



## **Future Leaders Program**

Developing the Next Generation of Leadership

**STRONGER LEADERS. STRONGER IMPACT.**

# Who We Are: WACA & FMI



Industry  
Insiders

Consulting Capital  
Advisors



**FMI** is a leading consulting and investment banking firm dedicated exclusively to the built environment. They serve as the industry's trusted advisor, providing current market insights, deep industry research and key relationships that deliver tangible results for clients.

**WACA** is a wall and ceiling trade association that promotes and advocates for the welfare of its members and industry. **We support our community by providing vital resources through educational forums**, technical assistance, government advocacy, labor relations, industry promotion and unified representation.

# How FMI Develops Leaders through Experiential Programs

FMI offers a suite of experiential leadership programs tailored for leaders at different career stages.



**Emerging Managers Institute**  
Management Skills



**Field Leader Institute**  
Leadership Skills



**Project Manager Academy**  
Project Management Skills



**Leadership Institute**  
Leadership Skills

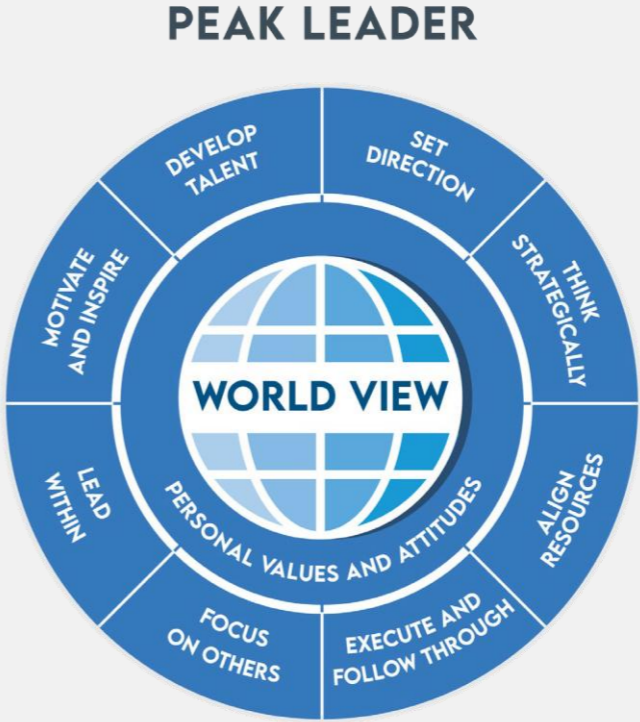


**Leadership Accelerator Series:  
Developing Talent**  
Developing Talent



**Construction Executive Institute**  
Business Acumen Skills

- These programs are all anchored in FMI’s **Peak Leader Model**.
- The Peak Leader Model is built on **8 core domains**.
- Each domain includes supporting competencies that define **what effective leadership looks like**.



FMI’s leadership programs are built on a consistent, proven framework that scales across audiences.



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# LEADERSHIP DELIVERY

# Program Overview



## WACA Future Leaders Program

This proposal outlines **WACA Future Leaders**, a leadership development program designed to equip Northern California's wall and ceiling professionals with the self-awareness, communication skills, and practical tools to lead teams effectively and strengthen the region's next generation of industry leaders.

**This is a dynamic training program that combines interactive peer learning and practical application.**

**Program Goals:** Strengthen self-awareness and leadership effectiveness; sharpen communication and conflict management; lead and motivate diverse teams; improve decision-making under pressure; build business and financial understanding; and foster a connected network of emerging leaders across Northern California's wall and ceiling industry.

### Target Audience:

- Mid-level professionals (approx. 5–10 years' experience)
- Project Managers, Foremen, Superintendents, Department Leads
- High-potential employees on the path to senior leadership

\*Note: Up to 30 participants per cohort to encourage engagement and team interaction

# Learning Approach



## Experiential Learning

Hands-on activities, role plays, and simulations.



## Assessment-Driven

Personality and behavioral assessments (MBTI and the Thomas-Kilmann Conflict Mode Instrument) to build self-awareness, understand communication and conflict styles, and apply that insight to real leadership challenges.



## Peer Collaboration

Cross-company work on in-class challenges and capstone projects.

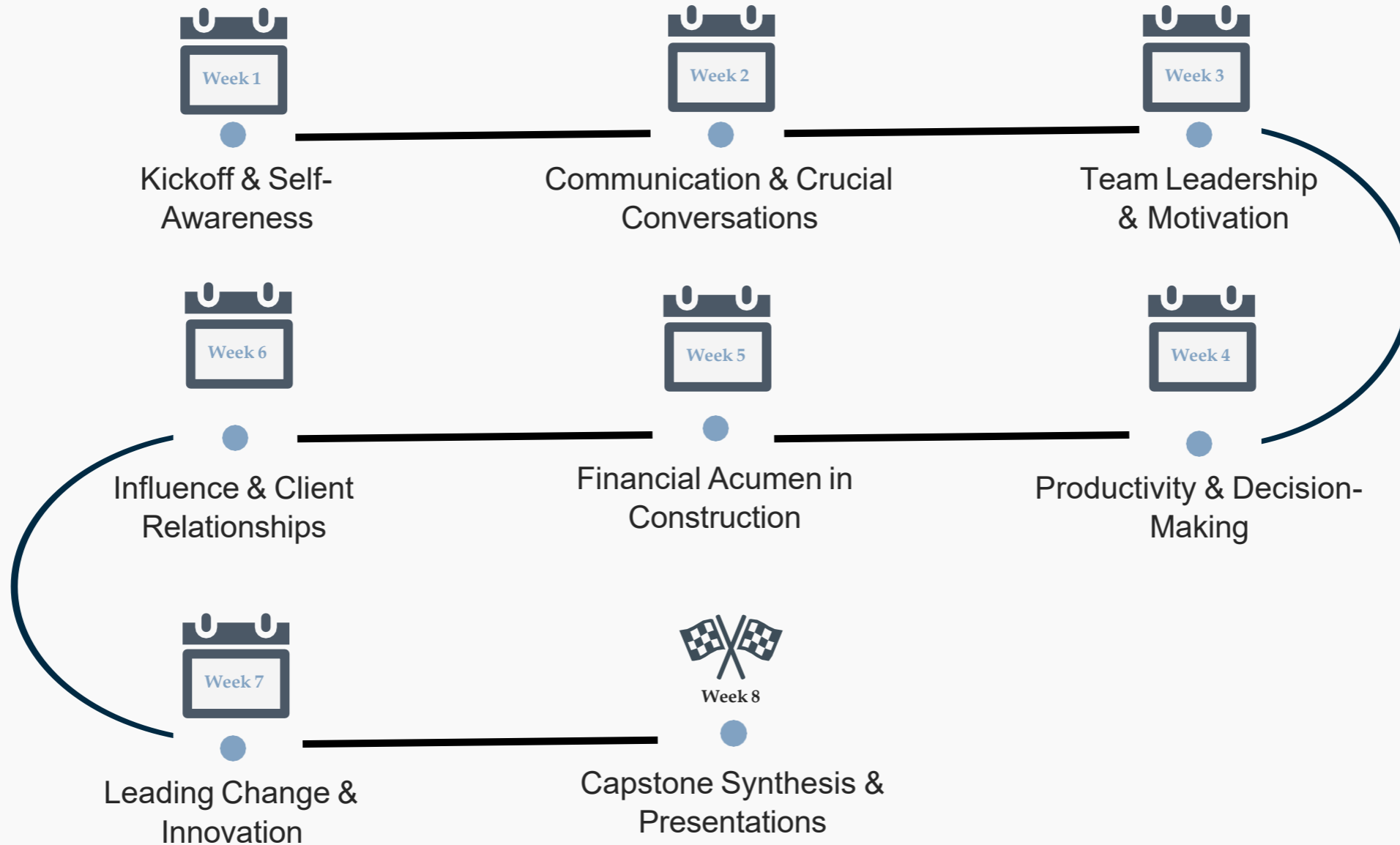


## Reflection & Feedback

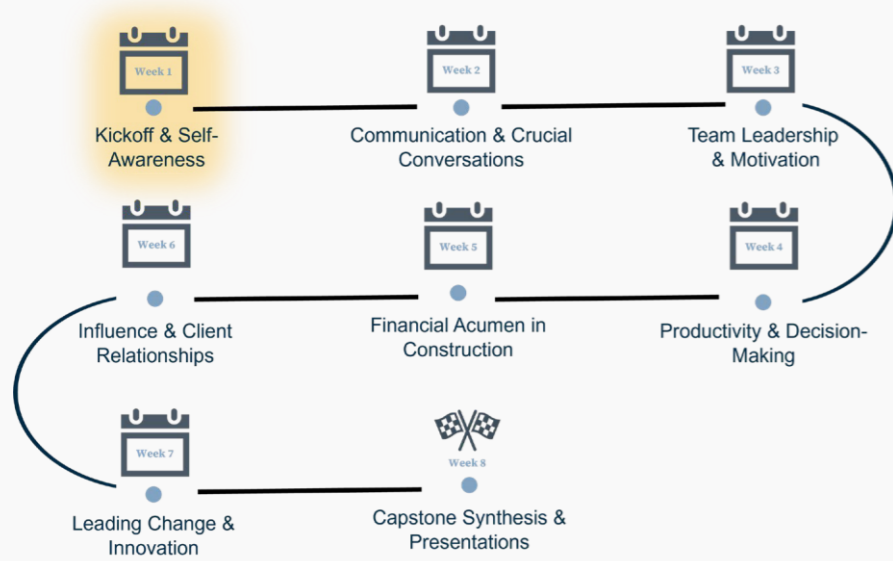
Guided reflection to tie each session's lessons to on-the-job challenges and leadership growth.

\*Eight in-person sessions held weekly across the Bay Area for a connected, hands-on learning experience.

# Program Structure



# Week 1: Self-Awareness & Personal Leadership



## Learning Objectives:

- Identify individual leadership styles and articulate personal strengths in leading others.
- Demonstrate greater emotional intelligence by recognizing personal patterns and adapting responses to strengthen relationships.

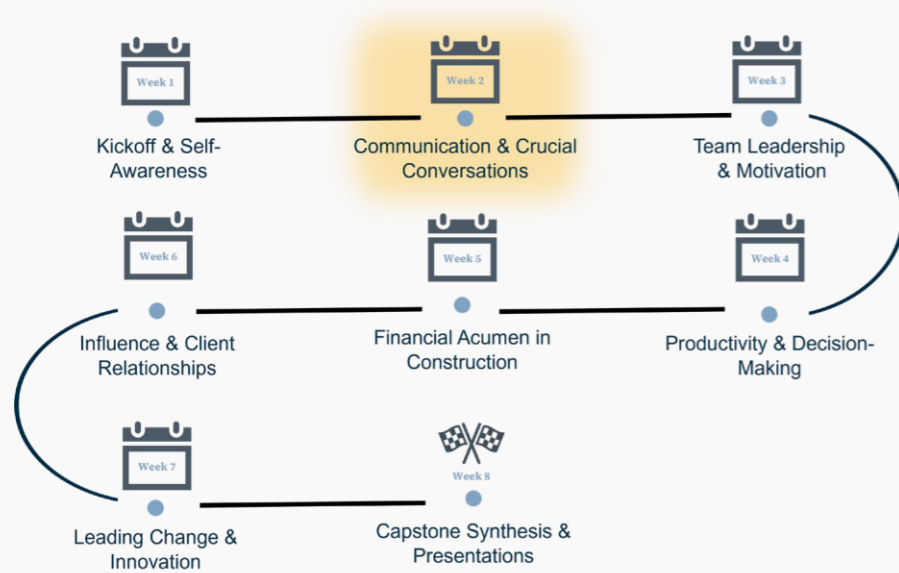
## Key Activities:

- Lego Build Leadership Challenge: Complete a team challenge and see different behaviors while simulating the complex communication challenges between customer, office and field.
- MBTI Workshop

## Tools & Takeaways

- MBTI Step II report
- Personal “Action Plan” Habit tracker

# Week 2: Communication & Crucial Conversations



## Learning Objectives:

- Apply effective communication techniques to convey messages clearly and confidently.
- Demonstrate strategies to navigate conflict and resolve challenging conversations constructively.

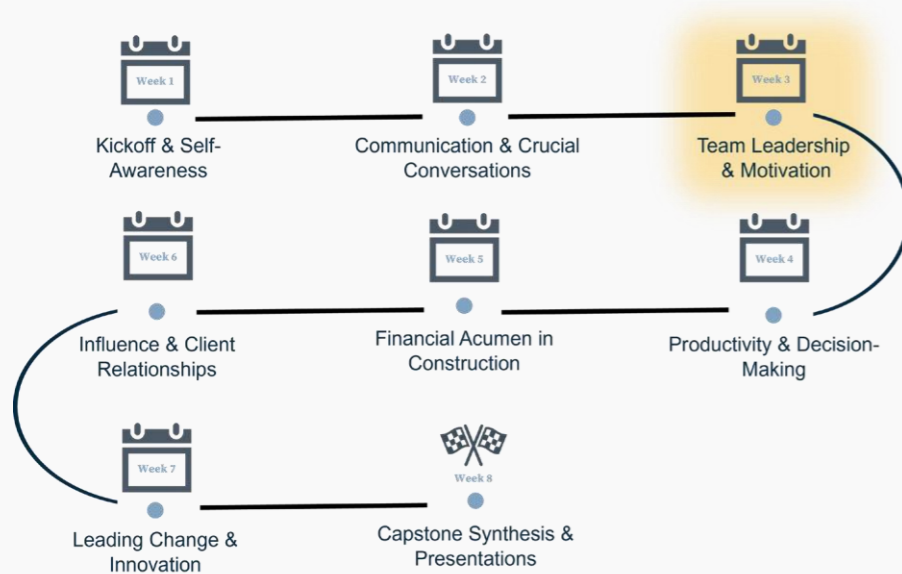
## Key Activities:

- Describe & Draw
- Listening Skills Self-Assessment
- Roleplay industry-specific difficult conversations

## Tools & Takeaways

- “Crucial Conversations” framework
- “Action Plan” for communication improvement

# Week 3: Team Leadership & Motivation



## Learning Objectives:

- Identify the characteristics and behaviors of effective, high-performing teams.
- Apply delegation and coaching strategies to develop team capability and enhance engagement and performance.

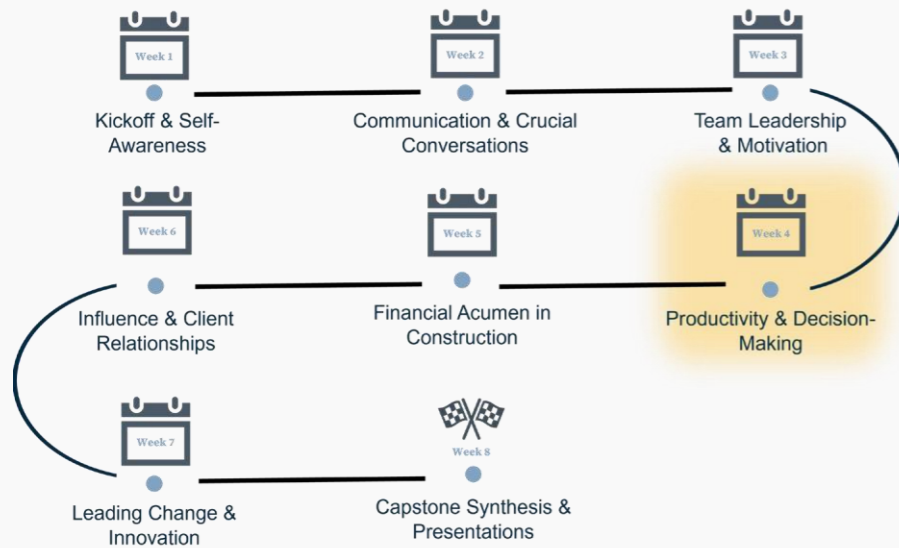
## Key Activities:

- Building Teams Group Presentation Challenge
- Leverage your Strengths Relay Challenge

## Tools & Takeaways

- Delegation Planning Worksheet
- Coaching Guide for improved 1:1 meetings

# Week 4: Productivity & Decision-Making



## Learning Objectives:

- Evaluate competing priorities and apply decision-making frameworks to address project challenges.
- Demonstrate strategies to manage time, resources, and workflow for improved efficiency.

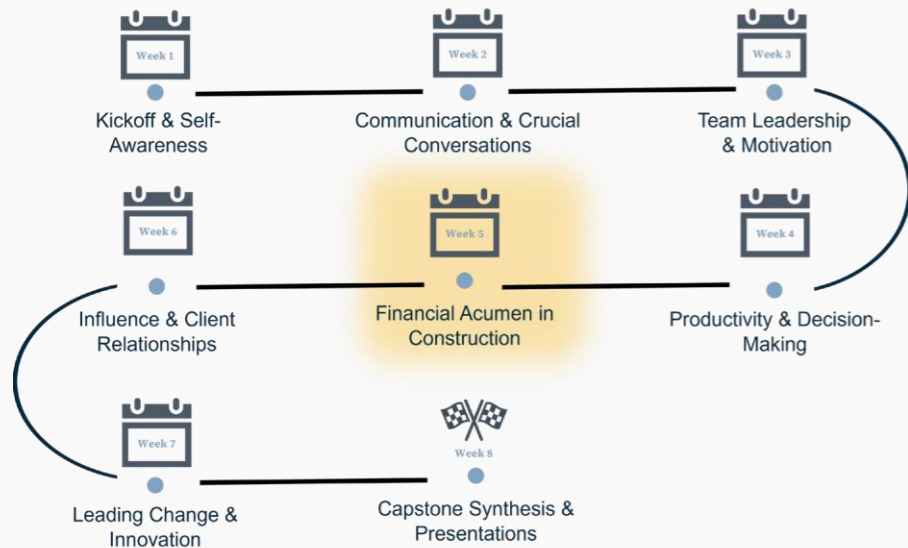
## Key Activities:

- Time Budget Auction
- Applied Problem-Solving Lab

## Tools & Takeaways

- Time Management Cheat Sheet
- “Action Plan” for prioritization and problem-solving

# Week 5: Financial Acumen in Construction



## Learning Objectives:

- Interpret basic project and company financial reports to identify key performance drivers.
- Apply financial insights to make leadership decisions that enhance project and organizational outcomes.

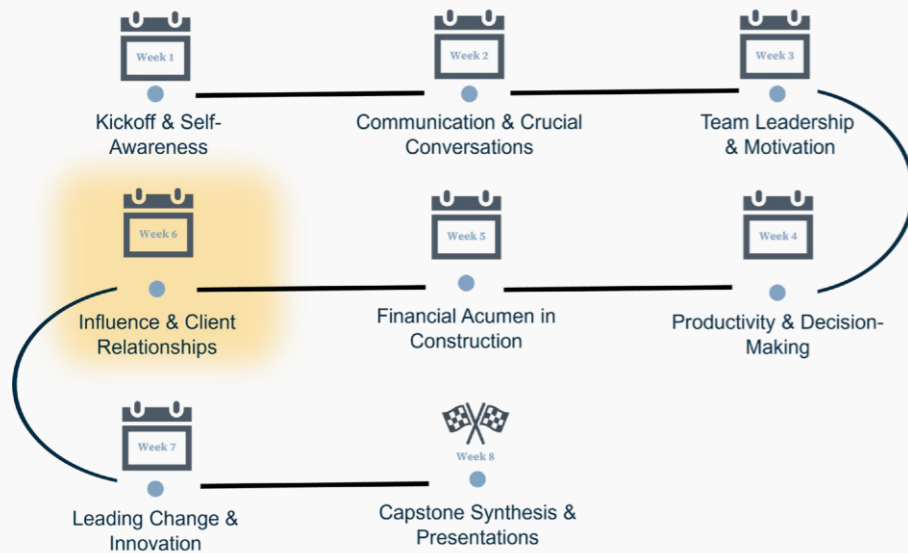
## Key Activities:

- Cash Flow Game
- K'nex Bridge Productivity Challenge

## Tools & Takeaways

- Financial Acumen Cheat Sheet

# Week 6: Influence & Client Relationships



## Learning Objectives:

- Demonstrate techniques to influence stakeholders and build productive professional relationships.
- Apply negotiation strategies to reach mutually beneficial outcomes with clients and partners.

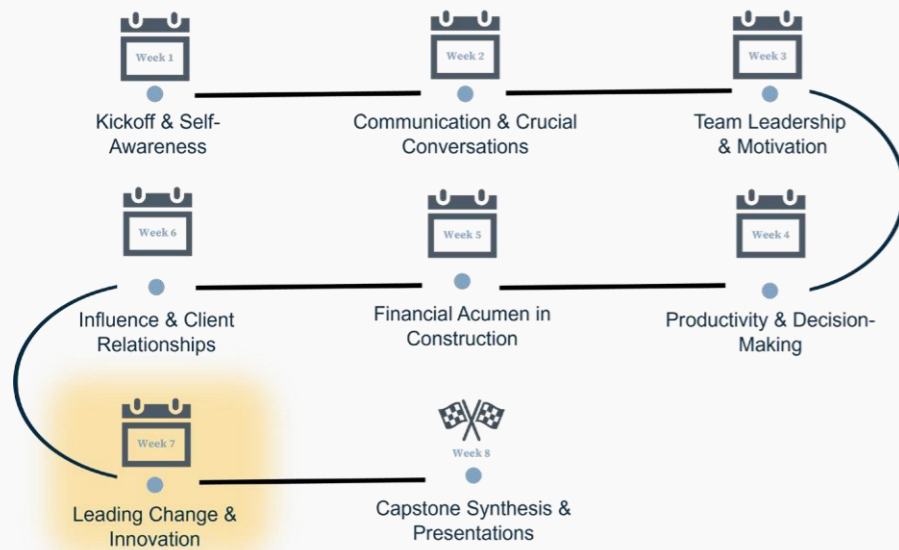
## Key Activities:

- Ten-Dollar Challenge
- Mapping Influence Networks

## Tools & Takeaways

- Individual Report – Thomas Kilman Instrument on conflict management

# Week 7: Leading Change & Innovation



## Learning Objectives:

- Analyze team dynamics and decision-making patterns to identify effective behaviors that support innovation and responsiveness under pressure.
- Demonstrate adaptability by adjusting strategy and team coordination in response to changing conditions during a simulated business environment.

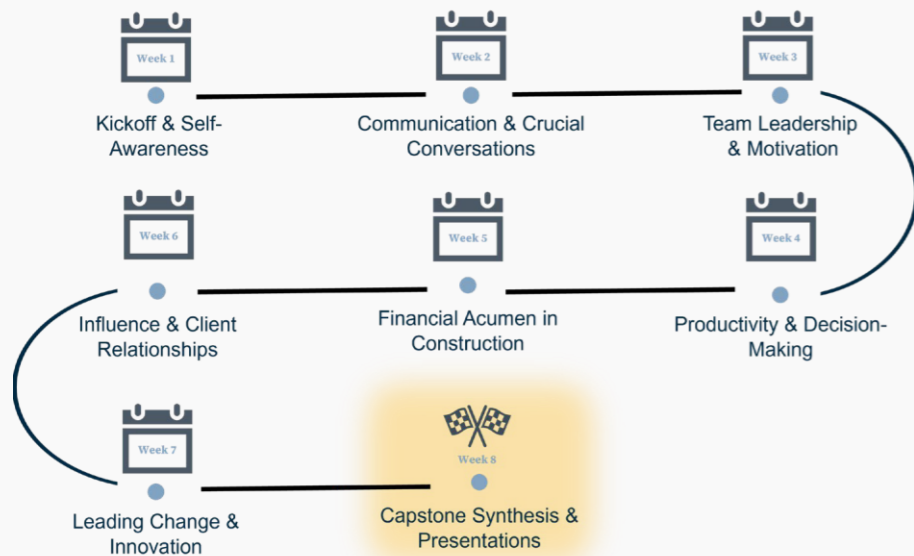
## Key Activities:

- Card Shop Business Simulation
- Applied Discussion: Barriers to Change

## Tools & Takeaways

- Change readiness checklist
- Action plan for leading change

# Week 8: Capstone & Graduation



## Learning Objectives:

- Synthesize key concepts from the program to develop and present a team-based leadership solution.
- Reflect on personal growth and commit to specific leadership actions for continued development.

## Key Activities:

- Team presentations to WACA Board panel
- Peer feedback and reflection
- Graduation ceremony and celebration

## Tools & Takeaways

- Personal Leadership Action Plan
- Certificate of Completion

# Capstone Project



The Capstone Project gives participants an opportunity to apply key lessons from the program through a collaborative, real-world challenge. It demonstrates growth across the eight weeks and connects classroom learning to practical application.

## **Introduction:**

Introduced in Week 2 once participants understand their leadership styles and team dynamics. Teams of 4–6 participants are formed, mixing roles and companies to promote collaboration and shared learning.

## **What Participants Will Do:**

- Work in teams to analyze and solve a construction-related leadership or project challenge.
- Integrate concepts from each week (communication, delegation, financial acumen, adaptability, etc.) into their solution.
- Prepare and deliver a 15-minute presentation during the final session, outlining their approach, decision-making process, and key takeaways.

## **Checkpoints:**

- Week 4: Midpoint check-in for team updates and facilitator feedback.
- Week 6: Optional peer review and Q&A to refine direction before final presentations.

## **Presentation & Recognition:**

Teams present in Week 8 during the Capstone & Graduation session. Presentations are evaluated on clarity, collaboration, and application of program concepts.

**Certificates of completion are awarded following the presentations.**