RECAP







November 16–18, 2022 Las Vegas, Nevada

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INTRODUCTION

BRAVERY IN EVERYDAY CHOICES

Throughout the 2022 Pinnacle Experience, presenters and attendees discussed stepping out of their usual patterns and embracing the uncertainty of not only our roles, but in our lives.

In her opening remarks, Experience Provocateur Stacy Stout, FSMPS, CPSM described the room as full of "warriors." The Pinnacle Experience brought together leaders and presenters from around the world to have dialogue around the topics that will only become more dominant in the working world: technology, the human working experience, and innovation.

Over the three days in Las Vegas, the resounding theme of each presenter was to trust, champion, and support your fellow human. To recognize that one of the greatest traits a leader should embody be empathy is to also remember that the A/E/C industries are comprised of firms building spaces for people to work, learn, and live in. To forget that would be to let fear in all of its forms run the show.

"Intention without action means nothing." - Stacy Stout, FSMPS, CPSM, The Pinnacle Experience Provocateur







THOMAS BARTA



Bravery in Marketing Leadership

Thomas Barta began his session by asking "Are you ready to be a more influential marketer?" While the answer may be an obvious "yes", the method Barta illustrates to get you there is not found in data and sales, it is in the heart (an emotional angle) and the head (the rational argument.) Here are the key points from Barta's presentation.



1 FEED YOUR FIRM FORWARD

Barta described the most powerful businesses as those who are unafraid of feedback, particularly client feedback. "What is the one thing we could do better?" [gives businesses] single, direct, and feet forward data for clients to move forward."



2 BE YOUR OWN INFLUENCER

When thinking of how you will inspire others or create change in your firm, don't look outside yourself. Define your values, design your own point of view and leave the influencers on social media. "The answers won't be on Twitter," said Barta.



3 PICK YOUR MOMENT

"You have a choice to make - You can stay in the same lane or you can say I believe there is something else for me to do here and pick your moment, be brave enough and make that change. "All you ever wanted is on the other side of fear"



Miss the link for the Marketing Leadership Test? <u>Take it HERE</u>

THOMAS BARTA

"You have to be able to tell the story wherever you are. It is advertising space in any place you go."

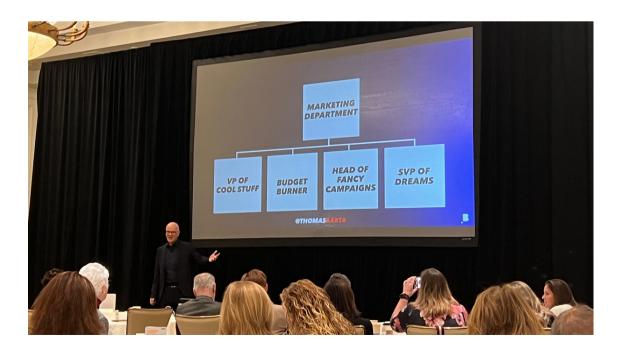


4 CLARIFY WHAT YOU DO

"There is a fundamental disconnect between what the CEO thinks you are doing and what you are actually doing - align with the priorities of the CEO and show that correlation to their larger goals - it is essential for your job."

Barta told attendees to "Be your own influencer" and avoid the noise found on social media or from other business influencers and speakers on the internet. He encouraged attendees to instead invest time in developing "five truths" by bringing value and quality with purpose.

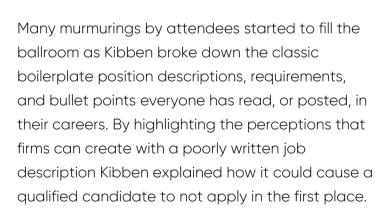
This alignment with your head and your heart was the final point in Barta's presentation. Once you have developed your story, or pitch, with the emotional and rational angles working together, you will be prepared to choose your moment. Be brave!



KATRINA KIBBEN

No One's Applying...Now What?

From the moment Katrina Kibben began describing the trajectory of their career and the devastating feeling of being let go from a job just as their personal life was solidifying is a feeling or fear that anyone relates to. It is also a reminder that being a leader isn't about a brand, it is about people. Kibben works to improve the effectiveness of job postings that makes hiring more transparent and efficient, while also empowering job seekers to leave their imposter syndrome and perfectionism behind when they begin the humbling process of finding a new job.



"Every single job posting you put out has a person on the other side with a story. They deserve for you to not exaggerate or make up stories about their future."



TAKE ACTION



List 3 things a candidate will do everyday in your next job description.

KATRINA KIBBEN

"Skills are not universal, experiences are universal"

Auditing the Candidate Experience

Kibben went through many examples of "what not to do" when drafting a job posting for your firm, but there were four key ways to look at the entire hiring process that will create a domino effect for future candidates.

1

START AT THE BEGINNING

Kibben said "The first thing you need to do is go to your own website and apply for a job at your firm. Ask yourself, "Does it work?" and "What does it feel like?"

The friction in that process for a candidate might be a key factor in low applicants. Small filters like having a job search by location can impact that experience.

2

TITLES ARE TOOLS

Not only are titles important to individuals, they can determine expectations. Kibben recommends firms to throw out external titles and use internal titles. Use Google Trends to compare search traffic of titles in your area for keywords to improve SEO. Kibben says, "Titles are personal and we deserve to have a title that mirrors their job experience."

3

QUESTION THE BIAS

Job postings are often boilerplates and intrinsically biased. Kibben said, "We've been using job postings to keep people out instead of bringing people in." Look at experience requirements, use neutral gender language, list the minimum salary.

4

INTERVIEWS WITH HONESTY

Leave the position descriptions behind when interviewing a candidate and learn how they process challenges instead. "Start with describing an experience and work backwards in the interview process. Learn who they are, not the descriptions."

CHRISTOPHER PENN

Christopher Penn opened the door to a lively and straightforward discussion on the hottest topic in marketing in 2023, using artificial intelligence to improve efficiency, create content, and replace repetitive tasks. Penn addressed the concerns about how will we adapt to Al and how it will shape the marketing role of the future.

Penn's blog "Almost Timely News" explores the important connections between marketing and the rapid expansion of artificial intelligence and the data that can be utilized to make better decisions. While the conversation turned towards the impact of Al on the actual roles of marketers, Penn was quick to correct misconceptions that humans will lose their positions.



Chator raic made

DON'T FEAR DATA

"People don't trust the data they have." Penn explained that this distrust can be changed by asking:

- Is the data clean?
- Is the data complete?
- Is the data comprehensive
- Is there too much nonessential data

WEAKNESSES IN MARKETING

Penn said, "Marketing is getting more expensive, but not better, faster, or cheaper." Tools like ChatGPT are made to take basic tasks, or routines, off of the to do lists of employees, not relpace the employees.



"Machines cannot see what hasn't been created."

CHRISTOPHER PENN

Become the Conductor of the Orchestra of Machines

Instead, Penn insisted that the firms that do choose to replace positions with Al won't be sustainable because there's one thing that Al cannot do, build relationships. "People prefer to work with people...relationship building and brand building. You still have to get to the emotional essence of it. They [Al] don't understand context."

For firms, the obvious next question is "How do we choose what technology to invest in?" Penn says "Start with outcomes. Choose platforms and know what a good outcome is for you. The hardest part are the people." Knowing what you want to achieve by building Al into your firm must be driven by a core need or value. This will help you choose a tool that makes sense to the employees who will need to make the most of the system.

Penn is passionate about explaining the possibilities of what technology could do to improve the work of marketers and quick to remove stigmas around the threat of humans being replaced by machines.

His advice? Use this technology to give employees time back in their day and invest in their professional development so they can be more focused on the future of your firm.



"BIM" is the most common A/E/C searched phrase on Twitter



HOW DO WE OPERATE WHEN WE HAVE ADOPTED AI?

"Al is good at tasks, not jobs. A job is a collection of tasks." Penn likened these tasks to routines. Instead of feeling threatened by this possibility, Penn said, "Al cannot replace leadership skills."

SUE DYER

The Trusted Leader

The second day of The Pinnacle Experience kicked off with Sue Dyer, MBA, MIPI who has been considered one of the foremost experts on trust for over 20 years. Dyer began teaching her Trusted Leadership model to construction industry leaders after becoming the first woman to lead a construction association and seeing the broken teams unable to communicate and trust at the expense of the fear-driven leaders.

TRUST DETERMINES WHAT IS POSSIBLE

"The more you can become one team, you will melt away complexity." Placing importance on creating a high trust environment across teams will strengthen bonds and improve work.

2

PRODUCTIVITY

Productivity in construction has gone down 50% since 1960. Where coercion became the method for motivation, Dyer insists that trust is the only way to progress forward.

3

FEAR IS CONTAGIOUS

Fear shows up as poor communication.

Dyer explained that "fear is a symptom of something else" and might be a "blind spot" for an issue you, or other leaders, may not want to confront.

4

CREATE HIGH TRUST TEAMS

Leaders who address fears from top to bottom and drive their firm forward.

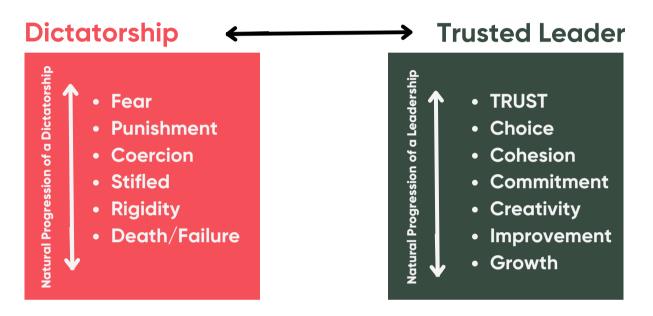
"The future belongs to people who see possibilities before they become obvious."



TAKE SUE'S TRUSTED LEADER TEST AT WWW.SUDYCO.COM/PROFILE

SUE DYER

Continuum of Leadership



Dyer's "Continuum of Leadership" showcased the traits of leaders on both sides of the spectrum. Attendees also had a chance to discuss their own challenges with retention, communication, and the upheaval of the modern workplace with Sue in a 60-minute workshop after her presentation. Sue ended with encouraging the attendees to choose one action they could take to build trust and do every day for 30 days. "Prove to yourself you can do what you believe is possible."



FAILING TO SEE FEAR

"Fear shows up as poor communication in your business. Poor communication with your team leads to stress, low morale, more fear, and the cycle continues. Simply put, as a leader, you can't build a strong team with fear."

LORI NELSON-KRAFT

The Las Vegas Destination: Marketing the Top Travel Brand

Over the past 20 years, Las Vegas tourism has built a brand that is known globally and transformed the desert town into the entertainment brand that transcends traditional tourism and set a new benchmark for advertising. Lori Nelson-Kraft is Senior Vice President of Communications & Government Affairs at Las Vegas Convention and Visitors Authority and joined the storied office that created "What Happens in Vegas, Stays in Vegas" in 2003.

Nelson-Kraft gave attendees a look at the truly omnichannel approach her team implements annually. Over half of the annual budget is reserved for marketing, advertising, and special events. Strategizing with airline partners and emerging markets, the LVCVA updated their campaigns to be "rooted in individual experience and focus on adult freedom."

She also revealed some exciting new changes and partnerships that will change how tourists will move around Las Vegas through a new partnership with Elon Musks's companies Boring and Tesla. The creation of a Convention Center Loop will connect visitors with an underground tunnel system that allows them to connect with a driverless car service and be driven quickly to and from the convention center.





VITAL GERMAINE

The Innovation Mindset



"Creativity is not limited to art" says Vital Germaine, a speaker on the topics of empowerment and mindset and the closing keynote presenter for The Pinnacle Experience.

Germaine describes himself as one "who got to live the American dream by way of a French Canadian circus." His mantra of "Fail forward and fail quickly, do not be afraid to fail," is embodied in his full-bodied presentation style.

AWARENESS

Be aware of who you are and who you are not. external: pay attention to your surroundings. All of the answers and solutions are around you.

2

EMOTIONS

Humans are driven by emotion. Leverage your emotions. We run from pain and run towards pleasure. If you experience pain you will get creative about how you avoid pain. These emotions lead to DESIRE! Be hungry for growth.

3

EXPRESSION/ACTION

Be free, be open, be daring. Are you creating a "blue ocean" with your creativity?

"Change is hard at first. Messy in the middle. Gorgeous at the end."

CONTINUE YOUR PINNACLE EXPERIENCE IN 2023

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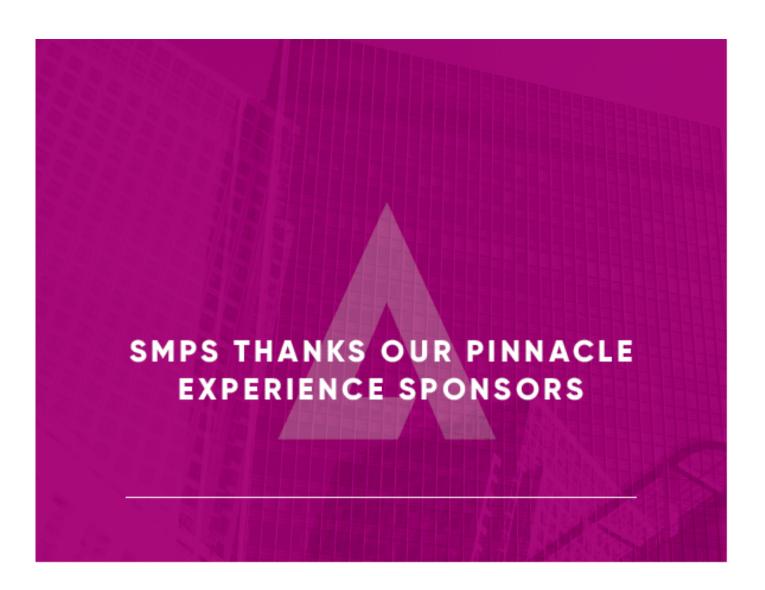
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NOVEMBER 7-9, 2023
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