ACEC/Missouri Future Leaders Academy (FLA) is for individuals within our member firms who are committed to developing their leadership abilities. This program imparts specific skills and competencies identified by top ACEC/MO principals as critical for leadership success. These highly interactive sessions are taught by experts in the field of business administration and people management in professional services firms. Session meeting locations and times are listed with the session. Featured session topics include:

### Wednesday and Thursday, March 4-5, 2020

**Location:** Capitol Plaza Hotel, Jefferson City, MO

#### Wednesday, March 4, 2020

**Orientation**

*Scott Heidner, Braden Heidner Lowe & Associates*

Do you think 18 engineers, surveyors, architects, or landscape architects of ACEC/MO member firms will be too shy to get to know each other in a short time? Think again! ACEC/KS Executive Director Scott Heidner will deliver a high energy presentation, and this interactive session will have class members working and laughing together in no time at all. This critical session sets the stage for class members to work together for the next ten weeks.

**Lunch**

*12:00 pm – 12:50 pm*

**Listen Like a Negotiator: For Leaders and Managers**

*Dan Oblinger, Leadercraft*

Listening is the foundation for excellence in managing and leading teams. Learn from a trained and experienced hostage negotiator how to listen when it counts.

**Listening Lab**

*2:30 pm – 3:45 pm*

Dan Oblinger, Leadercraft

Practical Exercises designed to prepare participants to have courageous conversations as managers and leaders.

**The Leader's Craft**

*Dan Oblinger, Leadercraft*

A "nuts and bolts" examination of the best application of listening and negotiating skills to the missions of management and leadership with an emphasis on building excellence in corporate cultures.

**Reception at ACEC Missouri Office**

*6:15 pm – 7:00 pm*

This will include a presentation from ACEC and ACEC Missouri leaders.

**Dinner as a group at Prison Brews Restaurant**

*7:15 pm*
Thursday, March 5, 2020

Listening Skills Debrief  8:30 am – 9:25 am
Dan Oblinger, Leadercraft
A review of the critical, core tenets of listening and cultural leadership and a comprehensive debriefing from the previous evening's rehearsals.

Governmental Affairs  9:35 am – 10:25 am
Scott Heidner, Braden Heidner Lowe & Associates; & Matt Reiffer, ACEC
The government’s leadership influences the overall business climate and an individual firm’s success. Business leaders need to know how to participate effectively in the public arena and build consensus. They also need to understand how government affairs activities can help their business succeed and how to encourage active participation at the grassroots level in the firm.

Establishing a Firm Culture for Business Development  10:35 am - 12:30 pm
Mike Lally, Replica
Instilling and encouraging a strong business development culture in your firm makes great business sense. It can prove to be an important differentiator and can positively influence the firm’s project delivery, hiring and recruiting, and career development processes. Developing a business development culture requires understanding the distinction between marketing and business development, exposing false common business development myths, recognizing the many ways in which technical staff can contribute to the business development process, and investing in strategies that yield the highest return-on-investment.

Monday and Tuesday, August 17-18, 2020 -- NEW DATES

Location: Sheraton Westport Lakeside Chalet, St. Louis, MO

Monday, August 17, 2020

Standing Out from the Crowd…In a Good Way  1:00 pm – 5:00 pm
Beth Quindry & Sheila Shockey, Shockey Consulting Services
In this session, we will discuss the importance of marketing yourself as a professional as a complement to your firm’s marketing. How can you distinguish yourself from others in the field? How can you do that in a way that feels genuine to you and actually enjoy it? We’ll provide tips to help you define yourself and present a positive image to colleagues and future clients.

Dinner / Taboo Tournament at O’Fallon Brewery  6:00 pm

Tuesday, August 18, 2020

Breakfast  7:30 am – 8:20 am

Contract Language/Risk with Various Project Delivery Methods  8:30 am – 12:30 pm
Robert Staed, Greyling Insurance Brokerage, an EPIC company
Carefully wording contract provisions minimizes risk to design professionals. We’ll discuss how contract provisions allocate risks between parties and the legal effect of specific contract provisions. Getting the contract right the first time can be the difference between a profitable project and incurring more liability than your firm can afford.
Tuesday and Wednesday, September 1-2, 2020 -- NEW DATES

Location: Hilton Garden Inn, Independence, MO

Tuesday, September 1, 2020

Economics of Private Practice  1:00 pm – 5:00 pm
Jennifer Tozlian, K-Coe Isam
This session will be split into two sections. The first portion will focus on basic finance terms and principles; how companies use these principles to make financial decisions and how they measure their financial success. The second portion of the session will focus on project cost fundamentals, how to interpret project cost information, and what it means to you.

Dinner / Game of Things Tournament at Hereford House  6:15 pm

Wednesday, September 2, 2020

Breakfast  7:30 am – 8:20 am

Senior Leaders Roundtable  8:30 am – 12:00 pm
From Management to Leadership – Secrets of Success
Moderator: Scott Heidner
Panelists: Edmond D. Alizadeh, Geotechnology, Inc.; Kristen Leathers-Gratton, Affinis Corp; and Linda L. Moen, EFK Moen, LLC
Take the opportunity to network with a diverse panel of leading industry professionals. This session will culminate the Emerging Leaders Program experience. The facilitated session gives participants a chance to ask industry leaders questions concerning industry, practices, and management.

Graduation Celebration and Lunch  12:00 pm – 1:30 pm