

# EMI

Executive Management Institute

February 10-14, 2026

Washington, DC

***Helping Current and Future Business  
Leaders Develop Management Skills,  
Enhance Vision, and Achieve Excellence***



# The Executive Management Institute

NECA's EMI is an intensive, three-and-a-half-day learning experience designed to enhance the leadership skills of current and up-and-coming executives and managers. Designed for senior executives in the electrical contracting industry, this program provides state-of-the-art management concepts and analytical tools that build on existing knowledge of electrical contracting businesses and the industry to increase the value and effectiveness of electrical contracting firms.

## Learning Outcomes and Course Outline

This course utilizes exercises, case studies, and large and small group discussions to address the common decisions, challenges, and changes that all business in our competitive industry must face.

## Target Audience

Some examples of the type of participants that have benefited from this class include: Presidents, Chief Executive Officers, Vice Presidents, Chief Financial Officers, Chief Operations Officers, Division Managers, and Controllers.

All participants are required to apply and be recommended by their company leadership to attend EMI.



## Course Outline

### *The Effective Executive: Vision and Leadership*

- Electrical contracting firm leadership
- Understanding and using your leadership style
- Understanding the electrical contracting industry
- Who are your stakeholders?
- Developing corporate culture

### *Financial Analysis and Management*

- Financial statements and analysis
- Financial ratios and their use
- Analyzing and improving management performance
- Working capital management
- Financial leverage and risk

### *Strategic Management*

- Corporate vs. business-unit strategy
- Corporate vision and mission
- Strategic planning process
- Budgeting to achieve strategic objectives
- Developing and using pro forma financial statements
- Forming and using strategic alliances

### *Identifying and Analyzing Business Opportunities*

- Money-time relationships and developing expected cash flows
- Selecting a minimum attractive rate of return
- Lease or buy: equipment retirement and replacement decisions
- Identifying and evaluating market opportunities
- Growth through acquisition

### *Process Design and Management*

- Business and construction as a collection of related processes
- Mapping and analyzing processes
- Process improvement and re-engineering/integrating
- Using information technology to improve processes
- Establishing a quality assurance program

### *Measuring Firm Performance*

- Dimensions of firm performance
- Core values, criteria, and benchmarking for performance excellence
- Developing and using a balanced scorecard

## Schedule of Events

Feb 10	● Arrival and Check In ● 5:00–6:00 pm Get Acquainted Reception	Feb 13	● Breakfast ● Morning Session ● Lunch ● Afternoon Session ● Reception and Dinner
Feb 11	● Breakfast ● Morning Session ● Lunch ● Afternoon Session	Feb 14	● Morning Session and Wrapup ● Noon Departure
Feb 12	● Breakfast ● Morning Session ● Lunch ● Afternoon Session		<i>* Participants should make travel arrangements that allow them to stay for the entirety of the program. For those flying out of local airports, that would mean booking departures after 3 pm.</i>

## Registration Procedures

**Please read these application procedures and requirements prior to completing the Application Form. Failure to provide a complete application package may result in your application being denied.**

The **Registration Fee of \$3950** includes three-and-a-half days of instruction, all course materials and those meals and receptions/dinners indicated in the Schedule of Events. The Registration Fee does not include lodging, airfare or other miscellaneous expenses. Participants are responsible for making their own travel arrangements and for securing ground transportation upon arrival. Upon review, accepted applicants will be notified and provided the information to make their hotel arrangements within NECA's room block.

Applications will be processed on a first-come basis and attendance is limited. Therefore, promptness in complying with all application procedures is essential. Following acceptance, payment must be provided within 1 week.

Due to enrollment limitations, a wait list will be maintained. Individuals on this list will be accorded the opportunity to attend this program, on a first-come basis, to fill a vacancy created by a cancellation.

Please note, to encourage open and productive discussions, registrations may be geographically limited.

**Cancellation Policy:** Cancellations received 30 days prior to the start of the program may be made without charge; within 30 days prior to the start, there will be a service charge of \$500 and within 15 days of the program the registrant will forfeit their entire registration fee unless a substitute is provided or the registration spot is filled from the wait list. Substitutions for a confirmed registrant may be made only with consent of NECA Education.

### Application Requirements

**For your application to be considered you must submit the following:**

- A completed application form
- A curriculum vitae (CV) or resume highlighting your relevant experience
- A letter of recommendation from a senior leader in your company; if you are the most senior executive in your firm, a notation of this is sufficient.
- Payment must be made via credit card. A link to make secure payment will be provided following acceptance.

**Application packets can be submitted via email to [education@necanet.org](mailto:education@necanet.org).**

**The registration deadline for this program is January 12, 2026**

# 2026 EMI APPLICATION FORM

February 10-14, 2026 • Washington, DC

Name \_\_\_\_\_ Title \_\_\_\_\_

NECA Member Number \_\_\_\_\_ NECA Chapter Affiliation \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Business Telephone \_\_\_\_\_ Email \_\_\_\_\_

Dietary Restrictions \_\_\_\_\_

## Pre-program Questionnaire

To ensure that this program meets your needs, these pre-program questions are required of all applicants prior to acceptance.

### Leadership Experience/Challenges

What other leadership or management training have you attended?

What is the last book about management/leadership you read?

Describe a recent management or leadership challenge you faced.

What keeps you up at night?

What are the top three challenges you anticipate your company will face in the next five years?"

Answer 1

Answer 2

Answer 3

## Program Expectations & Discussion Topics

What do you want to gain from this program? Why are you attending?

Do you have concerns about the mental health of your employees?

What processes have you automated recently?

What is the “coolest technology” your firm has adopted in the past two years?

How do you think drones will impact your business in the next 5 years?

How do you think AI / Large Language Models will impact your business in the next year?

## Company Profile

What is your company's age/number of generations?

Does your company have an active strategic plan?

How many direct reports do you have?

Based on your 2025 financial statements, what are your company's:

- Current Assets
- Current Liabilities
- Total Liabilities
- Total Equity
- Gross Profit
- Contract Revenue

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### Please ensure that your registration application packet includes:

- The completed application form, including pre-program questionnaire
- A curriculum vitae (CV) or resume highlighting your relevant experience
- A letter of recommendation from a senior leader in your company. If you are the most senior executive in your firm, a notation of this is sufficient.

**Payment will be collected following acceptance.**

**Please submit your completed application by email to:** [education@necanet.org](mailto:education@necanet.org)

**For further information contact**  
[education@necanet.org](mailto:education@necanet.org)

1201 Pennsylvania Ave. NW, Suite 1200 | Washington, DC 20004  
[education@necanet.org](mailto:education@necanet.org) | [www.necanet.org](http://www.necanet.org)

