McMahon|Siegel Group

Example operational training program

Executive summary

**Course:** Fundamentals of Operations Management

**Target trainee:** The audience of the program is emerging engineering operations leaders or soon to be new, entry-level operational management employees. These individuals typically have at least 10 years of practical experience (or less if a “future star” or on “fast track”). Examples are an employees managing a department or business unit, manager of a satellite office or specific geography, a practice or market group manager, accomplished project managers rising to operations leadership roles, a marketing team manager, or a large project/program manager. Corporate individuals would also benefit if at an appropriately similar levels. Any business leader, even existing company owners and leaders, would benefit from the information presented in this program.

**Program components:** The program is focused on the operational management skills needed to be a successful leader in a privately held engineering business. We would work with the program sponsor to customize the program so that we do not conflict/duplicate other training programs, and so that we fit within the training programs currently being developed for less experienced. The program could include part or all of the following topics:

Financial fundamentals:

• Income statements and balance sheets

• Cash flow- and strategies to get paid faster

• Taxes, tax credits and capital strategies

* Understanding the relationship between profit and cash flow

Driving Performance:

• Managing for profit

• Expense management

• Understanding multipliers, utilization and other performance drivers

Advanced project management:

• Fundamentals of alternative project delivery

• Review of different contract mechanisms (lump sum, cost plus, etc.)

• Managing individual projects for maximum profit

Watching out for your business:

• Contracts and risk transfer

* Risk mitigation and management

• Alternative delivery and risk transfer

• What to do when things go wrong

Building a sales culture:

• Building your team

• Setting and monitoring SMART goals

• Focus and energy

• Deep understanding of client decision making

Driving team performance:

• Conducting effective reviews

• Dealing with difficult employees/Mastering conflict

• Recruiting and retention

Effective leadership:

• Running efficient meetings

• The “what”, “why” and “how often” of management communication

• Leading by example balanced by effective delegation

Quality:

• Establishing quality and quality control mechanisms

• Quality management

• Getting paid for quality

Capital spending strategies:

• Understanding your own firm’s capital structure

• Knowing what you have available to spend

• How to assess, prioritize and monitor the return of investments

We envision providing “pre-reading” material and assignments to support some of these topics as needed.

**Schedule and location**

We are open to both timing and location of the course, depending on the desires of the sponsoring company or trade organization.

The class length is dependent on the content chosen. We can run anywhere from a single day program that covers a few topics at a high level, to a multi-session program that allows a more in-depth look at multiple topics. If a multi-day course is chosen, it is easiest to do the course in consecutive days but we could present the course over a longer time if carefully planned (i.e once a month for several months).

**Faculty**

The faculty of the program will be Principals and other industry executives associated with the McMahon|Siegel Group, although we would supplement the training with subject matter experts as needed. Our belief is that effective training for the modern world is best if coming from established leaders who have a wealth of experience, know what are the challenges facing individuals and firms today, and have a thorough knowledge of the skills needed to succeed.

Lead instructors are William Siegel and Kevin McMahon, founders of McMahon|Siegel Group. As noted above, the program will be supplemented with subject matter experts as needed.

**Measurement of success**

Ultimately, the value of the program will be determined by the participants and their sponsoring firms/industry trade group. We propose to conduct and report the results of at least one electronic survey of attendees and executives at their sponsoring firm. We will especially focus on measuring value added to the individual and their firms, and well as gather insights to improve future programs.

**Celebration and Documentation**

Each participant that successfully completes the course will receive a high-quality certificate of completion suitable for framing.