

**PARTNERS IN PROGRESS**

**ALL IN 2020**

SHEET METAL | AIR | RAIL | TRANSPORTATION  
**SMART**





# MENTORSHIP 101

THE NEEDS OF THE NEXT  
GENERATION

# MAXIM CONSULTING GROUP OVERVIEW

Management Consulting	Lean Transformations	Peer Groups	Corporate Finance Advisory
<ul style="list-style-type: none"><li>▪ <b>Strategic Planning</b></li><li>▪ <b>Operational Excellence</b></li><li>▪ <b>Technology Integration</b></li><li>▪ <b>Training &amp; Development</b></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Supply Chain Management</b></li><li>▪ <b>Design Standards</b></li><li>▪ <b>Enterprise Scheduling</b></li><li>▪ <b>Process Standardization</b></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Electrical</b></li><li>▪ <b>Mechanical</b></li><li>▪ <b>Fire Protection</b></li><li>▪ <b>General Contractor</b></li><li>▪ <b>Heavy Civil</b></li><li>▪ <b>Utility</b></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Mergers &amp; Acquisitions Advisory</b></li><li>▪ <b>Equity &amp; Debt Financing</b></li><li>▪ <b>Ownership Transition</b></li><li>▪ <b>Management Succession</b></li><li>▪ <b>Captive Insurance</b></li></ul>

# AGENDA

- Section I Why The Need For Change
- Section II Evaluation and Training Methods
- Section III Mentorship
- Section IV Reverse Mentoring
- Section V Marketing The Trades to Women



**WHY THE NEED  
FOR CHANGE**



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# A POOR TRAINING MODEL



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# THE WHY – DICTATING THE NEED FOR CHANGE

75% of the workforce will be millennials by 2025



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# POPULATION CHANGES FORCING NEW STRATEGIES



# WHAT DO MILLENNIALS WANT?

10,000 baby boomers retire every day

40% of workers are already reporting to a younger boss

28% of millennials envision 5 years in their current job

53% of millennials want access to mentoring

90% of millennials prefer face to face coaching

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# EVEN WORSE...

71% of millennials  
are dissatisfied  
with how they are  
being developed

80% of employees  
are open to new  
opportunities

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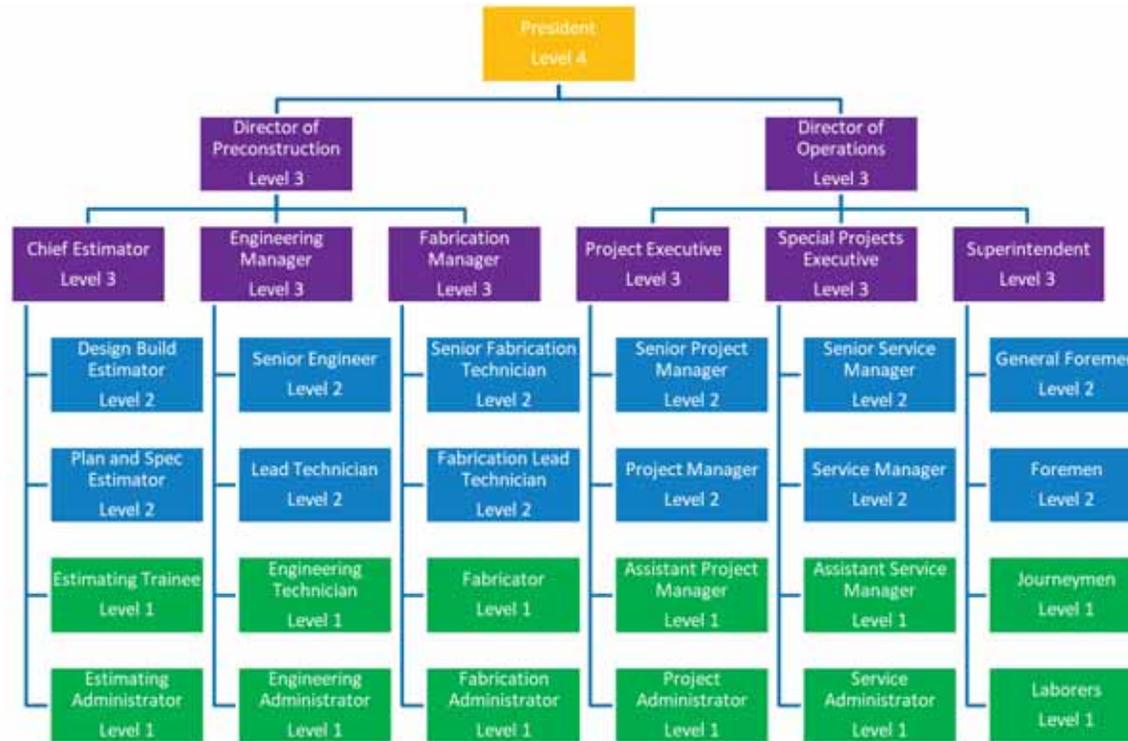
# EVEN WORSE...

Top Three Most Effective Retention Initiatives by Generation			
Ranking	Millennials (31 and younger)	Generation X (ages 32-47)	Baby Boomers (ages 48-65)
1	Promotion/job advancement	Promotion/job advancement	Additional bonuses or financial incentives
2	Additional base compensation	Additional bonuses or financial incentives	Additional base compensation
3	Additional bonuses or financial incentives	Additional base compensation	Promotion/job advancement

*Source: Deloitte Consulting LLP.*



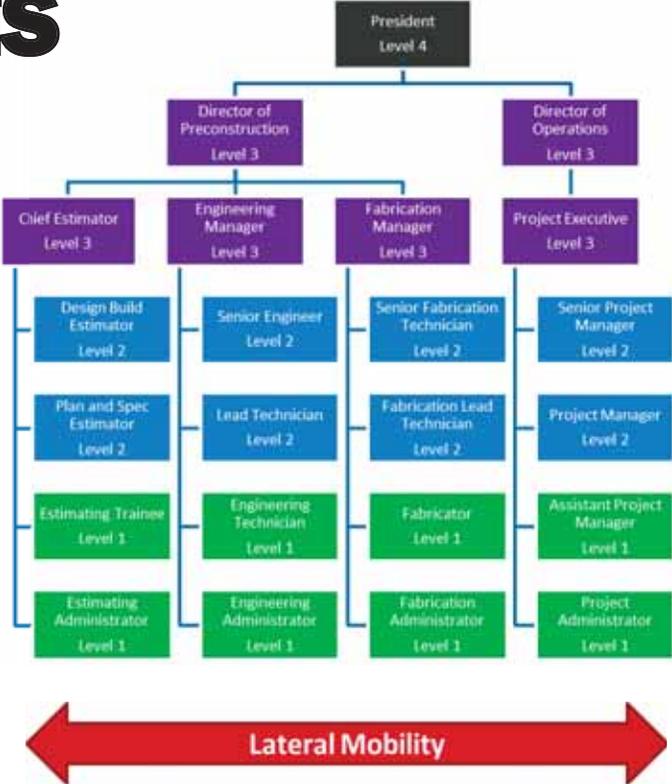
# ORGANIZATIONAL CHART WITH LEVELS OF WORK



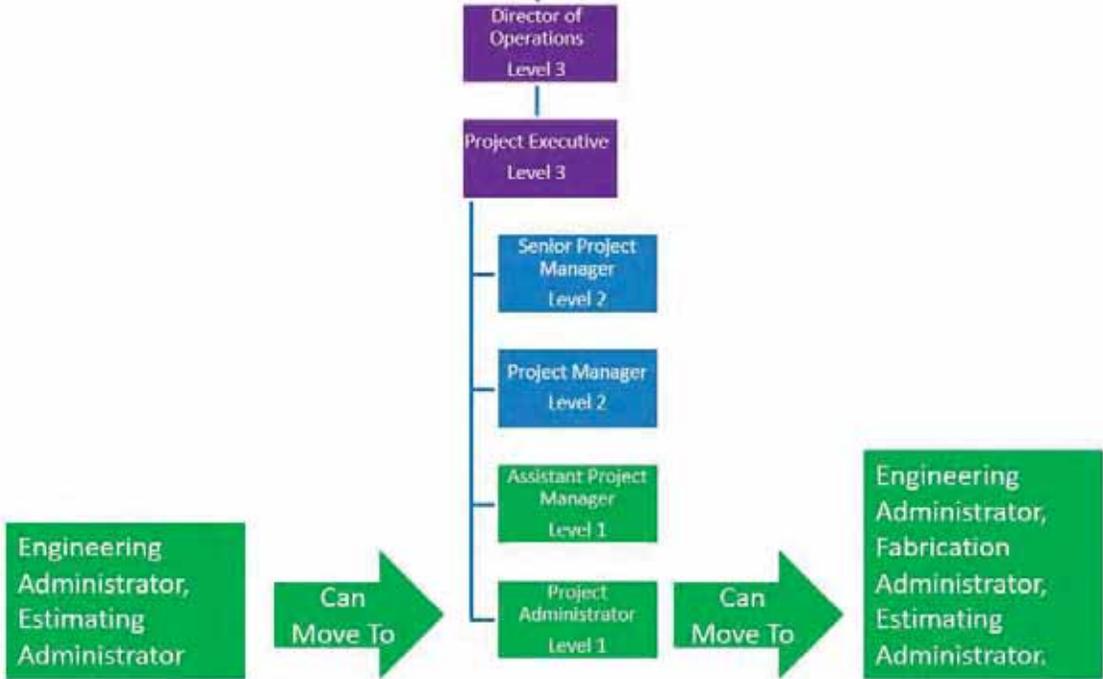
# LADDER DEVELOPMENT – STILL VERY NECESSARY

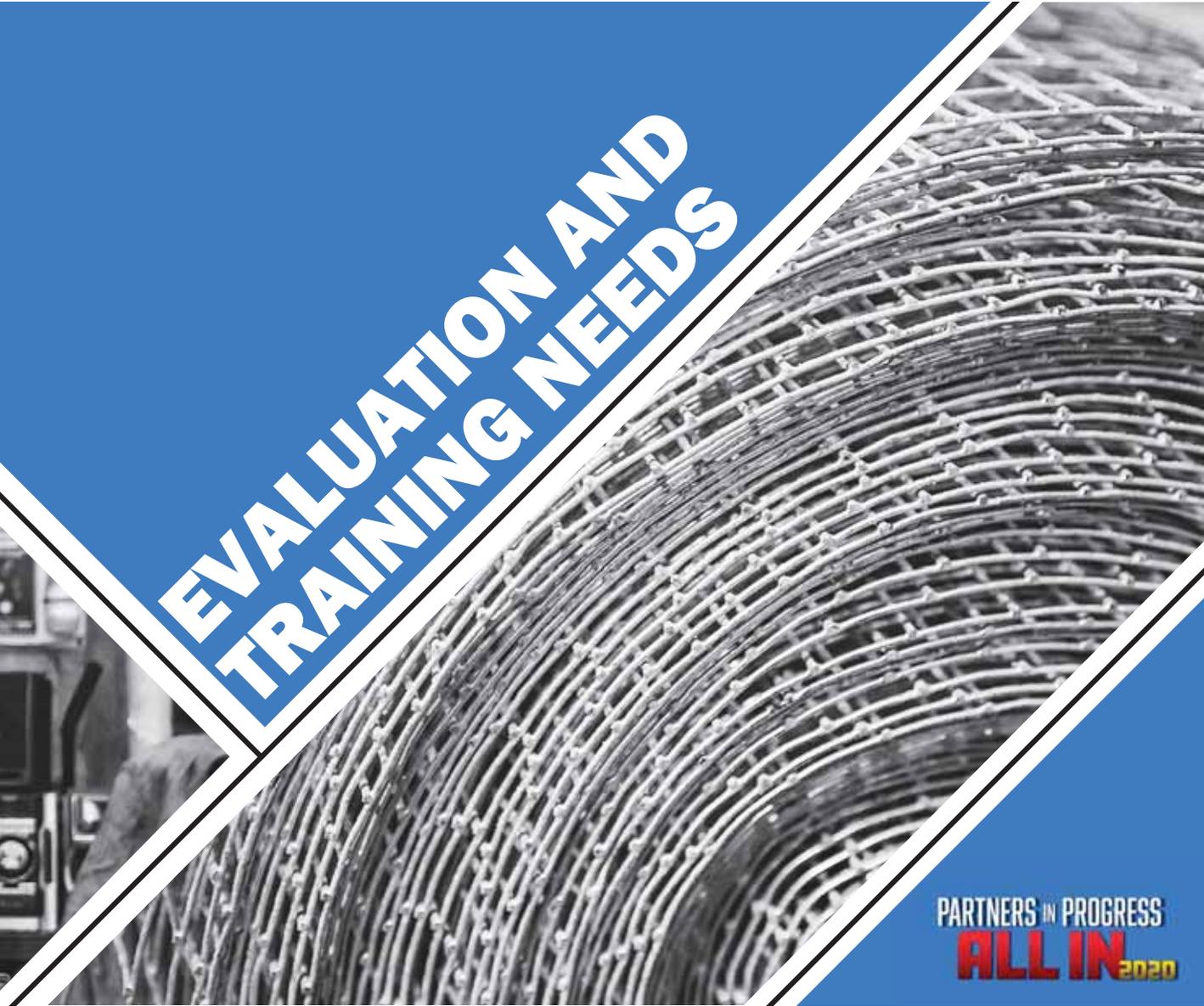


# HORIZONTAL (LATTICE-STRUCTURE) OPPORTUNITIES



# HORIZONTAL (LATTICE-STRUCTURE) OPPORTUNITIES





**EVALUATION AND  
TRAINING NEEDS**

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# BEWARE OF TOP DOWN DICTATORSHIP



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# DEFINITION OF SKILLSETS REQUIRED



Foreman  
Individual assessment



PM Versatility  
Matrix

# ROLES AND RESPONSIBILITIES MATRIX

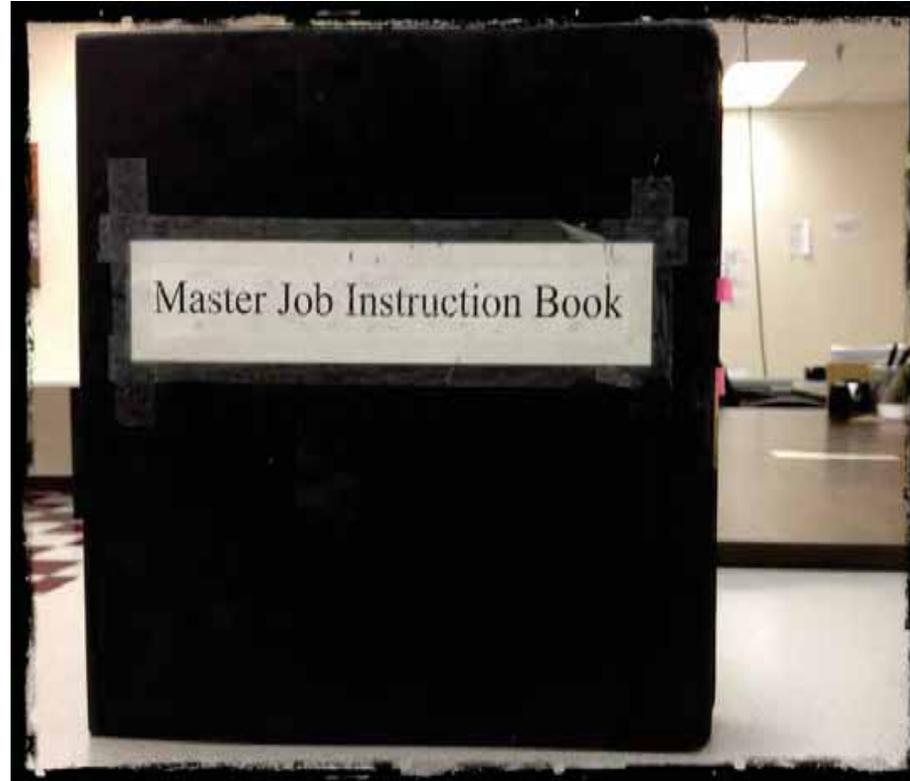
## RACI Model

We have adopted EPAO

- Responsible (R in RACI) - actually does the work
- Accountable (A in RACI) – makes sure work is complete and signed off
- Consulted (C, I in RACI) - SME, consulted or QA/QC checkpoint for the task
- Informed - (I in RACI) informed when the process passes a checkpoint or is complete

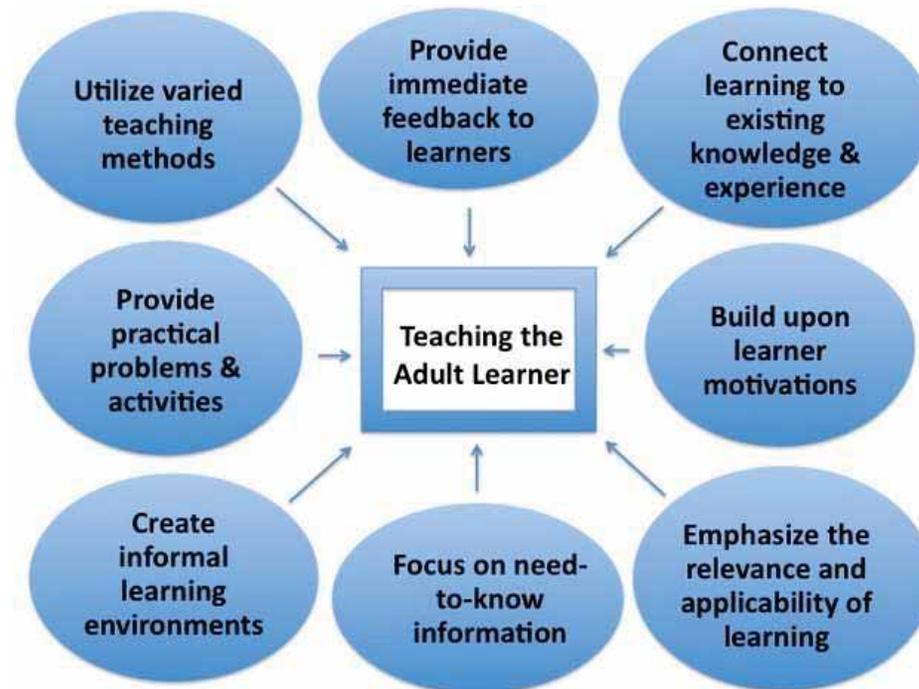
		Six Sigma RACI Matrix					
Step	Tasks	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6
1	Task 1	C	C,I				R,A
2	Task 2	A		C,I		R	
3	Task 3			A	R		I
4	Task 4	R	C			A	
5	Task 5			R	A		
6	Task 6	A	R			C	
				R	Responsible		
				A	Accountable		
				C	Consulted		
				I	Informed		

# WHAT TRAINING IS NOT



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# ADULT LEARNING CONCEPTS



# ADULT LEARNING CONCEPTS

## Adult Learning Principles

for workplace learning

### SELF DIRECTION

Adults want a say in the learning process



### IMMEDIATELY APPLICABLE

Adults don't learn something because it might be useful in the future



### EXPERIENTIAL

No sitting around listening to lectures

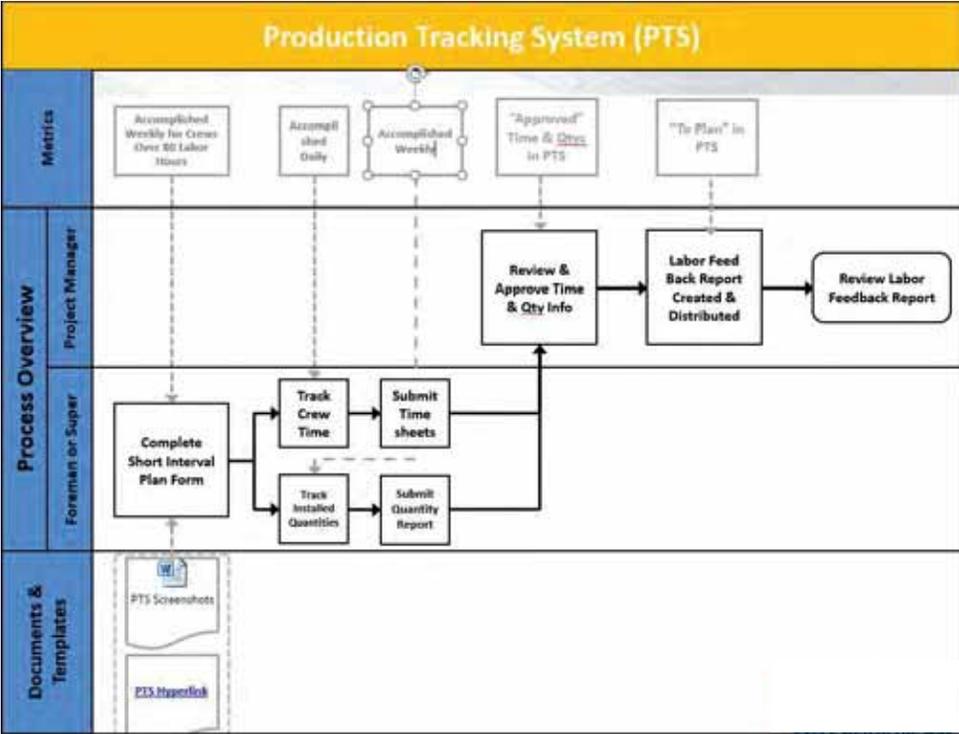


### REAL LIFE

It is very hard to remember "stuff" without real-life application



# SWIMLANE FLOW CHARTS



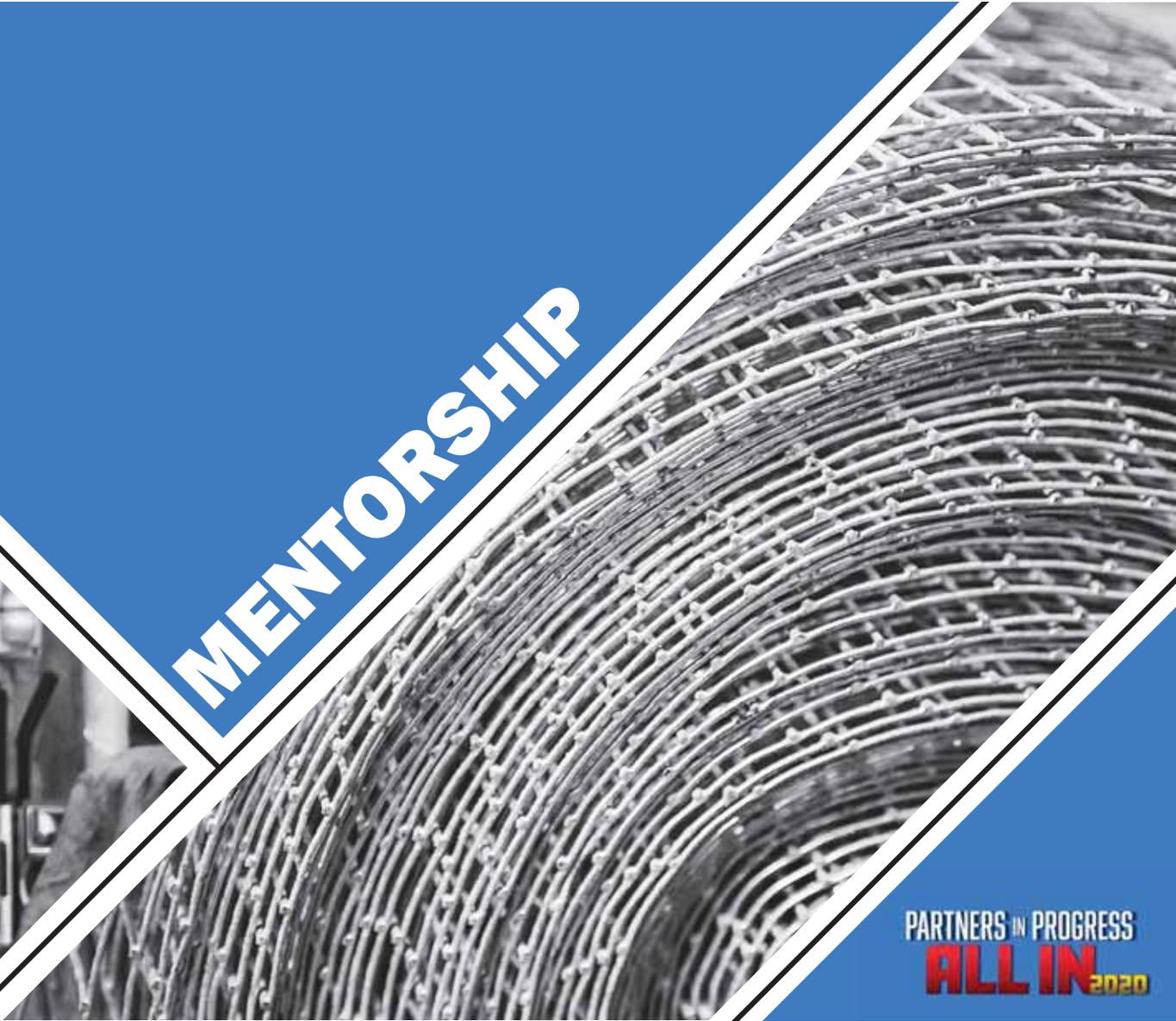
# VIDEO TRAINING

- GoToMeeting
- Demo Builder
- Formal Videotaping
- E-Learning Platforms





# MENTORSHIP



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# MENTORING – TRANSFERRING KNOWLEDGE

## Five Phase Mentoring Relationship Model<sup>®</sup>

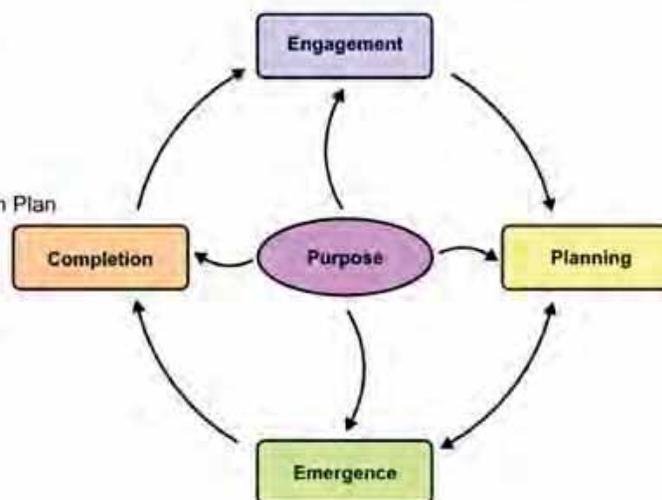
**Phase One: Purpose**  
*Why do I want a mentor?  
Why do I want to be a mentor?*

**Phase Two: Engagement**  
*Finding and Being a Mentor  
How do I begin?*

**Phase Three: Planning**  
*Developing your Mentoring Action Plan  
How can I achieve my goals?  
How will we work together?*

**Phase Four: Emergence**  
*Engaging in the Conversation  
How am I doing?  
What are we learning?*

**Phase Five: Completion**  
*Celebrating Accomplishments  
What are my next steps?*



Diopel & Wheeler, 2007

# DEFINITION OF SKILLSETS REQUIRED



PM Versatility  
Matrix

# MENTORING IS ALSO PLANNING

## Career Path Mapping



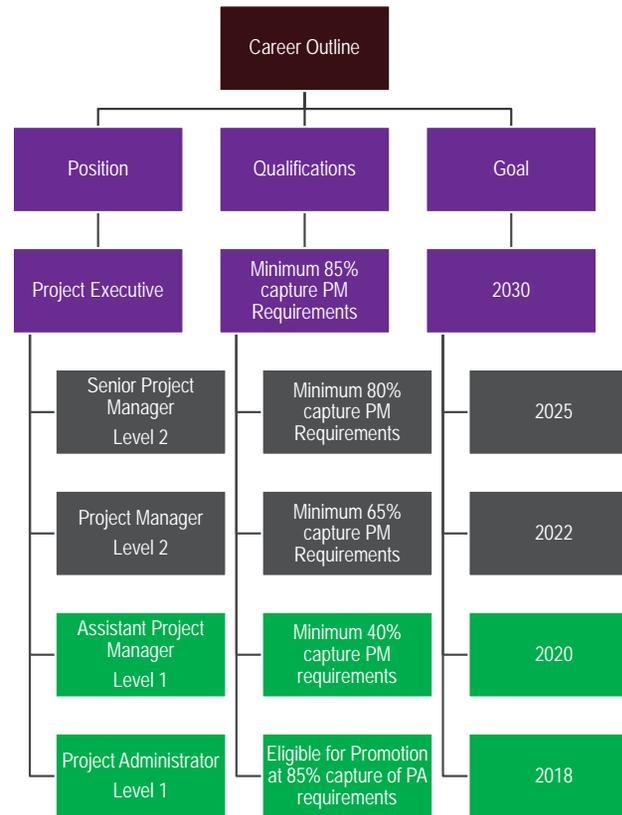
# TRANSPARENCY OF EXPECTATIONS

	<b>Title</b> Project Administrator	Assistant Project Manager	Project Manager	Senior Project Manager	Project Executive
<b>Basic Job Function</b>	Assisting project managers with a variety of tasks	Assisting project managers with a variety of tasks: estimating new work, pricing change orders, preparing and tracking RFI's and submittals, tracking materials and labor costs, developing budgets, maintaining change order log, analyzing job costs, pulling and closing permits, and maintaining a purchase and delivery schedule	Administer the execution of work, prepare and maintain the Change Order Log, oversee the material submittal process, ensure that all materials are released, schedule personnel, evaluate cost of labor, and develop labor forecasts for budget. Resolve all issues with projects to ensure that the Company is paid for job changes and that GC maintains accurate and efficient schedules. Responsible for strategic planning, time management, and project organization. Review reported project issues and communicate with all appropriate personnel to ensure that problems are resolved. Report to the Senior Project Manager or Division Manager.	Procure new business from new and existing clients. Administer the execution of work, prepare and maintain the Change Order Log, oversee the material submittal process, ensure that all materials are released, schedule personnel, evaluate cost of labor, and develop labor forecasts for budget. Develop or maintain positive and profitable customer relationships. Resolve all issues with projects to ensure that the Company is paid for job changes and that GC maintains accurate and efficient schedules. Responsible for strategic planning, time management, and project organization. Review reported project issues and communicate with all appropriate personnel to ensure that problems are resolved. Report to the Division Manager.	Responsible for the oversight and management of a specific operations team within the Electrical Construction Division. Ensure that all projects are adequately staffed with necessary office and field resources. Become intimately involved with all levels of project documentation and change order management/resolution. Develop or maintain positive and profitable customer relationships. Responsible for all performance and salary reviews for specified team members with ownership consent. Responsible for hiring/termination of team members. Ensure that all team members receive the proper training and development needed to continue their professional growth within the organization. Report to the Division Manager.
<b>Years of Industry Experience</b>	0	0-3	5+	8+	12+

# TRANSPARENCY OF EXPECTATIONS

Title	Project Administrator	Assistant Project Manager	Project Manager	Senior Project Manager	Project Executive
<b>Education, Degree Required</b>	High School Diploma and 4- year college degree in progress, Bus/EE/Civil/PM	High School Diploma; 4- year relevant college degree preferred: Bus/EE/Civil/PM	High School Diploma; 4- year relevant college degree preferred: Bus/EE/Civil/PM	High School Diploma; 4- year relevant college degree preferred: Bus/EE/Civil/PM	High School Diploma; 4- year relevant college degree preferred: Bus/EE/Civil/PM
<b>Additional Training, Skills, Requirements</b>	Ability to read electrical drawings/familiarity with electrical systems desired. Excellent computer and technical skills	Ability to read electrical drawings/familiarity with electrical systems desired. Excellent computer and technical skills, Microsoft Project, BIM/RIVET/CAD, CONEST, Intro to Budgeting,	Leadership experience, cross-selling, personnel management, process improvement, conflict resolution. Understand Internet, Intranet, Posses a thorough understanding of Company capabilities. Excellent computer and technical skills, Microsoft Project (read Primavera), Microsoft Office, Scheduling Software, and Intermediate Budgeting.	Proven experience in leadership, cross-selling, personnel management, advanced strategic planning, negotiation, conflict management and resolution, finance, and process improvement. Excellent computer and technical skills, to include basic project management, Microsoft Project (read Primavera), Microsoft Office, Scheduling Software, and Intermediate Budgeting, general understanding in the area of application programming, database, Project Management Certifications, Project Management Institute Certifications, and system design, thorough understanding of Company capabilities	Proven experience in leadership, cross-selling, personnel management, advanced strategic planning, negotiation, conflict management and resolution, finance, and process improvement. Excellent computer and technical skills, to include basic project management, Microsoft Project (read Primavera), Microsoft Office, Scheduling Software, and Intermediate Budgeting, general understanding in the area of application programming, database and system design, thorough understanding of Company capabilities, Project Management Certifications, Project Management Institute Certifications.
<b>Licenses, Certifications Required</b>	n/a	Project Management Certifications, Project Management Institute Certifications	Project Management Certifications, Project Management Institute Certifications.	Project Management Certifications, Project Management Institute Certifications.	Project Management Certifications, Project Management Institute Certifications.
<b>People Management Included?</b>	No		Yes	Yes	Yes

# DEFINE THE HOW



# DEVELOP THE PLAN, ASSIGN CO-MENTORS

Insert Name		Mtg. Date			
Employee Development Plan					
Item #	Description	Person Responsible	Due Date	Date Completed	Notes
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					

# PERFORM A 6-MONTH CHECK IN

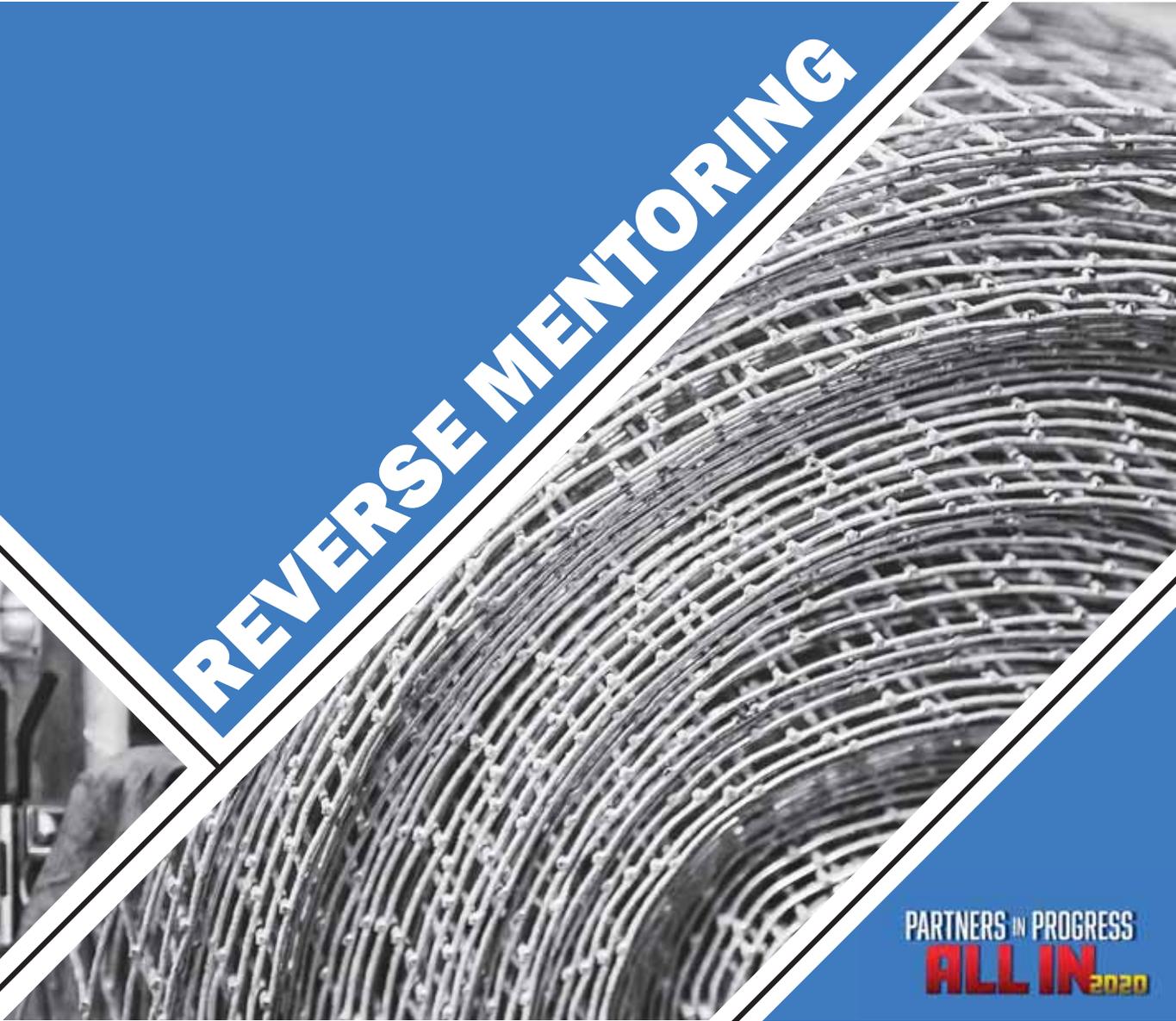
Insert Name		Mtg. Date			
Employee Development Plan					
Item #	Description	Person Responsible	Due Date	Date Completed	Notes
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					

# READINESS FOR PROMOTION

- Meet with mentor
- Discuss open or potentially open positions
- Revise the career path accordingly
- Begin training on skillsets required for desired position
- Mentors - DO NOT wait until a position is open to discuss their pending promotion



# REVERSE MENTORING



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# REVERSE MENTORING

THE YOUNG TEACHING THE SEASONED...



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# REVERSE MENTORING

## WHAT ARE THE OPPORTUNITIES?

- Technology
- Culture
- Means and methods
- Younger customer expectations
- Communication



**MARKETING THE  
TRADES TO WOMEN**

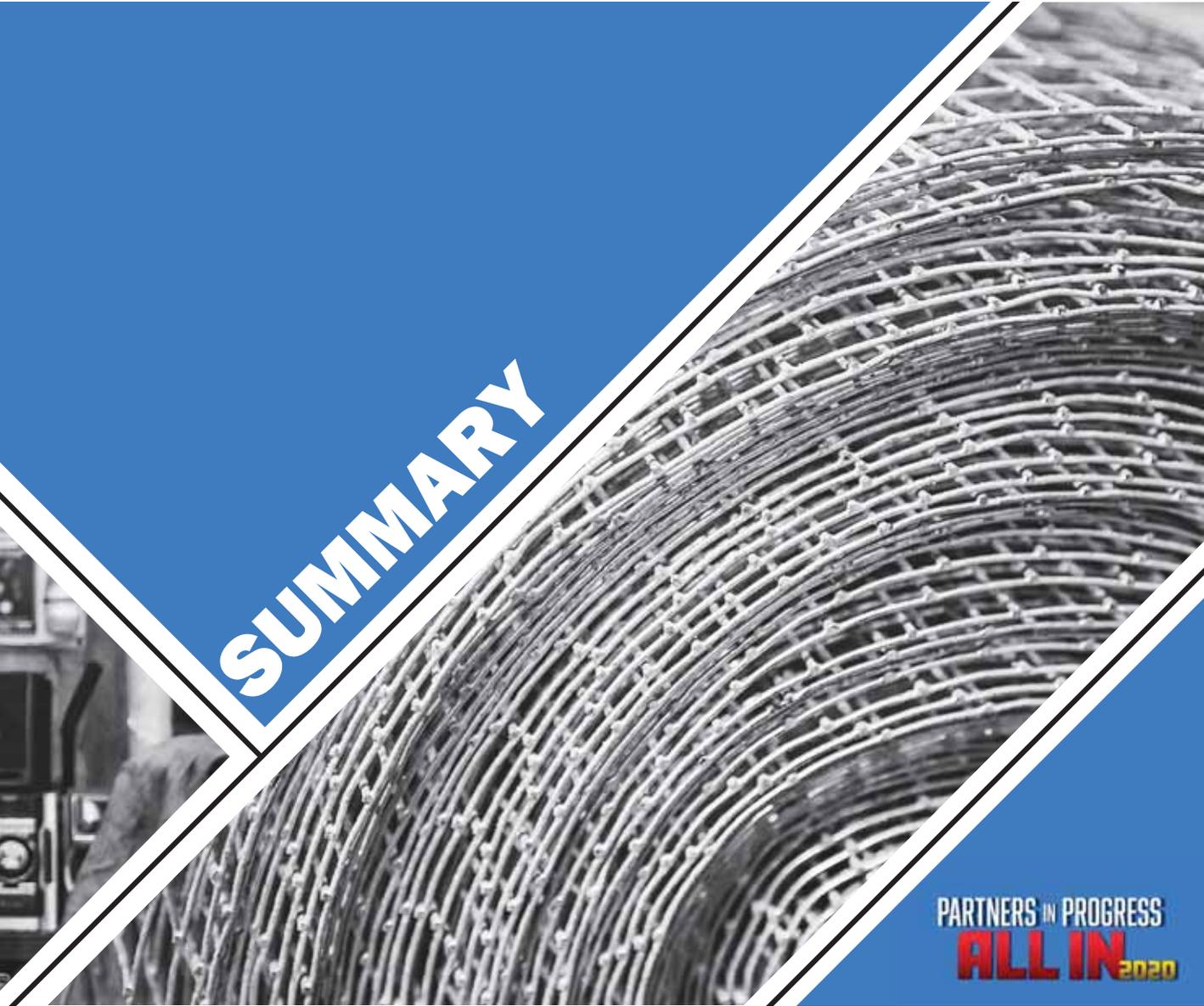


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# RECRUITMENT OF WOMEN

## WHERE DO WE FOCUS?

- College construction management programs
- ACE Mentoring
- High school construction technology programs
- Highlight design and manufacturing
- Publicize the changes in our industry



# SUMMARY

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# MENTORING AND MILLENNIALS

- Create horizontal and vertical career path opportunities
- Utilize clear roles and responsibilities both to train and to engage
- Define an assessment and development process that is driven by the employee
- Initiate an internal mentoring program to ensure continuous employee engagement
- Encourage reverse mentoring to share best practices and create trust and relationships
- Continue to recruit women into the industry to aid with the critical shortage of workers

# QUESTIONS



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# THANK YOU

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