



ACEC Missouri

2027 Future Leaders Academy DRAFT PROGRAM

ACEC/MO's Future Leaders Academy (FLA) imparts specific skills and competencies identified by top principals as critical for leadership success. Locations and times are listed with the session.

SESSION 1: Wednesday, May 19, 2027 – Thursday, May 20, 2027

Location: The Tiger Hotel, 23 S. 8th Street, Columbia, MO

Wednesday, May 19, 2027

9:20 AM - 9:45 AM: Who is ACEC Missouri

Speaker: Morgan Mundell, ACEC Missouri

Learn who ACEC Missouri is and how you can benefit from becoming active.

9:45 AM - 2:00 PM: True Colors

Speaker: Tracey Glenn, GlennView Strategies

Do you think 22 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! Tracey Glenn 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 weeks to come.

12:00 PM - 12:45 PM: Lunch

2:15 PM - 4:15 PM: Governmental Affairs

Speaker: Jeff Glenn, GlennView Strategies; Nate McHargue, Olsson; & Morgan Mundell, ACEC Missouri

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.

5:30 PM: Reception & Dinner at Broadway Brewery Restaurant

Thursday, May 20, 2027

7:30 AM - 8:10 AM: Breakfast

8:20 AM - 12:20 PM: Contract Language/Risk with Various Project Delivery Methods

Speaker: Nick Maletta, Holmes Murphy & Associates

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.

SESSION 2: Tuesday, June 15, 2027 – Wednesday, June 16, 2027

Location: The Fontaine, 901 W. 48th Place, Kansas City, MO

Tuesday, June 15, 2027

1:00 PM - 2:50 PM: Active Listening for Leaders

Speaker: Dan Oblinger, Leadercraft

A deep look at the activity called active listening, used by hostage negotiators and leaders to create connection, discovery, and engagement in critical conversations. This will use small group exercises, roleplaying, and instructor-led explorations of the toughest situations in our professional and personal lives. Topics include: principles of active listening that also guide leadership decisions; associative listening and terrible listening habits; the 8 active listening skills; effective models for empathy and rapport (trust); handling objections, demands, and aggression; and impacting culture through people, processes, and principles of listening and negotiation.

3:00 PM - 5:00 PM: Negotiation 101 for Consulting Engineering Managers

Speaker: Dan Oblinger, Leadercraft

Students will apply the lessons and new skills from Active Listening for Leaders to the process of creating strong agreements with their internal teams, clients, and joint venture partners. Each module will be applied to: internal leadership opportunities like talent acquisition and retention, compensation issues, performance, and strategic vision; and external leadership opportunities like client management, business development, and project delivery and coordination.

6:00 PM: Reception & Dinner at Granfalloon Restaurant & Bar

Wednesday, June 16, 2027

7:30 AM - 8:15 AM: Breakfast

8:30 AM - 10:50 AM: Listening Lab

Speaker: Dan Oblinger, Leadercraft

The second day will feature a refresher and debrief from day one to lock in principles and skills, and a two-hour culminating, small-group exercise using active listening and negotiation in a simulated environment to seal learning. All participants receive a copy of Life or Death Listening written by Dan.

11:00 AM - 12:30 PM: Hard Conversations – An Ethics Case Study in the Destructive Power of Conflict Avoidance and the Redemptive Power of Honesty

Speaker: Aaron Mann, Terracon Consultants, Inc.

It began with a nervous call from our client. They suspected that a letter (on state letterhead) that our consultant provided may have been a forgery. And they were right. Thus began a year-long journey into the mind and work product of a former employee who was willing to do nearly anything to avoid confrontation – on this and other projects. In the spirit of open collaboration, we will share an actual incident and response to demonstrate how conflict avoidance can damage the trust placed in your organization – and how transparent honesty can rebuild that trust. We will take the audience through the initial event, our internal investigation, and our discussions with regulators and clients. While we will highlight the pressures and dangers of conflict avoidance, we will also provide tools to manage responses to similar crises. While the process was painful, by being honest and transparent, we were able to demonstrate that the actions did not reflect the culture of the firm and we emerged with stronger client and regulator relationships than before the incident.

SESSION 3: Wednesday, July 21, 2027 – Thursday, July 22, 2027

Location: Drury Plaza Hotel St. Charles, 380 Mulholland Drive, St. Charles, MO

Wednesday, July 21, 2027

1:00 PM - 5:00 PM: Economics of Private Practice

Speaker: Brad Wilson, Stambaugh Ness

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.

6:00 PM: Reception & Dinner at Firebirds Wood Fired Grill (*location tentative*)

Thursday, July 22, 2027

7:30 AM - 8:15 AM: Breakfast

8:30 AM - 12:30 PM: Strategic Human Resources

Speaker: Tony Comella, Atlas Supply Company

When you review civil engineering companies' websites you will see that they frequently claim people are their primary value proposition. They believe that they have team members that are more knowledgeable, more responsive, better trained, and more capable of providing better outputs and services than the competition. This will only happen if your HR focus is correct and the primary goal of your HR department is "To have Team Members that are in the top 20% of the industry in terms of knowledge, skills and attitudes (or something similar)". In this module we will discuss best practices to make HR more than just a support department and instead make it a driver of corporate success. The goals of HR should be to:

- act as a strategic business partner with senior leadership;
- understand the business and financials well enough to provide developmental opportunities for Team Members that will achieve the top 20% goal;
- drive a workforce planning model (including succession) that ensures the right level of Team Members, at the right time, with the right skills, for maximum efficiencies;
- create a culture of feedback, communication and understanding that drives employee engagement and possibly stave off legal issues;
- ensure measurement and ROI in ALL Team Member training activities.

SESSION 4: Wednesday, August 18, 2027 – Friday, August 20, 2027

Location: Margaritaville Lake Resort, 494 Tan Tar A Drive, Osage Beach, MO

Wednesday, August 18, 2027

1:00 PM - 2:30 PM: Diversity & Inclusion

Speakers: Jeff Glenn, GlennView Strategies; Panelists TBD

This presentation will be a dialogue on Diversity and Inclusion, what it means, and how it impacts organizations.

2:45 AM - 4:45 PM: Establishing a Firm Culture for Business Development

Speaker: Ben Kniffen, Lushin

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.

6:00 PM: Reception & Dinner at Margaritaville Lake Resort

Thursday, August 19, 2027

7:30 AM - 8:15 AM: Breakfast

8:30 AM - 11:45 AM: Senior Leaders Roundtable – From Management to Leadership – Secrets of Success

Moderator: Jeff Glenn, GlennView Strategies

Panelists: TBD

Take the opportunity to network with a diverse panel of leading industry professionals. This session will culminate the Future Leaders Academy Program experience. The facilitated session gives participants a chance to ask industry leaders questions concerning industry, practices, and management.

12:00 PM - 1:00 PM: Lunch

All FLA participants are required to attend 1 committee meeting of your choice, the Reception/Dinner, Breakfast & FLA Graduation, and the Board/Membership Meeting.

1:00 PM - 2:00 PM: Engineering Excellence Committee Meeting

1:00 PM - 2:00 PM: Future Leaders Academy Member Engagement (FLAME) Roundtable

2:00 PM - 3:00 PM: Business Practices Committee Meeting

2:15 PM - 3:00 PM: Environmental Committee Meeting

3:15 PM - 5:00 PM: Transportation Committee Meeting

6:00 PM - 9:00 PM: Reception/Dinner & Casino Night

Friday, August 20, 2027

8:00 AM - 9:50 AM: Breakfast & FLA Graduation Ceremony

9:50 AM - 11:20 AM: Business Practice Program

11:30 AM - 12:30 PM: Board of Directors / Membership Meeting