

FROM COST TO CASH: BUILD FINANCIAL INTELLIGENCE

Purpose: To equip leaders in the design and construction industry with the financial fluency needed to make informed decisions, drive profitability, and lead with confidence.

Leading Financial Indicators

- Trust & Engagement as leading indicators of financial performance
- How culture and communication impact financial outcomes
- Interactive discussion: *What are your leading indicators?*

Revenue Recognition

- Understanding how and when revenue is recognized
- Impacts of over/under billing
- Case study: Revenue recognition gone wrong

Profit Drivers & Cost Awareness

- Key profit levers in construction/design firms
- Fixed vs. variable costs
- How to identify and manage cost creep

Labor as a Strategic Lever

- Labor productivity and utilization
- The hidden cost of turnover and underperformance
- Aligning labor strategy with financial goals

Financial Statements Deep Dive

1. Balance Sheet

- Net Working Capital: What it is and why it matters
- Debt to Equity Ratio: Risk and leverage
- Aging Accounts Receivable: Cash flow red flags
- Credit Usage & Equity to Backlog: Indicators of financial health

2. Income Statement

- Accrual vs. Cash Accounting: What leaders need to know
- Aligning project costs with revenue
- Forecasting income to drive strategic decisions

Cash Flow Mastery

- Managing AR for better client relationships
- Optimizing AP for vendor/supplier partnerships
- Strategies to improve cash flow and build resilience
- Scenario planning: *What would you do with a 10% cash shortfall?*

Application & Action Planning

- Financial red flags: What to watch for
- Building your financial dashboard
- Personal action plan: *What will you do differently next week?*

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Date: February 12, 2026

Time: 9:00am – 5:00pm, includes time for a post workshop cocktail

Location: E 40th St #1A, Cleveland, OH 44103, free onsite parking

Price: \$1,350 Cogence Partners Receive a \$250 discount.

Food: Lunch catered by Good Vibe Pies

Dress: Be yourself

Who should attend:

- **Senior Leaders & Executives:** Responsible for P&L performance
- **Project & Operations Leaders:** Superintendents and Field Leaders transitioning into management roles
- **Department Heads & Functional Leaders:** HR and Marketing leaders who need to understand financial impacts of their strategies
- **Emerging Leaders & High-Potentials:** Individuals on leadership development tracks
- **Business Development & Client-Facing Roles:** Client relationship managers who need to understand financial implications of project decisions

Why attend:

- To build confidence in financial conversations
- To connect financial data to strategic decisions
- To improve project and company profitability
- To enhance cross-functional collaboration through shared financial understanding
- To prepare for leadership roles that require financial acumen