PARTNERS IN PROGRESS
ALL IN 2020
MENTORSHIP 101
THE NEEDS OF THE NEXT GENERATION
# MAXIM CONSULTING GROUP OVERVIEW

<table>
<thead>
<tr>
<th>Management Consulting</th>
<th>Lean Transformations</th>
<th>Peer Groups</th>
<th>Corporate Finance Advisory</th>
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<tbody>
<tr>
<td>Strategic Planning</td>
<td>Supply Chain Management</td>
<td>Electrical</td>
<td>Mergers &amp; Acquisitions Advisory</td>
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<td>Operational Excellence</td>
<td>Design Standards</td>
<td>Mechanical</td>
<td>Equity &amp; Debt Financing</td>
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<td>Technology Integration</td>
<td>Enterprise Scheduling</td>
<td>Fire Protection</td>
<td>Ownership Transition</td>
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<td>Training &amp; Development</td>
<td>Process Standardization</td>
<td>General Contractor</td>
<td>Management Succession</td>
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<td>Heavy Civil</td>
<td>Captive Insurance</td>
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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
A POOR TRAINING MODEL
THE WHY – DICTATING THE NEED FOR CHANGE

75% of the workforce will be millennials by 2025
POPULATION CHANGES FORCING NEW STRATEGIES

**Generational Gaps – Not If, but When**

Population:
- Baby Boomers: 78
- Generation X: 60
- Generation Y: 18

Opportunity:
- Baby Boomers: 18
- Generation X: 84

**Partners in Progress**
ALL IN 2020
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
EVEN WORSE…

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

80% of employees are open to new opportunities
EVEN WORSE…

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Millennials (31 and younger)</th>
<th>Generation X (ages 32-47)</th>
<th>Baby Boomers (ages 48-65)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Promotion/job advancement</td>
<td>Promotion/job advancement</td>
<td>Additional bonuses or financial incentives</td>
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<td>Additional base compensation</td>
<td>Additional bonuses or financial incentives</td>
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<tr>
<td>3</td>
<td>Additional bonuses or financial incentives</td>
<td>Additional base compensation</td>
<td>Promotion/job advancement</td>
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</table>

Source: Deloitte Consulting LLP.
MILLENNIALS

They Want to Choose:

• Their career path
• When to stay at a job
• When to leave a job
• When to change careers
• How far they want to take their careers
• The speed of their advancement

Have we kept up with this need in our industry?
ORGANIZATIONAL CHART WITH LEVELS OF WORK
LADDER DEVELOPMENT – STILL VERY NECESSARY
HORIZONTAL (LATTICE-STRUCTURE) OPPORTUNITIES
HORIZONTAL (LATTICE-STRUCTURE) OPPORTUNITIES
BEWARE OF TOP DOWN DICTATORSHIP
DEFINITION OF SKILLSETS REQUIRED

Foreman

PM Versatility Matrix

vidual assessment
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
WHAT TRAINING IS NOT

Master Job Instruction Book
ADULT LEARNING CONCEPTS

- Utilize varied teaching methods
- Provide immediate feedback to learners
- Connect learning to existing knowledge & experience
- Provide practical problems & activities
- Build upon learner motivations
- Create informal learning environments
- Focus on need-to-know information
- Emphasize the relevance and applicability of learning

Teaching the Adult Learner

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ADULT LEARNING CONCEPTS

**Adult Learning Principles**

**SELF DIRECTION**
Adults want a say in the learning process

**EXPERIENTIAL**
No sitting around listening to lectures

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

**IMMEDIATELY APPLICABLE**
Adults don’t learn something because it might be useful in the future

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SWIMLANE FLOW CHARTS
VIDEO TRAINING

- GoToMeeting
- Demo Builder
- Formal Videotaping
- E-Learning Platforms
MENTORING – TRANSFERRING KNOWLEDGE

Five Phase Mentoring Relationship Model

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?
DEFINITION OF SKILLSETS REQUIRED

PM Versatility Matrix
MENTORING IS ALSO PLANNING

Career Path Mapping

Project Administrator
current

Assistant Project Manager
2020

Project Manager
2022

Project Executive
2030

Senior Project Manager
2025
# Transparency of Expectations

<table>
<thead>
<tr>
<th>Title</th>
<th>Project Administrator</th>
<th>Assistant Project Manager</th>
<th>Project Manager</th>
<th>Senior Project Manager</th>
<th>Project Executive</th>
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<tbody>
<tr>
<td>Basic Job Function</td>
<td>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.</td>
<td>Assisting project managers with a variety of tasks: estimating new 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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
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<tr>
<td>Years of Industry Experience</td>
<td>0</td>
<td>0-3</td>
<td>5+</td>
<td>8+</td>
<td>12+</td>
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</table>
# Transparency of Expectations

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<th>Project Executive</th>
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<tbody>
<tr>
<td>Education, Degree</td>
<td>High School Diploma and 4-year college degree in progress, Bus/EE/Civil/PM</td>
<td>High School Diploma; 4-year relevant college degree preferred; Bus/EE/Civil/PM</td>
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<td>Additional Training</td>
<td>Ability to read electrical drawings/familiarity with electrical systems desired. Excellent computer and technical skills.</td>
<td>Ability to read electrical drawings/familiarity with electrical systems desired. Excellent computer and technical skills.</td>
<td>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, Primavera, Microsoft Office, Scheduling Software, and Intermediate Budgeting.</td>
<td>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 Institute Certifications, Project Management Institute Certifications, and system design, thorough understanding of Company capabilities.</td>
<td>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 Institute Certifications, Project Management Institute Certifications.</td>
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<td>Skills, Requirements</td>
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<td>Licenses, Certifications Required</td>
<td>n/a</td>
<td>Project Management Institute Certifications, Project Management Institute Certifications</td>
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<td>People Management Included?</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
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DEFINE THE HOW

Career Outline

Position
- Project Executive
  - Senior Project Manager Level 2
  - Project Manager Level 2
  - Assistant Project Manager Level 1
  - Project Administrator Level 1

Qualifications
- Minimum 85% capture PM Requirements
- Minimum 80% capture PM Requirements
- Minimum 65% capture PM Requirements
- Minimum 40% capture PM requirements

Goal
- 2030
- 2025
- 2022
- 2020
- 2018
DEVELOP THE PLAN, ASSIGN CO-MENTORS

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<tr>
<th>Item #</th>
<th>Description</th>
<th>Person Responsible</th>
<th>Due Date</th>
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PERFORM A 6-MONTH CHECK IN

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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
THE YOUNG TEACHING THE SEASONED...
REVERSE MENTORING
WHAT ARE THE OPPORTUNITIES?

• Technology
• Culture
• Means and methods
• Younger customer expectations
• Communication
MARKETING THE TRADES TO WOMEN
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
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
THANK YOU

Stephane McShane
Director

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Englewood, CO 80112
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Mobile: 559.871.0474

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