C FIRM**  
Website: [www.tvs-design.com](http://www.tvs-design.com) (404-888-6600)

**tvsgdesign** – T. Foster Lynn, Vice President, Corporate Quality, will describe the comprehensive corporate structure and Human Resources strategy of this respected global Atlanta-based Architecture, Planning and Interiors firm. Rebranded in 2008, "TVS" (originally Thompson, Ventulett, Stainback & Associates) is now known simply as **tvsgdesign**. Mr. Lynn also directs recruitment for his firm.

**12. TH Feb 17 – RESTORING MOMENTUM TO AN ECONOMICALLY-CHALLENGED ARCHITECTURE FIRM**  
Website: [www.fowlerdesignassociates.com](http://www.fowlerdesignassociates.com) (Cell 404-697-8084)

**Fowler Design Associates** – CEO Robert Fowler will describe his business situation as he seeks to guide and rebuild this now smaller architecture firm after suffering two successive major embezzlements from "trusted bookkeepers" – creating unnecessary impediments to normal growth for this respected firm.

**13. TU Feb 22 – "THE ATLANTIC STATION STORY"**  
Website: [www.atlanticstation.com](http://www.atlanticstation.com) (404-614-8322)

**Atlantic Station** – Brian Leary, now President of Atlanta BeltLine, Inc., innovated the concept for Atlantic Station in his graduate thesis in our COA's City & Regional Planning program. He then played a crucial role in planning, developing and bringing this massive inner-city adaptive reuse project into reality over the next 10 years. He will describe the entire project time line and activity flow from an insider's unique posture.

**14. TH Feb 24 – MANAGING FINANCE, ADMINISTRATION & CONTROL**  
Website: [www.sizemoregroup.com](http://www.sizemoregroup.com) (404-605-0690)

**SizemoreGroup** – Thomas Sayre AIA, Partner and Business Manager, will discuss these three important management functions in the A/E/C firm. Realizing the importance of designing effective project teams, SizemoreGroup uses psychological testing for recruitment and staffing decisions.

**15. TU Mar 01 – LEADING THE MULTI-DISCIPLINE ENGINEERING FIRM**

**Websites:** [www.biltcore.com](http://www.biltcore.com); [www.cwaterservices.com](http://www.cwaterservices.com); [www.longhuntercc.com](http://www.longhuntercc.com);  
[www.rindt-mcduff.com](http://www.rindt-mcduff.com); [www.terramark.com](http://www.terramark.com) (770-422-6002)

**Biltcore, Inc.** – Founder CEO Sean Nicholl PE will describe his business strategy, rationale and leadership style for marketing, management and business development for four specialized A/E/C services businesses under different names in (1) complete water services, (2) remediation, industrial construction and demolition, (3) civil site and land planning, and, (4) professional land surveying.

**16. TH Mar 03 – LEADING THE GROWING DEVELOPMENT FIRM**

**Website:** [www.regentpartners.com](http://www.regentpartners.com) (Direct 404-995-1515)

**Regent Partners** – Founder CEO David Allman will describe his professional education and career track, his entry into Development, how that sector works, the founding and growth of Regent Partners, and how he has organized his firm for the long term despite the current economic conditions. His leadership style and business model places major strategic responsibility on the CEO of each of Regent's SBUs (Strategic Business Unit).

**17. TU Mar 08 – LEADING GEORGIA TECH'S STAFF & NON-ACADEMIC STUDENT SERVICES**

**Website:** [www.importantstuff.gatech.edu](http://www.importantstuff.gatech.edu) (404-894-1822)

**Georgia Tech Campus Services** – Rosalind R. Meyers, Vice President of Campus Services (a new position created by President Bud Pearson), will explain the organizational structure for the many Institute and Non-Academic Student Services required to support the Institute's educational mission. These include Institute Human Resources as well as Auxiliary Services – Housing, Food Services, Transportation & Parking and Entertainment (including Ferst Center).

**18. TH Mar 10 – LEADING THE HIGH TECH ENGINEERING FIRM**

**Websites:** [www.emprise-usa.com](http://www.emprise-usa.com); [www.humidcore.com](http://www.humidcore.com); [www.teststand.com](http://www.teststand.com) (770-425-1420)

**Emprise Corporation** – Co-founder and CEO Ronald A. "Ron" DuBose PE will describe this consulting engineering firm's unique niche in high tech R&D and how they use electronic business intelligence to guide business development strategy and activities. He also will tell how they approach project design, management and client implementation for some of the world's most dominant high tech giant companies.

**19. TU Mar 15 – RISK MANAGEMENT IN THE A/E/C BUSINESS SECTOR**

**Website:** [www.plbrokers.com](http://www.plbrokers.com) (Direct 770-250-0192)

**Professional Liability Brokers** – W. Hugh Holley CPCU MBA will explain the nature of Risk Management for the A/E/C business sector and the methods of insuring against

those many risks. Mr. Holley is one of the nation's foremost authorities in the field and teaches Risk Management at Georgia State University in their Real Estate program.

**20. TH Mar 17 – PARTICIPATORY MANAGEMENT FOR THE A/E/C FIRM**

**Website:** [www.randallpaulson.com](http://www.randallpaulson.com)

**(770-650-7558)**

**Randall Paulson Architects** – Co-founder Mike Randall will describe their business model and then how he and partner Alex Paulson use “Participatory Management” (i.e., “open book”) to guide and direct the firm assisted by more involved professional and support staff via an interlocking and proactive committee system.

**(Spring Break – March 21-25<sup>th</sup>)**

**21. TU Mar 29 – REVITALIZING AN OLD, RESPECTED A/E/C FIRM**

**Websites:** [www.jova.com](http://www.jova.com) and [www.fwajdb.com](http://www.fwajdb.com)

**(Direct 404-878-6808)**

**JOVA/DANIELS/BUSBY** – CEO President Roy Abernathy AIA will explain how he is leading and directing the repositioning, capabilities expansion and resurgence of this respected Atlanta firm of Architects, Designers and Planners whose aging founders forgot to plan ahead for ownership and leadership transition.

**22. TH Mar 31 – LEADING THE A/E/C FIRM BY STRATEGIC MARKETING**

**Website:** [www.smpps.org](http://www.smpps.org)

**(770-401-4797)**

**Kevin Hebblethwaite** – A Director of SMPS (Society for Marketing Professional Services), Mr. Hebblethwaite is a model of the new strategically-oriented marketer of professional services with senior management insight and skills who are beginning to serve as CEOs of A/E/C and other firms in the professional services sector “without being a ‘member of the club’” (i.e., a Physician, Lawyer, Architect or Engineer, etc.). SMPS focuses solely on the A/E/C sector, and 20 per cent of its members are CEO's of their firms.

**23. TU Apr 05 – BUILDING BANKING RELATIONSHIPS FOR A/E/C FIRMS**

**Websites:** [www.corepointpartners.com](http://www.corepointpartners.com) and [www.rbcusabank.com](http://www.rbcusabank.com)

**(Cells 404-697-1103 and 404-786-0004)**

**Core Point Partners & Royal Bank of Canada-Georgia** – Core Point Managing Partner Debra K. Glidden and RBC-Georgia Vice President-Private Banking Amy Mikul will explain the need and process for building sound banking relationships. They will present a role play of how to ask for a loan for an A/E/C firm and enlist the class in identifying key issues bearing on the final decision. (Ms. Glidden was Mr. Rodgers' banker from First Chicago when he and a partner were negotiating to purchase various independent Coca-Cola Bottlers with Parent Company permission.)

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**24. TH Apr 07 – LEADING THE LARGE NATIONAL CONSTRUCTION FIRM**  
**Website:** [www.holderconstruction.com](http://www.holderconstruction.com) **(770-988-3200)**

**Holder Construction Company** – Chairman & CEO Tommy Holder will describe his role as chief executive/leader-manager of this \$1.4B national construction firm founded by his father but now owned by 20+ equity partners. Holder has created a positive “business development culture” among their Atlanta headquarters’ 300+ associates at all levels resulting in more sales leads and better representation of the firm in the life of the community.

**25. TU Apr 12 – LEADING THE DIVERSIFIED A/E/C FIRM**  
**Website:** [www.brookwoodgroup.com](http://www.brookwoodgroup.com) **(Cell 678-427-4601)**

**Brookwood Group** – Vice Chairman W. Ennis Parker, Jr., AIA RIBA MBA will talk about his career-long series of senior and CEO positions in various size A/E/C firms, most recently The Facility Group. An early protégé of Georgia Tech icon George Heery, Mr. Parker is once again associated with Mr. Heery in the Brookwood Group, as well as a concurrent appointment as Professor of Practice in the Georgia Tech College of Architecture.

**26. TH Apr 14 – MANAGING A/E/C INFORMATION TECHNOLOGY**  
**Website:** [www.tvds-design.com](http://www.tvds-design.com) **(404-946-6613)**

**tvdsdesign** – Kristi B. Patterson, Associate AIA, Design Technology Manager for the firm will describe and explain the role of IT in today’s large A/E/C firm, and how tvdsdesign did their own development of a complete IT-MIS system (the practical equivalent of a maximum effort Deltek platform such as used by Lord, Aeck & Sargent). *Caution: self-development of such an IT system at this level is a task only for the large, well-resourced and fully committed A/E/C firm.*

**27. TU Apr 19 – LEADING THE COMPUTER-ENHANCED A/E/C FIRM**  
**Website:** [www.lordaecksargent.com](http://www.lordaecksargent.com) **(404-253-1415)**

**Lord, Aeck & Sargent** – Founder Chairman Antonin “Tony” Aeck FAIA and Partner Ken Higa AIA MBA will describe how LAS executes management and operational responsibilities among the three founder-partners and studio heads in this three-office national firm. LAS was the first Atlanta firm to initiate computer-assisted design and has innovated constantly ever since.

**28. TH Apr 21 – LEADING THE START-UP ARCHITECTURE FIRM**  
**Website:** [www.houserwalker.com](http://www.houserwalker.com) **(Cell 404-463-8772)**

**Houser Walker Architecture** – Co-founders Hank Houser AIA and Greg Walker AIA will describe how their integrated business development activity and its master business plan has guided this growing firm now in its eighth year after the two principals spun off from a larger well-respected Atlanta firm – the typical “spawning process.”



**(END OF COA CLASSES – Dead Week)**

**Instructor contact:**

**Richard K. Rodgers  
5102 Chastain Drive NE  
Atlanta, Georgia 30342**

**404-257-0217 (before 10:00 PM please)  
[r.k.rodgers@comcast.net](mailto:r.k.rodgers@comcast.net)  
[www.directions2marketing.com](http://www.directions2marketing.com)**

**Deadlines for papers and project turn-ins:**

**Capelin paper – On or before Thursday, February 24<sup>th</sup> (Class #14)**

**Business Intelligence Study – On or before Thursday, April 14<sup>th</sup> (Class #26)**