DEVELOPING YOUR NEXT GENERATION OF LEADERS

Are great leaders born that way or can leadership skills be learned?

To Succeed, You Need Great Leadership and Great Management

Creating new possibilities

Doing the right things

Leading and Inspiring People

Day-to-day activities

Doing things right

Managing Things and People

The Traditional A/E Firm Career Ladder

Engineer
Architect
Scientist

Project
Manager

Business
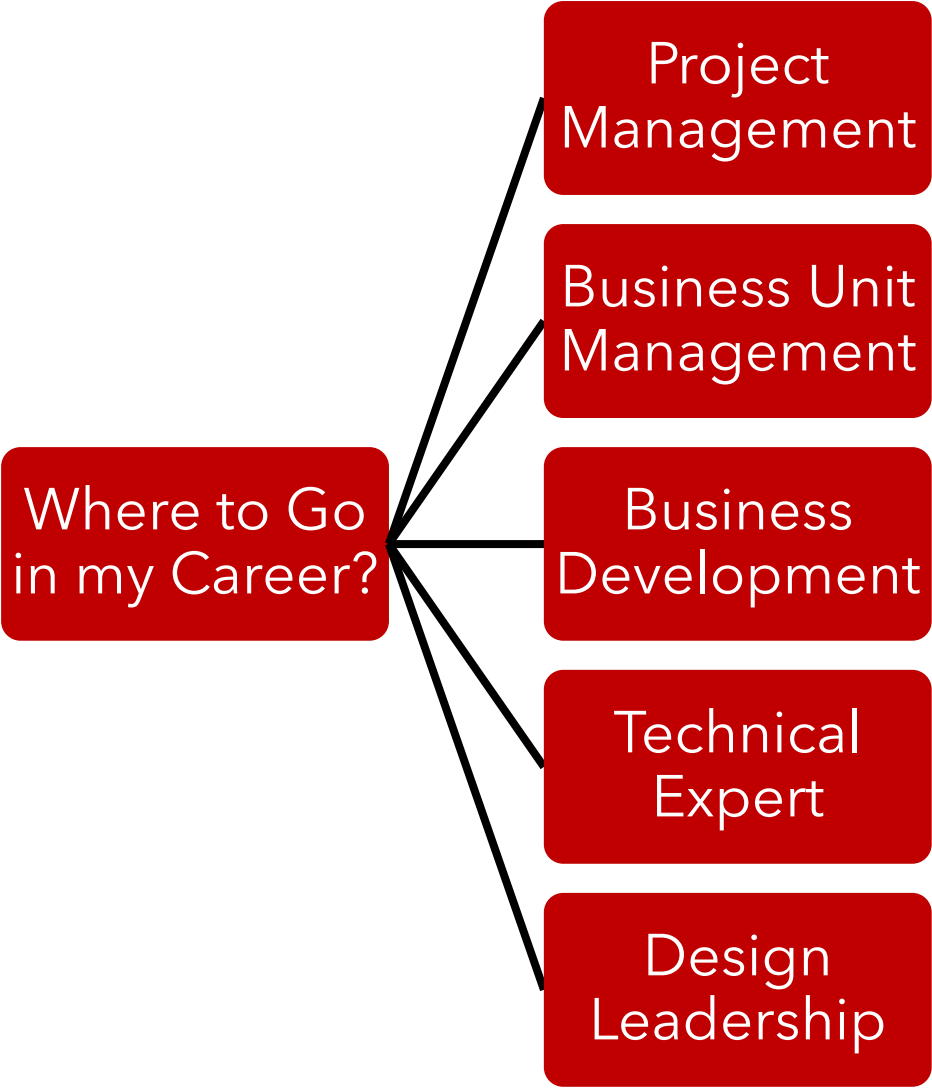Unit
Leader

Senior
Executive

COO
CEO
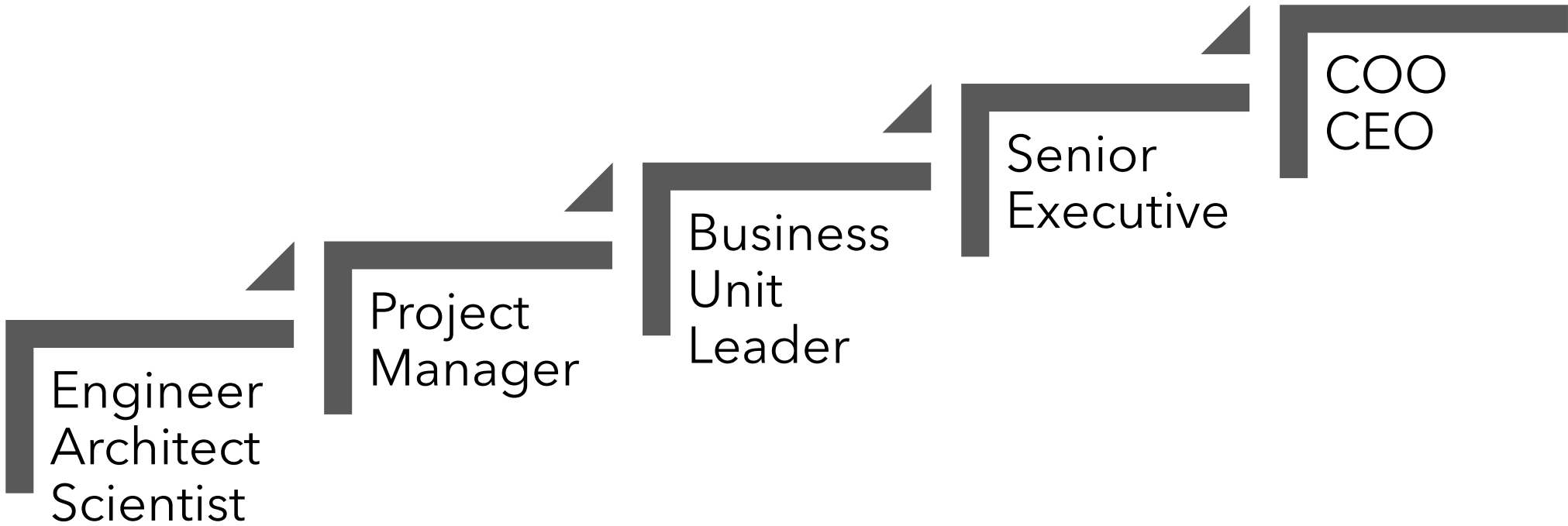
More Flexible Career Ladders

It takes all 4 ladders, working and growing together and in alignment, to support and develop TBS

Corporate Leadership / Admin Support
- CEO
- President
- CAO
- CIO
- CFO
- Operations
- Strategy
- HR
- HSE
- Marketing
- Maintenance

Discipline / Technical Expert
- Project Professional
- Discipline expert
- Specialist Group Leader
- Project Technician
- Party Chief
- Field Staff

Project / Discipline Management
- COO
- Discipline Leader
- PIC
- Risk Management
- SR PM
- PM
- Project Assistant

Market Leadership
- Market Leader
- Rain Maker
- Client Champion
- Business Development

Reproduced courtesy of T. Baker Smith

Which Career Path is Right for Your Future Leaders?

What do they enjoy?

XLS

Career Guidance Tool										
Essential/Desirable Traits	**My Rating (1-10)**	**Business Unit Leader**		**Project Manager**		**Technical Expert**		**Principal Architect**		**BD/Account Rep**	
		Weight	**Score**	**Weight**	**Score**	**Weight**	**Score**	**Weight**	**Score**	**Weight**	**Score**
Analyses Pitfalls				1		8		8		6	
Analytical		8		1		9		9		8	
Artistic								5			
Authoritative						7		7		7	
Building/Making						9		8			

PSMJ and Harrison Assessments have developed a really cool Career Guidance Tool to help direct your next generation of leaders. For a complimentary copy, please give me your business card or send me your contact information.

PSMJ | Resources, Inc. ®

A More Rigorous Way is to Take the Harrison Assessment

- Send an email to Diane Constantine (dconstantine@psmj.com). Let her know that you attended this class and request a link to take a complimentary Harrison Assessment. Select if you want to use the PM profile or the Business Unit Leader profile.

- Diane will send you a personal link to take the Harrison Assessment.

- It usually takes 20-30 minutes and must be done in one sitting. So set aside some uninterrupted time.

- When you complete the assessment, she'll send you a report describing your suitability to be a Project Manager or Business Unit Leader in an A/E firm.

- For more information on Harrison Assessments, go to https://www.psmj.com/PSMJHarrison

9 Essential Traits of Business Unit Leaders (Listed in Order of Importance)

1. **Takes Initiative**: The tendency to perceive what is necessary to be accomplished and to proceed on one's own

2. **Wants Challenge**: The willingness to attempt difficult tasks or goals

3. **Analytical**: The tendency to logically examine facts and situations (not necessarily analytical ability)

4. **Manages Stress Well**: The tendency to deal effectively with strain and difficulty when it occurs

5. **Provides Direction**: The tendency to provide others with clear direction or guidance

6. **Frank**: The tendency to be straightforward, direct, to the point, and forthright

7. **Persistent**: The tendency to be tenacious despite encountering significant obstacles

8. **Poised Achievement**: The tendency to be self-motivated while at the same time managing stress

9. **Receives Correction**: The tendency to accept guidance intended to improve performance

13 Desirable Traits of Business Unit Leaders

PRESSURE TOLERANCE

SELF-IMPROVEMENT

ASSERTIVE

ENFORCING

INTUITIVE

OPEN / REFLECTIVE

PRECISE

PROLIFIC QUALITY

RISKING

TEMPO

ANALYTICAL

COLLABORATIVE

FORTHRIGHT DIPLOMACY

Low scores hinder performance but high scores do not necessarily indicate better performance

12 Traits to Avoid for Business Unit Leaders

1. **Internally Contradicted:** The tendency to lack self-acceptance as well as the desire to improve oneself

2. **Stressed Pessimism**: The tendency to be tense or stressed while at the same time believing that the future is bleak

3. **Authoritarian**: The tendency to make decisions independently without sufficiently collaborating with others

4. **Avoids Communication**: The tendency to lack the combination of frankness and diplomacy

5. **Cautious**: The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks

6. **Evasive**: The tendency to be tactful without being sufficiently direct

7. **Non-finishing**: The tendency to experiment with different things without sufficiently persisting in a single direction

8. **Rigidly Meticulous**: The tendency to focus on details without sufficiently adapting to change

9. **Laser Logical**: The tendency to solve problems emphasizing analysis over intuition

10. **Stubborn Persistence**: The tendency to be persistent without sufficiently trying different ways to overcome obstacles

11. **Skeptical**: The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

12. **Precise But Slow**: The tendency to be exact or precise without being sufficiently productive

Successful leaders can do things well even if they don't enjoy them. But they must have...

Take this quiz to see how much grit you think they have: https://angeladuckworth.com/grit-scale/.

1. New ideas and projects sometimes distract them from previous ones.
2. Setbacks don't discourage them. They don't give up easily.
3. They often set a goal but later choose to pursue a different one.
4. They are hard workers.
5. They have difficulty maintaining focus on projects that take more than a few months to complete.
6. They finish whatever they begin.
7. Their interests change from year to year.
8. They are diligent and never give up.
9. They have been obsessed with a certain idea or project for a short time but later lost interest.
10. They have overcome setbacks to conquer an important challenge.

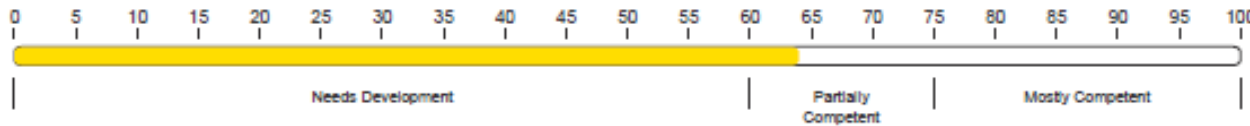# Can They Successfully Manage Remote Workers?

Remote Leadership Analysis
Report for Andrew Jones
Compared to: Business Unit Leader / Branch Office
Manager (Sponsored by PSMJ) #PS009-046 v09/07/2018

Remote Leadership Overview

This Overview shows the individual's overall score for each of the competencies.
Each competency will show its related component traits on the following pages.

Total Competency Percentage = 64%

For a complimentary assessment of your leaders' ability to manage remote teams, send an email to Diane Constantine (dconstantine@psmj.com) and let her know that you attended this class.

Where do firm leaders add the most value?

75% Utilization??

Leading the Business

Managing the Work

Doing the Work

Utilization By Principals Decreases As Firms Get Larger

Median Percent of Time Spent on Projects by Firms of Various Size

Legend:
- 1-20
- 21-50
- 51-100
- 101-250
- 251-500
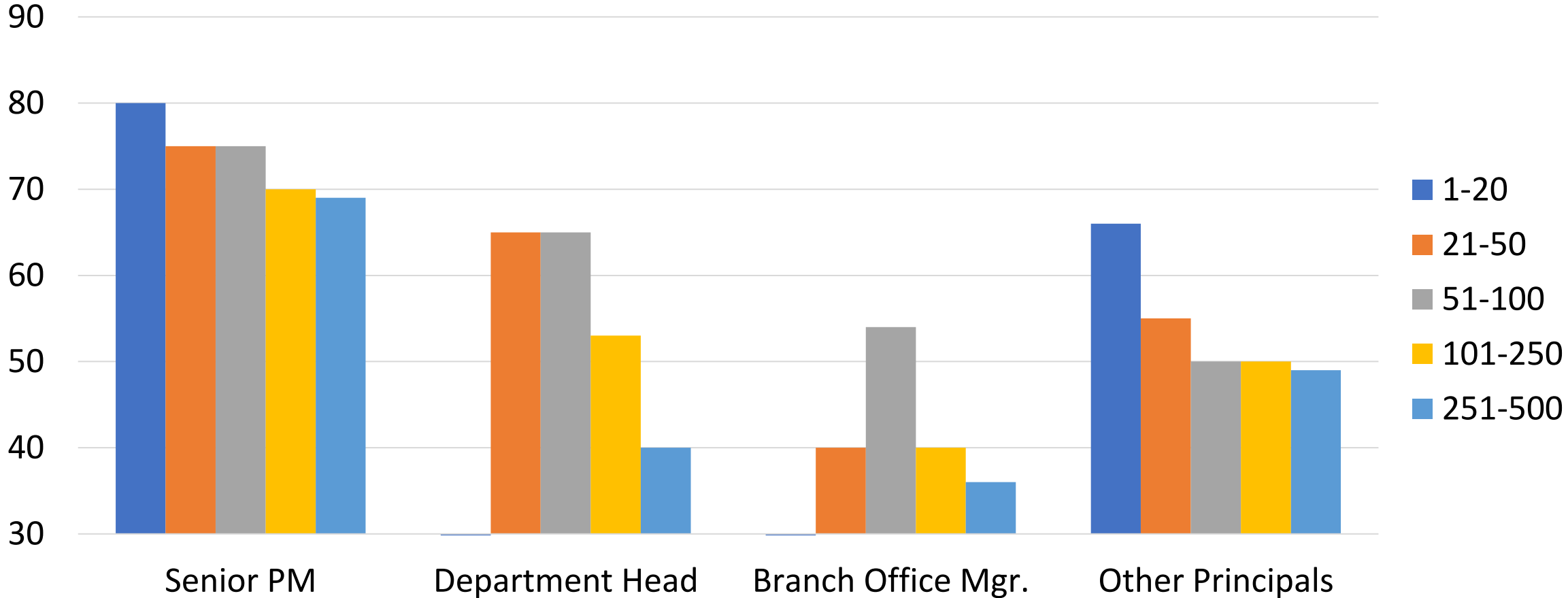
Source: 2019 PSMJ Management Compensation Survey. See workbook for more detailed data.

How Do Your Leaders' Utilization Compare?

| Position	Percent of Time Charged	Firm Size (Employees)					
		1-20	21-50	51-100	101-250	251-500	Over 500
Senior PM: The individual(s) in your firm who have total project responsibility, including marketing, presentations, fee setting, project production, and continuing client relations. Typically reports to a Principal in larger organizations.	Projects BD	75 7	73 9	70 10	73 10	75 20	65 12
Department Head: The individual(s) in your firm in charge of discipline departments or other departments.	Projects BD	NR NR	58 18	56 15	55 19	NR NR	42 14
Branch Office Manager: The individual(s) in your firm who run a branch office, or a separate profit center. Typically reports to CEO/COO or Senior VP.	Projects BD	NR NR	40 6	50 15	50 16	NR NR	58 13
Senior VP/Senior Principal: This position is responsible for a segment of a firm's practice, such as a design discipline, business unit, geographic region, or project type. The SVP/senior principal usually reports directly to the CEO or the COO.	Projects BD	48 19	55 20	47 25	38 21	32 33	20 13

Source: 2020 PSMJ Management Compensation Survey. See full survey for more detailed data.

People watch what leaders do more than they listen to what leaders say

- How often are you late in submitting your timesheets?

- When do you show up to meetings?

- Do you stay to help those who are working late on one of your proposals or projects?

- How quickly do you reply to emails and voicemails from your team members?

- How quickly do you deal with difficult or unpleasant situations?

- How actively do you support your team when dealing with senior management?

- How actively do you support your senior management when dealing with your team?
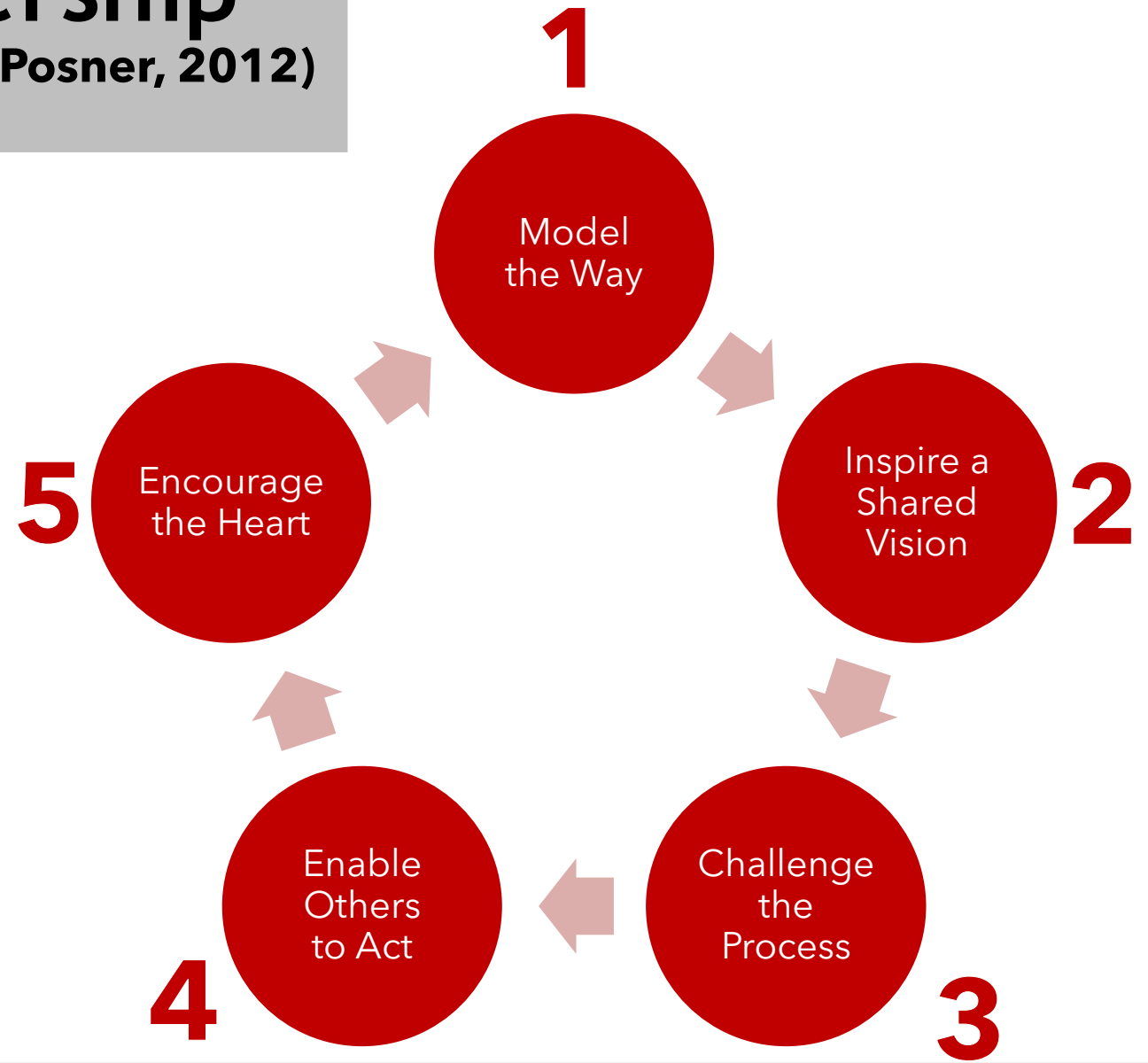
Leadership Practice Areas

MODEL THE WAY
- Articulate the values that guide your decisions and actions
- Keep your commitments and promises
- Broadcast examples of exemplary behavior
- See yourself as an example

CHALLENGE THE PROCESS
- Take risks
- Learn from your mistakes and share the lesson
- Like to learn new skills
- Treat every assignment as a new adventure
- Seek firsthand experiences outside your comfort zone

ENCOURAGE THE HEART
- Recognize people's contributions
- Make sure people know what is expected of them
- Express confidence in people's abilities
- Don't take anyone for granted
- Plan celebrations for even small milestones

INSPIRE A SHARED VISION
- Imagine and communicate the possibilities
- Ask "what's next?" about every project
- Get people on the same page about where you are all going
- Are enthusiastic about future possibilities

ENABLE OTHERS TO ACT
- Foster collaboration by building trust and facilitating relationships
- Develop people's capacities and skills
- Provide choice on how to do work
- Find people who are doing things right
- Listen to what other people have to say

Emotional Intelligence – What Makes a Great Leader?

Self-Awareness
- Ability to understand your moods, emotions, drives
- …and their effects on others

Self-Regulation
- Ability to control disruptive impulses and moods
- Think before acting

Motivation
- Passion and purpose at work
- Pursue goals with energy and persistence

Empathy
- Ability to understand emotions of others
- Skill in treating others based on emotional reactions
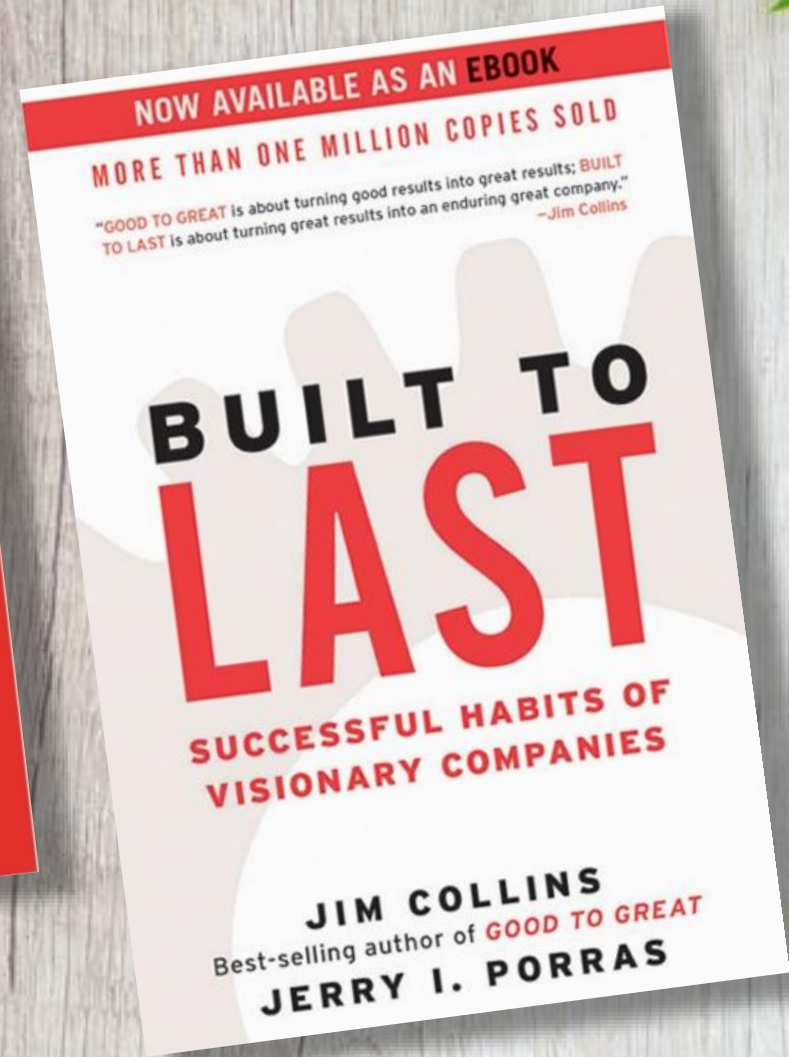
Social Skill
- Managing relationships and building networks
- Ability to find common ground and build rapport

Reference: hbr.org/2004/01/what-makes-a-leader

What Jim Collins Says About Leadership

What separates a good leader from a great leader?

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make the leap …
and others don't

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—Jim Collins

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SUCCESSFUL HABITS OF VISIONARY COMPANIES

JIM COLLINS
Best-selling author of *GOOD TO GREAT*
JERRY I. PORRAS

The Secret of Being a Really Great Leader

What Jim Collins Says

LEVEL 5
LEVEL 5 EXECUTIVE
Builds enduring greatness through a paradoxical blend of personal humility and professional will.

LEVEL 4
EFFECTIVE LEADER
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

LEVEL 3
COMPETENT MANAGER
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2
CONTRIBUTING TEAM MEMBER
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

LEVEL 1
HIGHLY CAPABLE INDIVIDUAL
Makes productive contributions through talent, knowledge, skills, and good work habits.

Creating a Leadership Development Plan

A Six Step Process

STEP 1:
Define your 5-year vision

Employees by Location	Now	5-Year Vision
Ft. Worth	42	57
Austin	15	27
El Paso	16	24
Midland	3	9
San Antonio	1	7
Dallas	122	145
2 new offices		23
Total	199	292
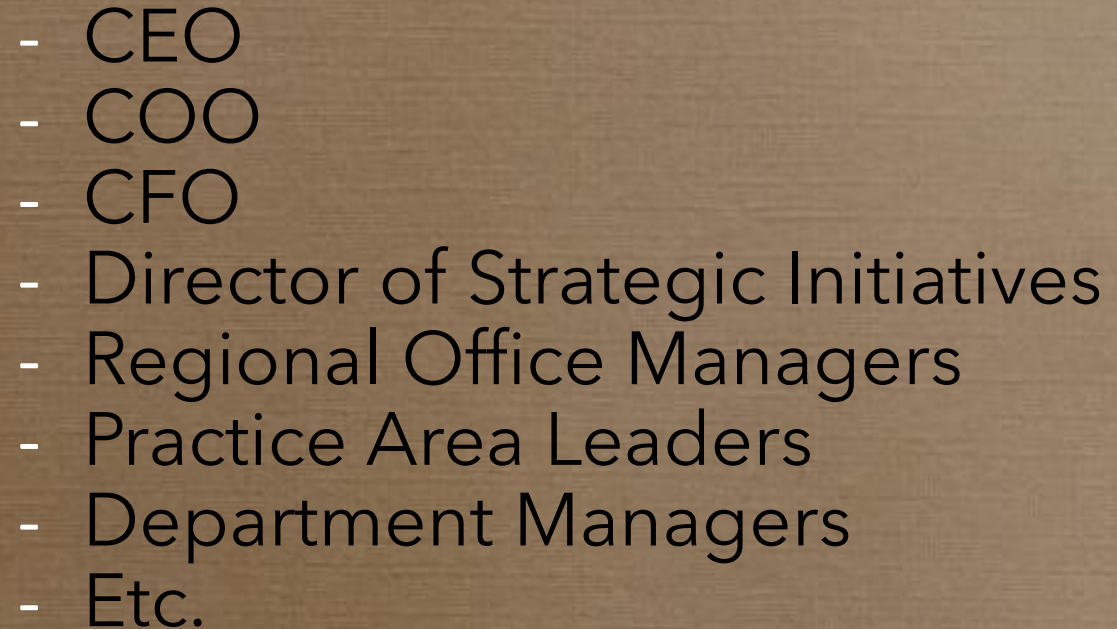
Employees by Practice Area	Now	5-Year Vision
Solid waste	20	26
Environmental	41	68
Water/wastewater	46	61
Facilities	25	46
Transportation	43	45
Civil/site	-	19
Corporate staff	24	27
Total	199	292

STEP 2:
Define Your
Visionary Organization
(W/O Names)

Board

CFO

CEO
COO

Corp. Staff
HR, IT, Finance

Practice Area Leaders
Bridges, Highways, Construction, Environmental, Facilities, Solid Waste, Water, Wastewater

Business Development

Executive Committee

Dallas
- Water/Wastewater
- Environmental
- Transportation
- Facilities
- Solid Waste

Ft. Worth
- Water/Wastewater
- Environmental
- Transportation

El Paso
- Water/Wastewater
- Environmental
- Midland Office

Austin
- Solid Waste
- Municipal Services
- Water/Wastewater
- San Antonio Office

New Office
- Water/Wastewater?

New Office
- Solid Waste?

STEP 3:
Identify Your Future Leadership Positions

- CEO
- COO
- CFO
- Director of Strategic Initiatives
- Regional Office Managers
- Practice Area Leaders
- Department Managers
- Etc.

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STEP 4:
Identify Those With the "Eagle Gene"

- **RESOURCEFUL –** Eats whatever is available, including trash and stolen food
- **COMMITTED –** Usually monogamous for life
- **BUILDER/DESIGNER –** Holds the record for largest bird's nest
- **RESILIENT –** Comeback kids (500 to 9700 pairs)
- **WILLING TO TAKE SOME RISK –** Aerial daredevils

- **CLEAR VISION –** Eyes are amazing (can see forward and sideways with equal clarity)
- **ADAPTIVE –** Can swim, sort of
- **STRONG IN STATURE –** Powerful birds
- **CARES ABOUT OTHERS & TEAM –** Very protective of chicks
- **SOARS –** the bird that best catches updrafts

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An Easy Way to Identify Leadership Candidates

- Identify your potential successors. Candidates don't necessarily report directly to you but must be at a lower level than you.

- Get all your other principals to do the same.

- Collect all the plans and look for candidates whose names appear on multiple principals' plans. They probably have the "eagle gene"!

☐   YOUR PERSONAL LEADERSHIP TRANSITION PLAN

Identify up to three candidates who <u>might</u> one day become candidates to take over your current position. These can be employees or potential future employees whom you have identified but they must be someone currently <u>below</u> your level.

Prepared by_____   Date_____

Position_____   Reports to_____

Candidate 1_____ Promotability rating*_____

What education, training or experience does he/she need?_____
_____
_____
_____
_____

Candidate 2_____ Promotability rating_____

What education, training or experience does he/she need?_____
_____
_____
_____
_____

Candidate 3_____ Promotability rating*_____

What education, training or experience does he/she need?_____
_____
_____
_____
_____

*<u>Promotability</u>:
  A – Promotable and ready now
  B – Promotable within one year, with proper training and/or experience
  C – Promotable within 1 to 5 years, with proper training and/or experience
  D – Long-term candidate, promotable if given proper training and/or experience
  E – Potential for promotion, but too new in current job to judge how long

---

STEP 5:
Identify their Strengths and Weaknesses

1. Competency testing (e.g., Harrison Assessment, Caliper, Gallup, etc.)

2. Personality testing (e.g., DISC, Myers-Briggs, PeopleMap, etc.)

3. Confidential 360-degree evaluations

STEP 6:
Identify Training and Experience Needed by Each Candidate

Employee	Replacement Candidates	Time Frame	Required Education and Training	Required Experience
Bruce Brown	Scott Geurin	1-5 years	• PM Bootcamp • ACEC Emerging Leaders Program	• More design experience • Serve (formally) as Assistant PM
	Max Good	1-5 years	• PM Bootcamp	• Serve (formally) as Assistant PM • More opportunities to function in that role
Nick McNeil	Rusty White	0-1 year		• More formal Assistant PM assignments • Attend more client meetings • More design project experience
Dee Brown	New hire			
Mark Eakin	Max Good	1-5 years	• PM Bootcamp • Uptime Tier Design education	• More opportunities to work on data center projects • Go to more client meetings • Get Alex (or another junior engineer) to offload some of his current workload
Rick Geraci	New hire			

Questions or Comments???

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