



2026 EMI AEC PM CONNECT

# From Project Table to Boardroom

The Negotiation Mindset That Drives Growth

**Kevin L. Haney, PE, President & CEO | June 10**

SETTING THE STAGE

# Lessons From the Negotiation Table

- 16 acquisitions in six years
- Conversations with founders, leaders, and teams
- Different goals, different priorities
- One common question:  
**“What matters most?”**

START WITH QUESTION

# Ask Before You Advocate

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What are you  
trying to  
accomplish?

Why now?

What does  
success look  
like?

What matters  
beyond  
dollars?

## UNDERSTANDING MOTIVATIONS

People Rarely  
Say it's About  
the \$\$\$\$

What we  
hear:

- "Cash in some chips"
- "Opportunity for staff"
- "Leaders don't have the \$\$ for internal transition"
- "Leadership isn't interested"

What we need  
to find out:

- What made them successful to date?
- How have they grown (or not)
- Why do their client's use them
- Why do their staff stay

KNOW YOUR BOUNDARIES

# Every Negotiation Has Non-Negotiables



**Brand**



**Integration**



**Business Culture**



**Leadership  
Roles**

CREATE CLARITY

# Education is Negotiation



Understand Business



Identify the Culture  
Business & People



Go/No-go

REAL-WORLD LESSONS

# What Executive Negotiations Have Taught Me



Face to Face Meeting



Listen first



Build alignment early



Address concerns directly



Think long term




Constant Learning  
and Adapting

## TAKEAWAYS

# Six Things to Remember Monday Morning

- 1 Listen, Listen, Listen
- 2 Ask good questions
- 3 Find the real issue
- 4 Know their motivation
- 5 Protect your relationships
- 6 Don't fall in love



FINAL THOUGHT

# The Best Negotiations Create Future Opportunities



# Questions?

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