



Construction Business Academy

LEARN TO RUN THE BUSINESS, **NOT JUST THE PROJECT**

The Construction Business Academy (CBA; previously the Construction Executive Institute) is where construction leaders learn to run the business, not just the project. This immersive program gives current and future construction executives the financial acumen, strategic thinking, and decision-making skills they need to lead at the enterprise level with confidence.

At the heart of CBA is a live business simulation: participants form competing teams and run construction companies in a dynamic marketplace, making real decisions about bidding strategy, resource allocation, financial management, and risk. Facilitated strategy sessions and financial workshops run alongside the simulation, grounding the experience in construction industry scenarios. Through the simulation and peer discussions, you'll sharpen your ability to build business acumen, drive strategy, manage enterprise risk, think analytically, and make decisive calls under pressure.

IS THE CONSTRUCTION BUSINESS ACADEMY FOR YOU?

CBA is designed for current and future construction executives who hold (or are preparing to take on) P&L responsibility, financial oversight, or enterprise-level strategic decision-making. Ideal candidates include:

- Business unit managers
- Current or future C-suite leaders
- General superintendents or field supervisors
- Senior or advanced project managers
- Operations managers or operations officers
- Construction managers and division managers

WHAT YOU'LL BUILD AT THE CONSTRUCTION BUSINESS ACADEMY

Each FMI program is anchored in a set of competencies drawn from FMI's Peak Leader Model, a framework built specifically for leaders in the construction and engineering industry.

These competencies define the specific behaviors and skills you'll develop, and give you a common language to carry back to your organization.

01	BUSINESS ACUMEN	Understand the construction business model, market dynamics, and key financial drivers to make informed, strategic business decisions with confidence.
02	RESULTS-ORIENTED	Organize people, capital, and capacity around a path to profitable growth and deliver against hard goals.
03	RISK MANAGEMENT	Identify, evaluate, and mitigate enterprise risk before it affects your people, projects, or margins.
04	ANALYTICAL	Build a basic ability to read financial statements and understand what is happening in the business and make some sound planning decisions.
05	DECISIVE	Make timely, well-reasoned decisions in high-pressure, competitive business environments.
06	DRIVES STRATEGY	Make decisive bets and align your organization around a strategy to outperform others in a competitive marketplace.

CBA is a cohort-based immersive experience drawing participants from across the construction and engineering industry.

The program is built around the ProfitAbility Simulation, a live, competitive business exercise where teams run construction companies, make real financial and strategic decisions, and face the consequences in real time. Facilitated strategy sessions and financial workshops run alongside the simulation throughout the four days.

BENEFITS FOR YOUR ORGANIZATION

- Develop the next generation of executives through practical, high-pressure simulation learning
- Build a leadership team that can interpret financial performance and make confident strategic decisions
- Reduce costly financial mistakes at the business unit or enterprise level
- Improve bid strategy, resource allocation, and profitability across the business
- Create a shared language of financial and strategic leadership across your senior team

BENEFITS FOR YOU PERSONALLY

- Build financial literacy to read, interpret, and act on financial statements with confidence
- Develop strategic thinking skills to set direction, evaluate risk, and make decisive bets
- Practice enterprise decision-making in a competitive, low-stakes simulation environment
- Understand how pricing, overhead, bidding, and resource decisions affect business profitability

TRADITIONAL FOUR-DAY AGENDA

DAY ONE	DAY TWO	DAY THREE	DAY FOUR
Executive Introductions	Business Development	Presentation Skills	Corporate Presentations
Strategic Planning	ProfitAbility Simulation	ProfitAbility Simulation	Performance Feedback
ProfitAbility Simulation			Action Planning



**Construction
Business
Academy**

**YOU'VE BUILT PROJECTS.
NOW BUILD THE
BUSINESS ACUMEN
TO RUN THE COMPANY.**

Join peers from across the construction industry for an experience that will change how you lead.

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