



# PROFESSIONAL DEVELOPMENT PROGRAMS

# 2021



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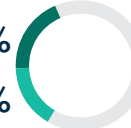








Ownership  
Transfer and  
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Succession

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# FMI PROFESSIONAL DEVELOPMENT EXPERIENTIAL LEARNING PROGRAMS

For more information, please visit [www.fminet.com/programs](http://www.fminet.com/programs)

EMERGING MANAGERS INSTITUTE	FIELD LEADER INSTITUTE	PROJECT MANAGER ACADEMY	CONSTRUCTION EXECUTIVE PROGRAM	LEADERSHIP INSTITUTE
MANAGEMENT SKILLS	LEADERSHIP SKILLS	PROJECT MANAGEMENT SKILLS	BUSINESS ACUMEN SKILLS	LEADERSHIP SKILLS
 <p>89% of construction firms face talent shortages, showing that firms fail to place talent development as a strategic priority *</p>	 <p>Training opportunities are rated in the top 3 most popular strategies for retaining high-potential individuals in construction *</p>	 <p>Project managers control and influence millions of dollars in project decisions. Their leadership can be the difference between project success and failure</p>	 <p>16% of senior managers and 19% of executives are expected to leave the industry through attrition and retirement in the next five years *</p>	 <p>55% of construction companies do not have any formal processes in place for identifying and developing high-potential employees *</p>
WHO SHOULD ATTEND?	WHO SHOULD ATTEND?	WHO SHOULD ATTEND?	WHO SHOULD ATTEND?	WHO SHOULD ATTEND?
<p>DESIGNED FOR NEW FIELD OR OFFICE MANAGERS AND FOR THOSE IDENTIFIED AS HAVING FUTURE SUPERVISORY RESPONSIBILITIES</p> 	<p>DESIGNED TO BUILD LEADERSHIP SKILLS AND SELF-AWARENESS FOR FIELD STAFF</p> 	<p>DESIGNED FOR THOSE IN A PROJECT DELIVERY ROLE WHO WISH TO DISCOVER HOW TO SET A HIGHER STANDARD FOR PERFORMANCE</p> 	<p>DESIGNED TO DEVELOP INDIVIDUAL BUSINESS ACUMEN THAT WILL DRIVE FINANCIAL RESULTS FOR THE BUSINESS UNIT AND COMPANY</p> 	<p>DESIGNED FOR THOSE WANTING TO INCREASE THEIR EFFECTIVENESS AND REACH THEIR PEAK POTENTIAL AS LEADERS</p> 
EXAMPLE TITLES	EXAMPLE TITLES	EXAMPLE TITLES	EXAMPLE TITLES	EXAMPLE TITLES
<ul style="list-style-type: none"> <li>PROJECT MANAGERS/ENGINEERS</li> <li>OPERATIONS/FIELD STAFF</li> <li>DEPARTMENTAL MANAGERS</li> <li>ESTIMATORS</li> </ul>	<ul style="list-style-type: none"> <li>GENERAL SUPERINTENDENTS</li> <li>SUPERINTENDENTS</li> <li>GENERAL FOREMEN</li> <li>FIELD LEVEL LEADERS</li> </ul>	<ul style="list-style-type: none"> <li>PROJECT MANAGERS</li> <li>PROJECT ENGINEERS</li> <li>PROJECT EXECUTIVES</li> <li>SUPERINTENDENTS</li> </ul>	<ul style="list-style-type: none"> <li>RECENT/FUTURE C-LEVEL STATUS</li> <li>DIVISION MANAGERS</li> <li>ADVANCED PROJECT MANAGERS</li> <li>BUSINESS UNIT MANAGERS</li> </ul>	<ul style="list-style-type: none"> <li>C-LEVEL STATUS</li> <li>REGIONAL/DIVISION MANAGERS</li> <li>DEPARTMENT MANAGERS</li> <li>PROJECT MANAGERS</li> </ul>
HOW WILL YOU BENEFIT?	HOW WILL YOU BENEFIT?	HOW WILL YOU BENEFIT?	HOW WILL YOU BENEFIT?	HOW WILL YOU BENEFIT?
<p>Understand management behavior, personality types and generational changes. Manage time-mastery skills, productivity and client relations.</p>	<p>Examine yourself and the impact you have on your organization through a variety of hands-on, interactive experiences.</p>	<p>Explore customer relationships, project teams and financial control. Understand planning for profits and customer satisfaction.</p>	<p>Enhance financial understanding and control of a construction business for long-term success through this intense, senior-level course.</p>	<p>Gain personal insight into your unique leadership style through personal assessment and individual development.</p>

Source: FMI 2017 Talent Development Survey \*

[Click here to view online](http://www.fminet.com/programs)



# Emerging Managers Institute

BUILDING MANAGEMENT TALENT TO DRIVE  
THE FUTURE GROWTH OF YOUR FIRM

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration

**ALSO NOW  
AVAILABLE  
LIVE VIRTUAL  
CLASS!**

## About the Program

Who will run your construction company when you're gone? What are you doing to prepare your emerging managers to become your successors to manage and lead your company into the future?

Just being a technically skilled builder is not good enough in today's competitive construction market. Industry research shows that the construction industry has done a good job of developing the knowledge base and technical skills of employees, but a poor job of developing management skills. Although people need to have a solid foundation of technical knowledge, the most successful leaders of the future will have also developed strong management, leadership and business skills in order to grow their company's profitability.

- Identify your own communications style and learn practical skills for dealing with different types of individuals
- Learn the difference between leadership and management
- Understand how to create a culture of accountability, gain respect and develop people to achieve superior performance
- Build productive, long-term client relationships with a strong commitment to customer satisfaction that will help turn your clients into "raving fans"
- Learn new behaviors to improve your time-mastery skills and your personal productivity
- Develop your individual action plan that can be tracked and monitored over time to ensure lasting benefits from attending this program

## Who Should Attend?

Emerging Managers Institute is designed for new managers or those identified as having supervisory responsibilities in the future. Examples include:

- New or potential managers
- Departmental managers
- Project managers
- Assistant project managers
- Project engineers
- Estimators
- Field leaders/foremen/superintendents

## Benefits

Industry demographic trends show an inevitable shortage of competent managers to take over the next generation of construction management positions. The FMI Emerging Managers Institute has been one of our most successful, interactive programs for more than 25 years. This workshop is designed to provide practical business management skills to build effective leaders for the future.

FMI designs all of its programs and courses with you in mind. Instructors use both traditional classroom methods and real-world interactive exercises, which represent problems and challenges faced in everyday work environments. Our consultants provide a unique perspective as they draw on FMI's 65 years of experience working with construction and engineering firms. In addition to designing and leading these programs, our instructors are well-respected consultants, authors and thought leaders in the construction industry.

## Agenda Summary

### Three-Day Program

- The Essentials of Management
- Personality and Management
- Creating a Highly Motivated, High-Performance Team
- Managing Your Time, Processes and Projects
- Defining Critical customer Relationships
- Action Planning



You can earn up to 18 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

FMI Corporation is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. Website: [www.nasba.org](http://www.nasba.org).

Group Live | Intermediate | Complete Assessments Prior to Attending



The [Emerging Manager Institute] program was very informative and well presented. Well-paced, fun and challenging.

— Jacob Clarke  
Piping Design Engineer  
Stevens Engineers & Constructors, Inc.

Everything was kind of brought to fruition on this final day. It was shown how all of the different sections go together to create a successful team and how your views and workload have a direct relationship to your success. I thoroughly enjoyed this course and truly plan to utilize the information learned throughout my career.

— Chris Drussell  
Gray and Son  
VIRTUAL ATTENDEE

Went into to this with reservations on the value and came out of it shocked at how valuable my experience was with the training and environment. I am so glad I made time out of my schedule to attend and look forward to the construction executive course. Thank you Ed and Greg [instructors] and all who attended the training.

— Michael Sanchez  
Operations Manager  
A-C Electric Company

# Field Leader Institute

DEVELOPING EXCEPTIONAL LEADERS,  
ONE AT A TIME

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration

## About the Program

FMI Field Leader Institute is a tightly structured, three-day program in which industry professionals examine themselves and the impact they have on their organizations through a variety of hands-on, interactive experiences. Attendees will:

- Receive personal assessments for individual development
- Encounter experiential leadership activities
- Learn how to give and receive effective feedback
- Discover the importance of building trust to form high-performing teams
- Understand the power of field leaders
- Realize the essential leadership skills for field leaders

## Who Should Attend?

- General superintendents
- Superintendents
- General foremen
- Leaders with responsibilities at the field level

## Benefits

### Organizational

- Lower the risk of your business by building a deep pipeline of field leaders
- Enhance your organization's ability to execute on projects
- Increase engagement and organizational loyalty
- Develop the capacity for your field leaders to step into roles of greater responsibility and impact
- Increase the ability of your field leaders to positively influence project stakeholders

### Individual

- Learn how you can reach your peak potential as a leader
- Gain a deep understanding of your leadership strengths and opportunities for growth through 360 feedback and other assessments
- Obtain a clearer understanding of your leadership effectiveness from coaching and feedback from Institute staff and industry peers
- Discover specific "next steps" to improve your leadership performance from a personal plan of action
- Advance your professional development when you receive a certificate of completion for continuing education credits



Complexity and change are constant challenges in today's business environment, especially in the construction and design industry. Now, more than ever, your company needs strong, effective field leaders. You need skills, self-awareness and the ability to engender trust and respect from those you lead.

## Agenda Summary

### Three-Day Program

- Essentials of Leadership
- Managing Conflict
- Feedback
- Leadership Challenge Exercises
- Monument Activity
- Assessment Overview
- Discussion Groups
- One-on-One Feedback Sessions
- Leading From Within
- Discussion Group Debrief
- Action Planning



You can earn up to 18 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

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Group Live | Intermediate | Complete Assessments Prior to Attending



This program is an eye-opener. You may think you are a 10 at something and are really only a 5. I met a lot of people and I learned a lot from all these people.

— Sam Kossak  
Superintendent  
The Jamar Company

I think it is a great program for anybody, but especially for the up-and-coming leaders. Just being able to reflect on what I need to continue doing to grow as a leader.

— Dion Beneke  
Superintendent  
Industrial Contractors, Inc.

This program will have a tenfold return on your investment.

— Harry Dille  
Superintendent  
APi Construction Company

To become a better leader. To learn their strengths and weaknesses. The company believes in us enough to give us this great opportunity.

— Bob Durbin  
Project Superintendent  
APi Construction Company



# Project Manager Academy

TURN YOUR PROJECT MANAGERS INTO  
WORLD-CLASS PROJECT LEADERS

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration



## About the Program

The basic techniques for managing projects — scheduling, budgeting and cost tracking — are well-known and available from many sources. But to join the ranks of “World-Class,” your project staff must learn to think and act like business owners with their own money and success at stake.

FMI's Project Manager Academy is built around four core themes:

- Profitable customer relationship development
- Powerful, integrated project teams
- Financial control of projects
- Planning of projects for profits and customer satisfaction

Throughout the Project Manager Academy experience, project managers and staff examine themselves, their organizations and their processes, learning how to transform themselves from talented builders into true project leaders.

## Who Should Attend?

Anyone interested in developing exceptional project delivery capabilities:

- Project managers
- Project engineers / assistant project managers
- Project executives
- Superintendents, assistant superintendents, field engineers
- Vice presidents of operations / chief operations officers

Companies often find great benefit in having several team members experience Project Manager Academy at the same time, because it can help build common knowledge and accountability among colleagues and enables graduates to get better traction in applying industry best practices in their organization.

## Benefits

Project Manager Academy is four days of intense, no-nonsense, total immersion into the business of construction that will fast-forward all attendees' career trajectories and contributions to their organizations. FMI's results-oriented approach transforms project managers into world-class project leaders, equipped with the business acumen, communication and leadership skills to own the outcomes of their projects. Throughout the program, project managers engage with their peers across the industry and across the country, opening their eyes to new methodologies and best practices.

Attendees leave the academy with an engrained mindset of a construction business owner – intimately aware of the financial and relationship risk at stake on every job and their responsibility to lead projects to successful outcomes for their organizations and their clients.



FMI's Project Manager Academy instructors are committed to bringing their talents, energy and passion together to develop world-class project delivery experts in the construction industry. The faculty includes senior-level FMI staff who possess both project management knowledge and direct construction experience. In addition to coaching at the Project Manager Academy, the instructors are highly respected consultants, authors and thought leaders in the construction industry around the world.

## Agenda Summary

### Four-Day Program

- Management and Leadership
- Project Planning and Startup
- Personal Feedback
- Customer-Focused Construction
- Time Management
- Billings, Cash Flow and Closeout
- Productivity and Financial Management
- Change Order Management
- Standards and Best Practices in Project Management
- Ethics and Integrity in Project Management
- Your Personal Action Plan



You can earn up to 28 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

FMI Corporation is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. Website: [www.nasba.org](http://www.nasba.org).

Group Live | Intermediate | Complete Assessments Prior to Attending



You can earn up to 37 PDU Contact Hours for PMP certification. FMI Corporation has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI). Website: [www.pmi.org](http://www.pmi.org).

FMI is a member of PMI's R.E.P. Program, and PMI does not specifically endorse, approve, or warrant R.E.P.'s products, courses, publications or services.



This course provides real-time benefits with instant feedback. The instructors are engaging and force you to really reflect on your own methods of dealing with people, both professionally and personally.

— *Michael Albanese*  
*Structure Tone*

You will be pleasantly surprised at what you learn about yourself, peers, and teams that you never expected going in.

— *Bethany Kline*  
*M.C. Dean*

The Project Manager Academy will open your mind to explore dimensions about yourself and your job.

— *George Stephens*  
*Harder Mechanical Contractors*

The invaluable experience and information provided during PMA is something that can and will benefit my personal and professional life.

— *Anthony Swiacke*  
*Wayne J. Griffin Electric*

PMA has helped put me in the client's shoes and see the project from their point of view, ultimately allowing me to provide a better service.

— *Brandon Zurlinden*  
*Danis Building Construction Company*

# Construction Executive Institute

BUILDING ENTERPRISE LEADERS,  
MAXIMIZING ENTERPRISE VALUE

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration

## About the Program

Owners and senior executives spend a lifetime learning the lessons needed to keep their companies from paying the high price of a bad decision. Learning these lessons on the job is extremely risky and can be expensive, requiring a tremendous amount of risk.

FMI has designed the Construction Executive Institute to develop this knowledge, using the intense, experience-based Construction ProfitAbility™ simulation. Coaching from FMI's industry experts and interactive workshops challenge each participant to take his/her lessons learned straight to the bottom line.

This senior-level, immersion experience is built around four core themes:

- Developing and maintaining profitable, long-term business success
- Evaluating and mitigating enterprise risks
- Understanding and mastering financial control of your business
- Bidding and preparing for profitable projects as a business portfolio

## Who Should Attend?

Construction Executive Institute is designed for those who wish to develop individual business acumen that will drive financial results for the business unit and company. Examples include:

- Business unit managers
- Recent/future C-level status
- General superintendents/field supervisors
- Senior or advanced project managers
- Operations managers/operations officers
- Construction managers/division managers

*This program is also encouraged for other operations-minded project staff, high potentials and emerging leaders, especially those who are part of an organizations succession plan.*

There is benefit in having several team members experience the Construction Executive Institute. The principles that are learned will multiply through your organization. Companies that send their team members in small groups will also foster greater cohesion and accountability.

## Benefits

- Improve your ability to evaluate and promote outstanding performance, leading to more effective control and higher margins
- Expand your business acumen with the skills needed to run the business more effectively
- Enhance your confidence to make sound and timely business decisions based upon sound strategy
- Leverage your contribution and value to your firm by increasing your understanding of financial statements and learn to effectively interpret and communicate their meaning



FMI's Construction Executive Institute instructors are committed to bringing their talents, energy and passion together to develop world-class project delivery experts in the construction industry. The faculty includes senior-level FMI staff who possess both project and financial management knowledge and experience. In addition to coaching at the Construction Executive Institute, the instructors are highly respected consultants, authors and thought leaders in the construction industry around the world.

## Construction ProfitAbility™

This intensive, interactive simulation allows teams to compete against one another to produce the highest return on investment possible. The program simulates a real company, allowing participants to experiment (and potentially fail) with managing projects, people and money in order to give them the experience they need to become industry leaders and business managers.

## Agenda Summary

### Four-Day Program

- Proactive Financial Management Skills
- Strategies for Managing a Profitable Portfolio
- Project Communication and Key Performance Indicators
- Construction Business Development
- Executive Presentation Skills



You can earn up to 28 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

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Group Live | Intermediate | Complete Assessments Prior to Attending



As a new executive on the board, my experience at CEP [Construction Executive Institute] took my outlook to a higher level.

— Marisa Palomo  
Director of HR  
The PENTA Building Group

The course and simulation training is unique and unlike any other training I have received — which is why it is the best training session I have attended in my career.

— Todd Rickabaugh  
Chief Estimator  
Rickabaugh Pentecost  
Development, LLC

I was fully engaged [in Construction Executive Institute], more than expected. Loved the content and learned a ton.

— Coleman Jones  
Director of BD  
Pioneer Cladding and Glazing, Inc.

[The] hands-on experience was great and how it all came together. Kept my attention for four solid days.

— Jason Hennessee  
Project Manager/Estimator  
Dunn Building Company

# Leadership Institute

DEVELOPING EXCEPTIONAL LEADERS,  
ONE AT A TIME

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration



## About the Program

FMI Leadership Institute is a tightly structured, four-day program in which industry professionals examine themselves and their organizations through a variety of hands-on, interactive experiences. Attendees will receive:

- Personal assessments and individual development
- Experiential leadership opportunities
- Small-group construction company simulations
- Lessons on giving and receiving effective feedback
- Essentials of leadership for the future of the construction and design industry

## Who Should Attend?

- Contractors and subcontractors
- Architects, engineers and owners
- CEOs, COOs and CFOs
- Vice presidents
- Regional managers
- Operations managers
- Human resource managers
- Equipment managers
- Project managers
- Superintendents
- Anyone interested in personal leadership growth

## Benefits

### Organizational

- Lower the risk of your business by building a deep pipeline of leaders
- Enhance your ability to execute strategic growth initiatives
- Increase engagement and organizational loyalty
- Develop the capacity for your organization's leaders to step into roles of greater responsibility and impact
- Equip your organization with the leadership talent needed to make the right strategic moves in a changing economy

### Individual

- Learn how you can reach your peak potential as a leader
- Gain a deep understanding of your leadership strengths and opportunities for growth through personal aptitude, personality and 360° feedback assessments
- Obtain a clearer understanding of your leadership effectiveness from coaching and feedback from Institute staff and industry peers
- Discover specific "next steps" to improve your leadership performance from a personal plan of action
- Advance your professional development when you receive a certificate of completion for continuing education credits



Complexity and change are constant challenges in today's business environment, especially in the construction and design industry. Now, more than ever, your company needs strong, effective leaders. You need skills, self-awareness and the ability to engender trust and respect from those you lead.

## Agenda Summary

### Four-Day Program

- Essentials of Leadership
- Monument Activity
- Leadership Challenge Exercises
- Bridge Build
- Assessment Overview
- One-on-One Feedback Sessions
- Leading From Within
- Action Planning



You can earn up to 30 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

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Group Live | Intermediate | Complete Assessments Prior to Attending



The time away from work to reflect on personal skills and areas of improvement was priceless. Between the hands-on exercises and assessments, I learned a lot about myself. I enjoyed networking and learning from others which types of leadership styles work and which don't work. It was also very eye-opening to see how others perceive you.

— Stacy Wilson  
*Vice President of Finance  
Wilson Construction Co.*

If you are thinking 'Oh no, another four days of presentations,' think again. This is an extremely well-prepared interactive session, not a boring moment throughout the four days. Let yourself be positively surprised. You will come away with a lot more than you thought!

— Alan Lamont  
*Vice President  
Bentley Systems, Inc.*

You will learn deeply about yourself. Why you do the things you do. I enjoyed seeing and experiencing the developing leaders one at a time.

— Cory Jodoin  
*President  
Jen-Col*

# Leading Operational Excellence

IMPROVE PROFITS AND ENGAGE YOUR TEAM

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration

## About the Program

Leading Operational Excellence is a two-day, hands-on course that will help you create and implement a cutting-edge operations program. You will see immediate results in higher margins for your firm and your employee engagement. You will learn a strategic approach for developing best-in-class operations from FMI's practice leaders. You will understand how to maximize information sharing and minimize resources while providing customer value. This is an innovative approach that brings the boardroom to the break room and builds a lasting ability to execute consistently in today's challenging environment.

## Who Should Attend?

- Presidents
- Vice presidents
- Operations managers
- Project managers
- Other senior-level managers

NOTE: FMI does not recommend this program for superintendents and foremen unless accompanied by senior management.

## Benefits

- Discover what it really takes to achieve operational excellence and create a sustainable advantage
- Review the lean systems that can help you get low on bid day and be more profitable
- Learn industry best practices for optimizing project execution and productivity
- Explore FMI's latest findings and keys to successful prefabrication
- Examine a bottom-up approach to operations that drives success
- Identify the tips to sustain the long-term commitment required to change your organization
- Analyze what your peers and competitors are doing



# Agenda Summary

## Two-Day Program

- Operational Excellence in the New Operating Environment
- Effective Information Management and Power to the Edge
- How to Optimize Your Business
- Building and Implementing a Plan to Improve Productivity and Operational Excellence



You can earn up to 13 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

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Group Live | Intermediate | Complete Assessments Prior to Attending



Fantastic program on operational excellence! The strategic education I received from this program was empowering and engaging!

— *Byron Isaac*  
*Director*  
*Silverstone Precast Inc.*

This was an enlightenment. It made me think on how things have been implemented. Now it is time to reintroduce it the right way.

— *Jim Jeffrey*  
*Operations Manager*  
*Western Allied Mechanical*

Great and insightful information for upper management and processes.

— *Chase Carter*  
*Project Executive*  
*TAS Commercial Concrete*

# Construction Selling Skills

SELLING SKILLS FOR SELLER-DOERS

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration



## About the Program

This is a hands-on program to help you sell more work at higher margins. You will learn a strategic approach for differentiating your firm and outselling the competition. Stop selling and start learning how to help customers buy. This is a collaborative approach that builds lasting relationships, cements customer loyalty and gives you the confidence you need to get out there and sell work.

Are you charged with:

- Keeping in touch with customers and winning work?
- Identifying the right customers to help your firm grow?
- Creating strategies to sell value instead of simply the lowest possible price?
- Finding the customer “hot buttons” that give your firm an advantage over the competition?
- Getting your foot in the door with future clients?

**Then this program is for you!**

## Who Should Attend?

- Presidents
- Vice presidents
- Heads of preconstruction, estimating, operations or business development
- Anyone who is involved in securing work with customers

## Benefits

Construction Selling Skills will give you the skills you need to ...

- Meet the right contacts
- Expand your sales effort into new customers or geographies
- Discover approaches that differentiate you from the competition
- Leverage gatekeepers and get to the right decision-makers
- Turn customer hot buttons into key selling messages
- Build effective win strategies — from the customer’s point of view
- Help you get pre-positioned to win that key project
- Create customer loyalty and commitment
- Use objections to build client conviction
- Sell more at better margins

The interactive format and hands-on exercises deliver the skills needed to be successful in selling — whether you are new to the game or a seasoned pro!



This program will help you create and grow customers and profitable backlog. You will see immediate results in your firm's revenue and your bonus plan.

## Agenda Summary

### Three-Day Program

- What Do You Mean I'm Involved in Sales?
- Building Your Sales Strategy
- Selling Yourself and Your Company
- Getting Ready — Doing Your Homework
- Reading and Responding to the Customer
- What to Do When They Say NO
- Moving Forward



You can earn up to 18 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

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Group Live | Intermediate | Complete Assessments Prior to Attending



The [Construction Selling Skills] program definitely took me out of my comfort zone. While it felt uncomfortable at times, it showed me flaws in my selling style that I need to work on.

— Camran Patrono  
Business Developer  
MAPP

This program was great. It really made me think about what our company needs to do and communicate internally in order to develop more business externally. I've learned many great tools to help us determine our strategies that will be extremely helpful to bring back

— Cassidy Tarpey  
EHJ. Paschen

It was a great course in helping salespeople perfect helping customers buy, rather than just selling to them.

— Zachary Dickson  
Estimator  
Baker Triangle

# Market & Selling Strategies

IS YOUR COMPANY'S STRATEGY  
WINNING WORK?

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration

## About the Program

Market & Selling Strategies is a three-day, immersive course. It will help you answer key strategy questions, assess growth opportunities and structure the company to grow. You will learn to create high-impact, go-to market strategies to win customers and market share.

This program will deliver the strategies, concepts and tools to break in and win the work you want and need for your profitable future.

## Who Should Attend?

- Presidents
- CEOs
- Vice Presidents
- Heads of pre-construction, estimating or operations
- Executives responsible for business development and market strategy

## Benefits

- Knowing how to create a robust Go-To-Market plan
- The mix of strategies needed to optimize company growth and profit
- How to find unmet or underdeveloped market needs
- Elements of creating a differentiated competitive advantage
- How to identify best-in-class practices in your firm using FMI's Business Development Assessment®
- Selling "up" the customer's organization chart
- Creating clear market level "win" strategies to beat competitors at their own game
- How to pick the customers, markets and geographies that help you win more work at better margins
- The tools you need to put together the winning Go-To-Market strategy for your company

## Questions Contractors Are Asking

Contractors are asking a series of tough questions about their business development efforts:

- How do we win in today's market?
- Where are the right growth opportunities for us?
- How do we structure to grow?
- Do we have the right people leading the effort?
- How do we measure progress and success?
- How do we move from concept to reality?



# Market & Selling Strategies

## Focuses on ...



- Creating a go-to-market strategy that positions you to win work
- The importance of strategy in creating a best-in-class business development effort
- Analyzing your own business development efforts to find your company's "crowbars" and "red flags"
- How to compete with tough contractors that insist on selling only on price
- Strategies that generate customer loyalty
- What is needed to take business development from concept to implementation

When senior leaders from across organizational disciplines come together to craft winning go-to-market strategies, you see results in the customers you attract and increased win rates. Bring your top team to the session to create your own engaging go-to-market strategy.

## Agenda Summary

### Three-Day Program

- Strategy Development
- Visioning Your Direction
- Market Research and Competitive Analysis
- Evaluating Business Development Effectiveness
- Attacking the Market — Building Your Go-to-Market Strategy
- Getting From Concept to Results — Building Traction



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[Market & Selling Strategies] Course was very good. A ton of information.

— Barton Horne  
Project Manager  
T.A. Loving Company

This [Market & Selling Strategies] program contains a lot of information. I intend to dissect and implement useful tools in our business. Thank you!!

— Tom Braxmeier  
BD Manager  
FL Smidth USA, Inc.

[Market & Selling Strategies is a] Good program to give a high-level thought process on strategy ideas and what it will take to implement new strategies.

— Jared Kraus  
Project Manager  
Byrne & Jones Construction

# Acquisitions in the Construction Industry

MAXIMIZE VALUE

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration

## About the Program

Whether you are today's buyer/seller or a future buyer/seller, you must be prepared to take full advantage of the ever-changing opportunities in the construction industry to maximize value in your firm. This comprehensive, three-day executive conference will assist you in developing a proactive strategy for acquiring or selling a construction company. Limited to just 50 attendees, participants have the undivided attention and focus of FMI's professional team. At the end of this conference, what you have learned will enable you to maximize the value your shareholders realize from a sale or acquisition.

## Who Should Attend?

- Business owners
- Presidents
- Chairmen
- CEOs
- CFOs
- COOs
- Executives with mergers and acquisitions responsibilities

## Benefits

- Understand the current acquisition climate and what it means for your business
- Learn about valuation and value drivers that are unique to the industry
- Explore the acquisition process from strategy formulation to closing
- Understand alternative financing strategies
- Learn the basics of deal structuring
- Understand the essentials of integration

## Agenda Summary

### Three-Day Program

- The Changing Acquisition Climate
- Valuation
- The Sell-Side M&A Process
- The Buy-Side M&A Process
- Deal Structure
- ESOPs and Internal Processes
- Integration and Culture
- Negotiating and Closing the Deal
- Case Study Exercise





# Work With the Best:

**Ryan P. Foley** is a managing director with FMI Capital Advisors. Ryan has over 20 years of experience providing strategic M&A and capital-raising services to a number of industries. At FMI, Ryan focuses exclusively on serving contractors.



**D. Alex Miller** is a managing director with FMI Capital Advisors. Alex focuses on mergers and acquisitions and financial advisory services for companies in the engineering, construction and building products industries.



**Matthew Drake** is a managing director with FMI Capital Advisors. FMI Corporation's registered investment banking subsidiary. Matt works exclusively in the Built Environment with privately held businesses and their shareholders on mergers and acquisitions (M&A), ESOP advisory and internal stock transfers. Matt leads FMI's ESOP and ownership transfer practices.



**John F. Steinegger** is a director with FMI Capital Advisors. John works with a variety of construction industry firms on mergers and acquisitions, valuations and ownership transfer issues.



You can earn up to 13 hours of continuing education credits by completing the program. A certificate of completion will be awarded to you at the conclusion of the program. You may use this certificate for self-reporting purposes to many state and local continuing education entities.

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Group Live | Intermediate | Complete Assessments Prior to Attending



Content was relevant and practical. Presenters were well versed in the material. Lots of insightful information, even for those of us with M&A experience. Overall, really enjoyed the [Acquisitions in the Construction Industry] program and I will certainly recommend to others in our industry.

— *Josh Vanderlaan*  
*Director of Corporate Development*  
*Southland Industries*

Excellent game changer.

— *Darren Brewster*  
*CFO*  
*Tessier's Inc.*

# Ownership Transfer and Management Succession

GO FORWARD CONFIDENTLY

Visit [fminet.com/programs](http://fminet.com/programs) for:

- More information
- Pricing
- Session Dates and Locations
- Online Registration

## About the Program

Whether your primary goal is to define your legacy, provide an opportunity for the next generation, or maximize your financial proceeds, this comprehensive, three-day, executive program is a must-attend. Limited to just 25 attendees, participants have the undivided attention and focus of FMI's professional team. This program addresses in-depth issues surrounding management succession planning, evaluating the readiness of the next generation, developing stronger leaders, ownership transfer methods and valuation, including sessions on the current M&A environment and Employee Stock Ownership Plans (ESOPs). It assists owners in understanding the available alternatives and choosing a path best suited to meet the company's long-term objectives. At the end of the conference, you will leave with the basis for a personal action plan to solve ownership transfer and succession problems with confidence and success.

## Who Should Attend?

- Business owners
- Presidents
- Chairmen
- CEOs
- CFOs
- COOs
- Targeted next-generation owners

## Benefits

- Understanding practical matters impacting stock transfer techniques
- Examining ownership transfer methodologies and the relative benefits and drawbacks of specific transfer methodologies
- Learning the keys to evaluating and developing successful future leaders for the company
- Gaining a full understanding of the business continuity planning process and your role in making the plan a reality
- Receiving guidance in a one-on-one meeting from an FMI professional relative to your company's ownership transfer and succession challenges

## Agenda Summary

### Three-Day Program

- Overview of Succession Management
- Evaluating Your Leadership Pipeline
- One-on-One Sessions
- Incentive Compensation and Ownership Transition
- Valuation
- Mergers and Acquisitions Overview
- Buy/Sell Agreements
- Techniques for Transferring Ownership
- Action Planning



# Work With the Best:

**Jake Appelman** is a principal with FMI's leadership and organizational development business. Jake leads FMI's management succession practice and has extensive experience guiding the succession process across a range of company sizes and structures, from closely held family firms to large, employee-owned firms.



**Matthew Drake** is a managing director with FMI Capital Advisors. FMI Corporation's registered investment banking subsidiary. Matt works exclusively in the Built Environment with privately held businesses and their shareholders on mergers and acquisitions (M&A), ESOP advisory and internal stock transfers. Matt leads FMI's ESOP and ownership transfer practices.



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Group Live | Intermediate | Complete Assessments Prior to Attending



This is a great program that makes you think about time and understand the sense of urgency to this matter. The content is very updated. I would highly recommend it.

— Jeffrey Fuerst  
*Illinois Civil Contractors, Inc.*

Very informative and enlightening. Great topics. Make you think and provides options/answers and direction for solutions and growth.

— David Bakke  
*Vice President and  
Chief Operations Officer  
Chambers Construction Company*

Excellent program! Great, engaging information. Enjoyed visiting with other participants to gain other perspectives.

— Tim Kerr  
*Vice President  
Kerr Contractors, Inc.*

## For more information or to register for a program:



[www.fminet.com/programs](http://www.fminet.com/programs)



[ProfessionalPrograms@fminet.com](mailto:ProfessionalPrograms@fminet.com)



877.959.1846

FMI can create a customized version of any program or course to meet the specific needs of your firm or trade association.

FMI reserves the right to change, add or cancel programs according to the needs of the industry. In the event that FMI cancels a program, your registration fee will be refunded. However, FMI cannot be held accountable for nonrefundable airline tickets or other expenses related to your travel to the event.

FMI Guarantee — If for any reason you are not satisfied with the program, please inform us by calling 877.959.1846. We will refund your tuition or give you a credit to use for another FMI program.



# Exclusively Focused on the Built Environment

## Who We Are

FMI is a leading consulting and investment banking firm dedicated exclusively to the Built Environment.

We serve the industry as a trusted advisor. More than six decades of context, connections and insights lead to transformational outcomes for our clients and the industry.

### **FMI** CONSULTING

FMI Consulting has a deeper understanding of the Built Environment and the leading firms across its value chain than any other consulting firm. We know what drives value. We leverage decades of industry-focused expertise to advise on strategy, leadership & organizational development, operational performance and technology & innovation.

#### PRACTICE AREAS

##### Strategy

- Market Research
- Market Strategy
- Business Development
- Strategic Planning

##### Leadership & Organizational Development

- Leadership & Talent Development
- Succession Management
- High-performing Teams
- Corporate Governance
- Executive Coaching

##### Performance

- Operational Excellence
- Risk Management
- Compensation
- Peer Groups

##### Technology & Innovation

- Market Accelerator
- Partner Program
- Tech Readiness Assessment
- Sourcing & Adoption

### **FMI** CAPITAL ADVISORS

FMI Capital Advisors, a subsidiary of FMI Corporation, is a leading investment banking firm exclusively serving the Built Environment. With more than 750 completed M&A transactions, our industry focus enables us to maximize value for our clients through our deep market knowledge, strong technical expertise and unparalleled network of industry relationships.

#### SECTOR EXPERTISE

- Architecture, Engineering & Environmental
- Building Products
- Chemicals
- Construction Materials
- Contractors
- Energy Service & Equipment
- Energy Solutions & Cleantech
- Utility Transmission & Distribution

#### SERVICES

- M&A Advisory
- ESOP Advisory
- Valuations
- Ownership Transfer

#### EXECUTIVE EDUCATION

- Acquisitions in the Construction Industry
- Ownership Transfer & Management Succession



## for the Built Environment

### TRAINING PROGRAMS

Over 10,000 industry leaders have completed FMI training programs, which span the entire management spectrum, from new managers to senior executives.

- Emerging Managers Institute
- Field Leader Institute
- Project Manager Academy
- Construction Executive Program
- Leadership Institute
- Leading Operational Excellence
- Construction Selling Skills
- Market & Selling Strategies
- Ownership Transfer & Management Succession
- Acquisitions in the Construction Industry

### FMI PEER GROUPS

FMI manages nearly 50 individual peer groups across the industry. Connecting businesses through networking, expanding visions and providing feedback.

- Organizational Structure and Development
- Human Resources
- Business Development
- Information Technology
- Operations Management
- Financial Management

### FMI CLIENT HIGHLIGHTS



#### DENVER

210 University Boulevard  
Suite 800  
Denver, CO 80206  
303.377.4740

#### HOUSTON

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Suite 2000  
Houston, TX 77010  
713.936.5400

#### PHOENIX

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Suite 100  
Scottsdale, AZ 85255  
602.381.8180

#### RALEIGH

223 South West St.  
Suite 1200  
Raleigh, NC 27603  
919.787.8400

#### TAMPA

4300 W. Cypress Street  
Suite 950  
Tampa, FL 33607  
813.636.1364



for the Built Environment