

Developing Future Leaders

Lee R. James – Moderator

Panel

Charles “Chuck” Brewer, P.G - Geotechnical Services, Inc.

Tadeusz W. “Ted” Lewis, P.E. – GeoConcepts Engineering, Inc.

Matthew “Matt” Moler, P.E. - S&ME, Inc.

David “Dave” Mollish - GAI Consultants Inc.’s

Introduction to GeoConcepts Engineering, Inc.

- Formed in 1999
- Located in Ashburn, Virginia, about 35 miles SW of Washington, DC
- Staff of 50 employees, with 2011 revenue of \$6 million
- Provides geotechnical engineering and environmental services during design and construction

Mentoring/Leadership Overview – Junior Staff

- Informal program administered by Senior Project Manager
- Weekly meetings with junior staff to promote discussion/questions
- Training/mentoring of junior staff on real projects
- Focus of mentoring is to explain rationale for decision making

Mentoring/Leadership Overview – Middle and Senior Staff

- Informal program administered by Operations Manager
- ASFE FOPP is mandatory
- Other outside courses/training based on specific needs of individual
- Focus of mentoring is on business issues and client relations

Keys to a successful program

- Selection of staff
- Growth and success of firm
- Management buy in to benefits
- Commitment of Mentors



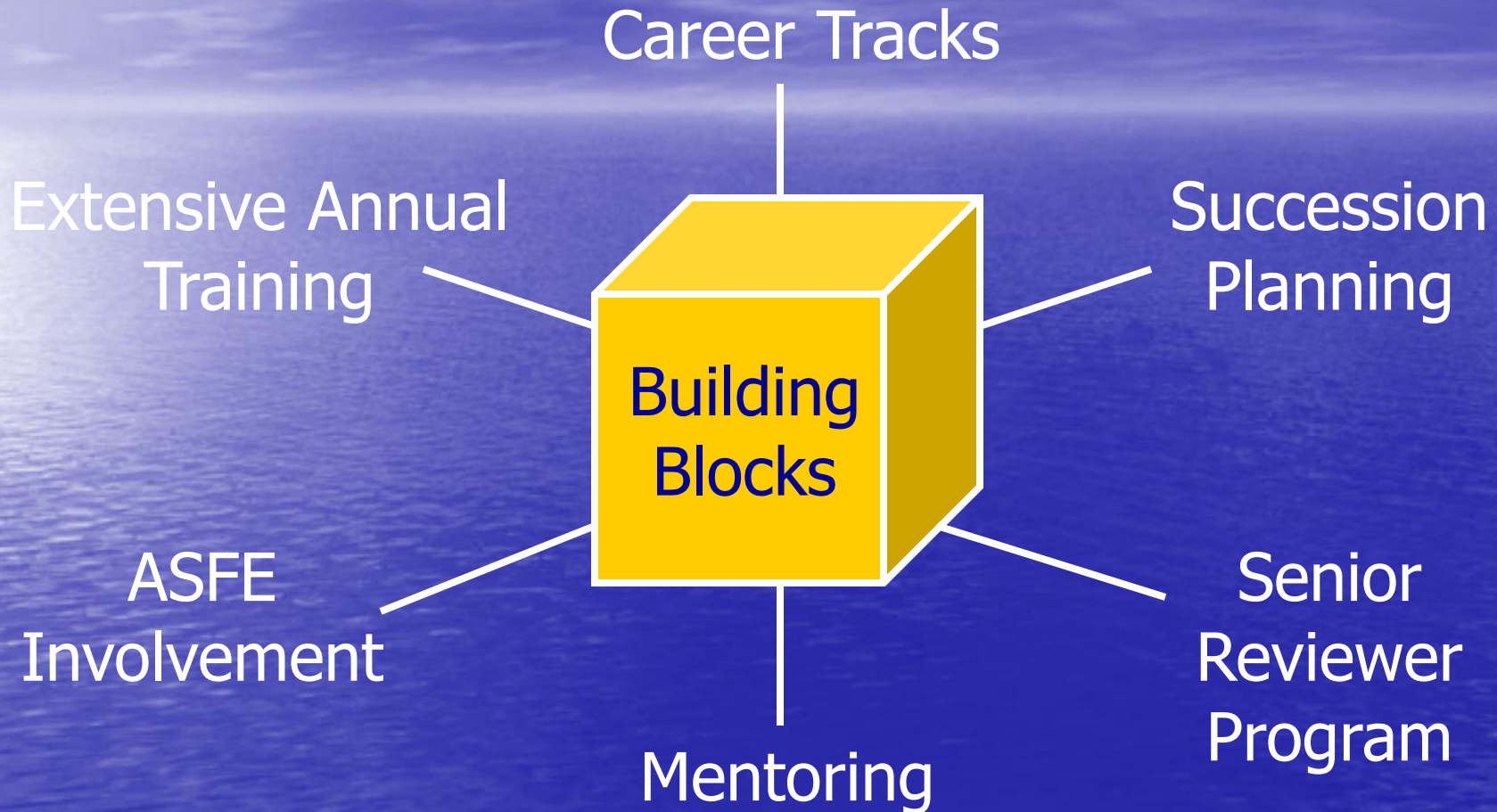
- 1,000 person firm
- Employee-owned
- Services include:
 - Engineering
 - Testing
 - Environmental services

S&ME Leadership Development



- No formal program yet, but building blocks in place
- 4 Year Strategic Plan

S&ME Leadership Development



GAI's Leadership Development Programs

2012 Course Catalogue

Leadership Development



post-gazette.com BUSINESS

Workplace MBA: Grad school comes to the office
Point Park University program brings classes right down the hall



Guest SupplyPhoto: GAI Consultants CEO Gary M. Douglas (background) with David Mollish, Director of Human Resources, GAI Consultants Inc. (foreground) and other graduates of the MBA program at Point Park University.



- GAI's highly publicized Leadership Development programs are as good or better than those offered by the best Fortune 500 firms.
- "The MBA program is the final accomplishment in GAI's formal leadership development program, and it sets us apart from many firms in the United States." – David Mollish, wvengineers.com



www.asfe.org

DDI Certified Leadership Training Facilitators



Diane Landers, Ph.D., RPA

**Vice President
Chief Marketing Officer
Executive Leadership Committee Co-Chair**



David Mollish, MBA, MA

**Chief Human Resources Officer
Executive Leadership Committee Co-Chair**



- Officially certified by world renowned DDI to facilitate up to 60 Leadership Development courses.
- World class programs and materials can be delivered in a short time frame when there is a specific business need.



GAI University/Leadership Pipeline Overview

Internal & External Continuing Education

Leadership Program



- + On-site MBA Program: Point Park University
- + 360 Degree Reviews
- + Mentoring Future Leaders
- + Executive Leadership Training: Harvard University
- + GAI **clientfirst** Business Development
- + Leaders to Watch (LTW)

Management Program



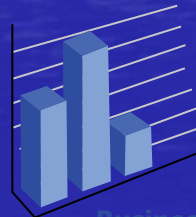
- + Training Course/Dale Carnegie – *New!*
- + FOPP Course (*External*)
- + Project Management Short Course
- + Risk Management Short Course
- + Project Management Training
- + Advanced Project Management Training
- + Leadership & Management Skills (LMS)
- + High Performance Management (HPM)

Technical Program



- + Technical Skills Training/Certification
- + Professional Certifications
- + Lunchtime Brown Bag Seminars
- + Safety/EHS Programs

Business Program



- + Monthly Business Seminars (*optional*)
- + New Employee Orientation (*required course*)
- + Consulting 101 (Future) (*required course*)

Ad Hoc/Technical Seminars

Sophisticated Solutions to Complex
Corrosion Problems
Ground Water Services
Compost Based Erosion Solutions
Geogrid-Reinforced Road Design
FRP Pipe



Monthly Company-Wide Business Seminars

Conflict Resolution

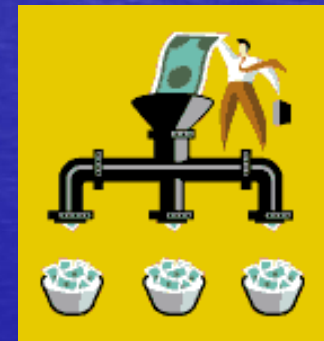
Nonverbal Communication

Coaching & Mentoring

Sustainability

Work Life Balance

Investing In Your Future

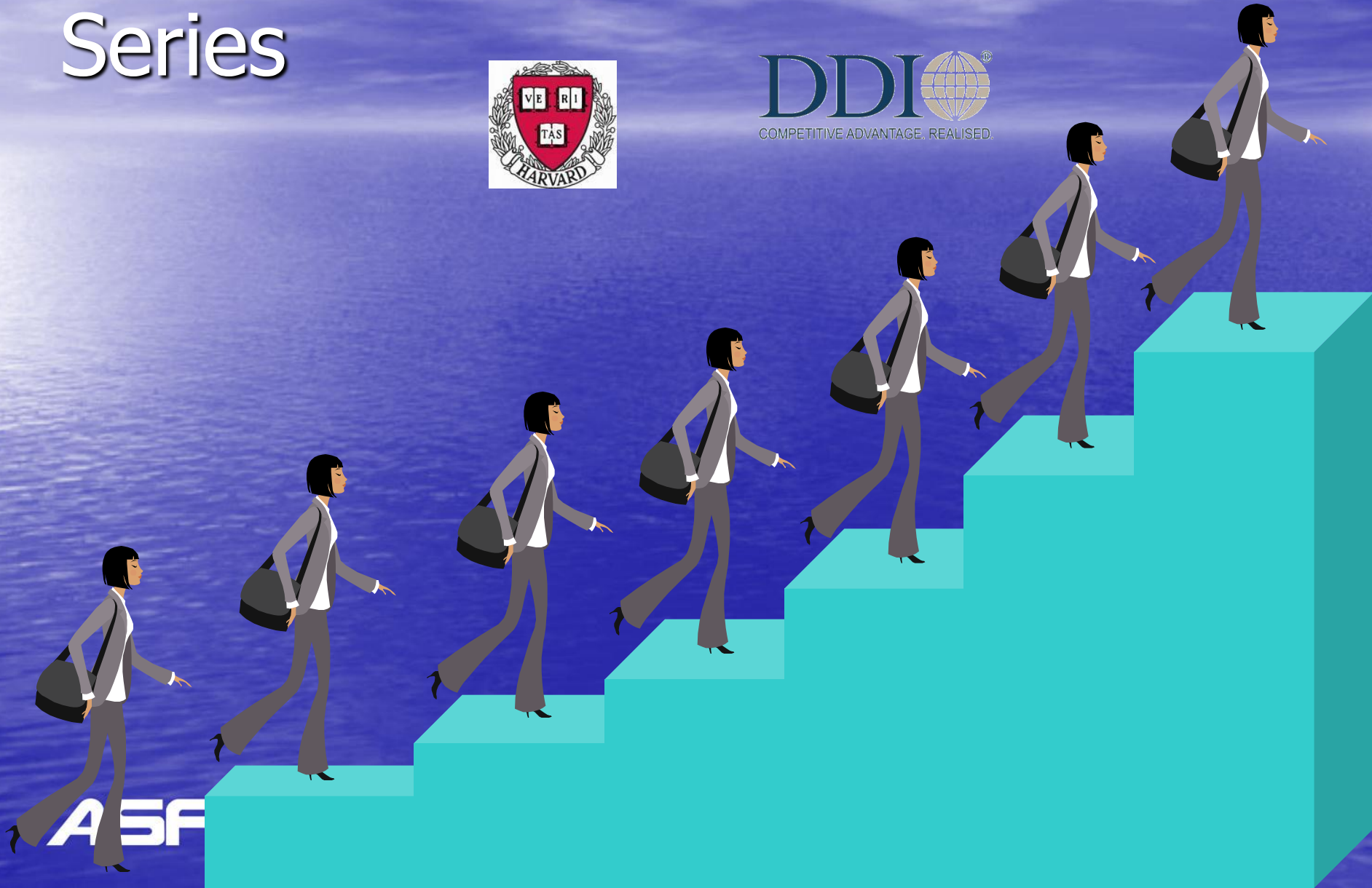


Corporate EHS Training Programs

- More than 100 GAI employees are trained in AED/CPR/First Aid & Blood borne Pathogens.
- Corporate HR/Safety Monitors and Ensures Renewal Every 2 Years
- OSHA 10-Hour Courses
- Wilderness Training
- Numerous Other Safety Training Programs



Management & Leadership Series



High Performance Management Course

High Performance Management is the inaugural class offered for the leadership program by GAI University. It focuses on improving personal and group effectiveness, specifically how to apply these lessons towards achieving business results.

Prerequisites: Application is taken in the form of a résumé in GAI format. The final selection process is completed by the manager. Enrollment is competitive due to limited seats in the class. This class is geared towards individuals with 0-8 years of experience in the company; however, individuals with more experience are encouraged to apply.

Four Modules (2 Days) + Live Class Project, influencing GAI Executive Management

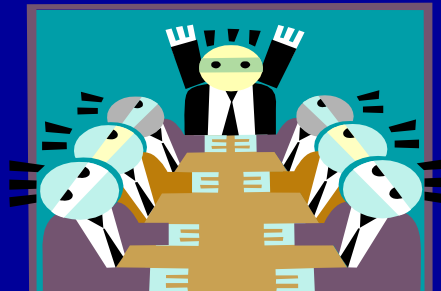
Communicating with Others



Interaction Skills for Success



Influencing Others



Personal Empowerment



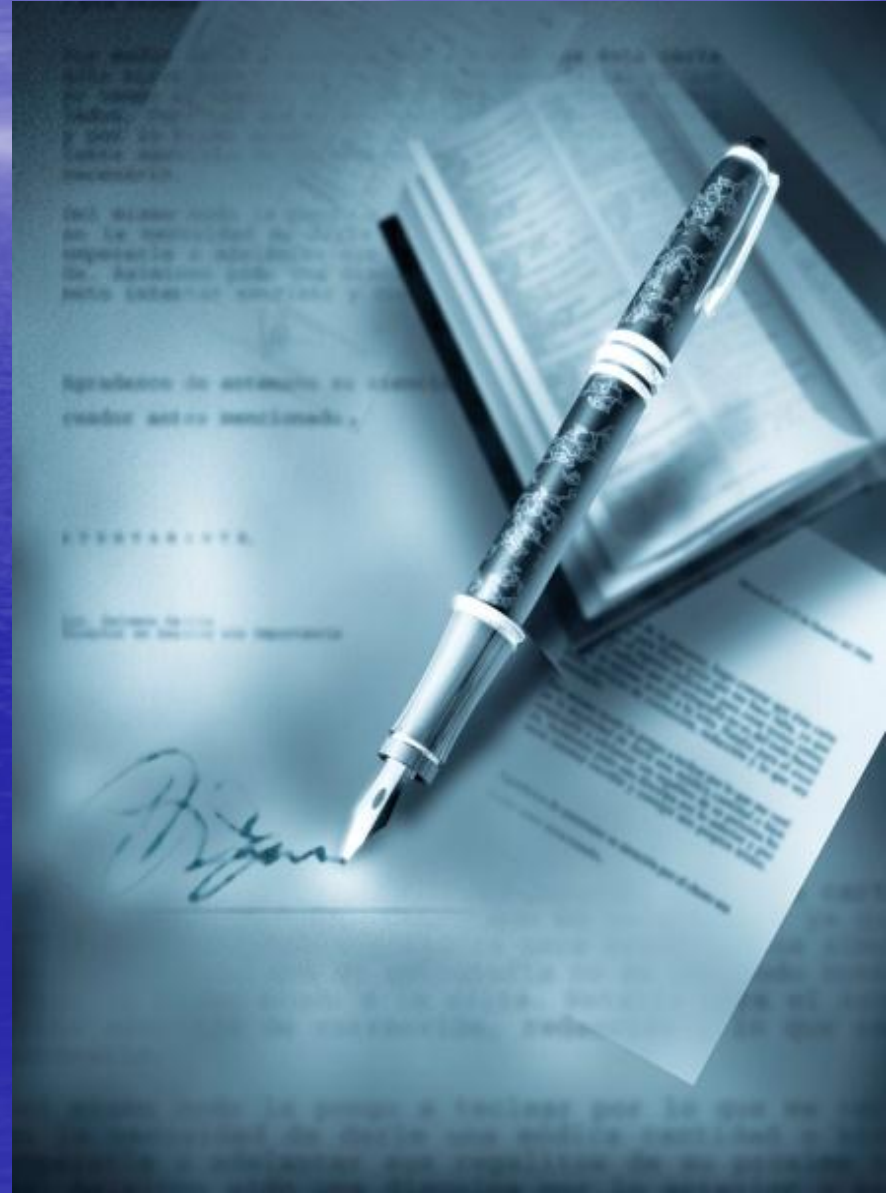
Introduction to Project Management Course

- An Introduction to the Role of Project Management
- The Salient Duties of a Project Manager
- Use of Deltek and Opening Job Numbers
 - Review of the GAI Project Management Manual
 - Tips on how to be a successful Project Manager



Risk Management Seminar

- Supporting Contracts
- Upholding In-House Agreements
- Avoiding Legal Pitfalls
- Client Terms and Conditions
- GAI Signing Authority Policy



Leadership & Management Skills Course



The Leadership & Management Skills Course is designed for the new supervisor or manager; a supervisor or manager who has not had previous formal management training; or for an individual who might be ready to embark upon a career in management. It focuses on **group effectiveness, setting performance expectations, motivating staff, and delegating**. Additionally, administrative essentials for the GAI Manager are taught, which enlighten the students on salient issues from Accounting, Finance, Human Resources, Legal, Information Technology, Marketing, and Safety. The course begins with two pre-assignments, a two-day seminar, and ends with three follow-up Harvard sessions regarding difficult interactions, team management, and managing upwards.

Prerequisites: Individuals are selected by the Executive Leadership Committee based upon recommendation from Group Managers, Managing Officers, and Regional Managers. Enrollment is competitive due to limited seats in the class. This class is geared towards individuals with 5-12 years of experience in the company; however, employees with more experience are encouraged to attend.

The Elite Leaders To Watch

- 2-Day Course
- Highly Trained External Facilitator from DDI (world renowned)
- Group Dinner/Event with class participants and GAI Executives
- Networking & Opportunity to Break Down Corporate Barriers
- Elite selection process – Nominees are recognized company-wide

Essentials of Leadership



Resolving Conflict



Coaching for Success



Coaching for Improvement



Advanced Project Management Course

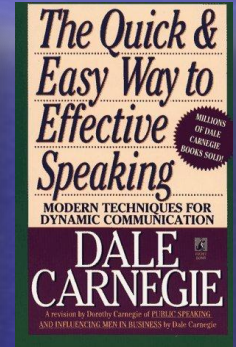
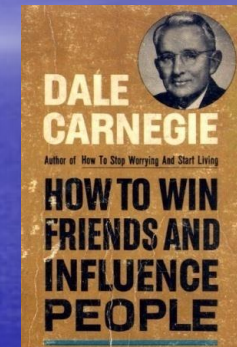
22-week advanced training on Project Management Skills

- + Today's Project Manager
- + Marketing & Proposals
- + The Contract Agreement
- + The Project Management Plan
- + The Project Schedule
- + The Project Price & Budget
- + Leading the Project Team
- + Managing Client Relationships
- + Project Start-Up
- + Managing Your Time
- + Managing Project Studies & Reports
- + Multiple Phases of Design & Construction
- + Managing Project Quality
- + Managing Project Risks
- + Project Financial Management
- + Project Management & Design Technology
- Monitoring & Controlling the Project
- Project Closeout
- Design-Build Project Delivery
- Environmental, Health & Safety Management

GAI client^{first} Business Development Training Course/Dale Carnegie



- Dale Carnegie programs have helped some of the world's finest institutions develop top-notch leaders.
- This section of the client^{first} Business Development course is designed to help employees develop the skills needed to establish long-lasting relationships with clients, which include:
 - Building strong relationships and trust with new and existing clients.
 - Developing skill in the art of asking questions to understand client needs.
 - Meeting and engaging prospective clients quickly and easily.
 - Networking Tips.
 - Sales Skills for Client Development.
 - Proposal and Presentation Skills.



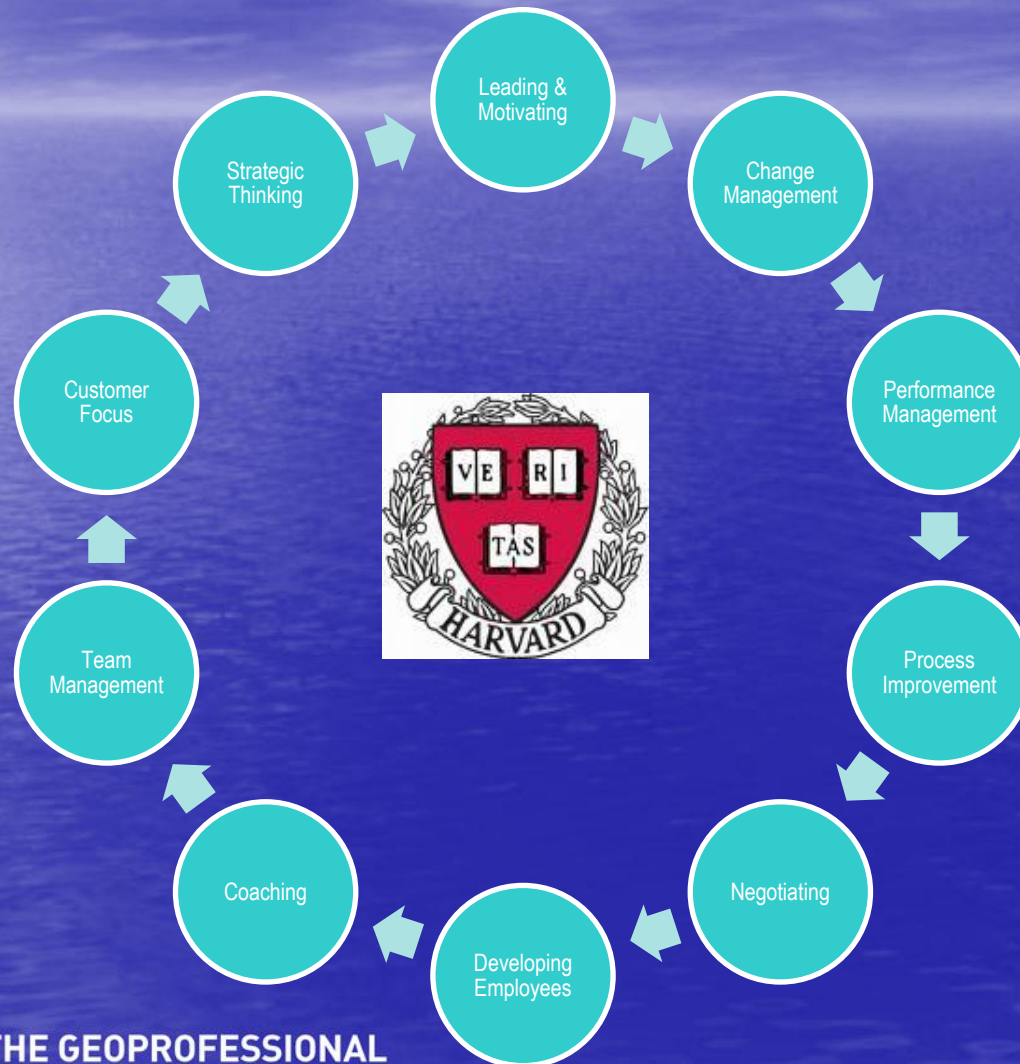
Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all.
- Dale Carnegie

GAI client^{first} Business Development Training Course/Dale Carnegie



- + External Customer Service Training for All GAI Staff
 - Developing Trust and Communication Skills
- + Personal Training and Mentoring by GAI's Seasoned Client Managers on Client Care
 - Communication and Listening Skills
 - Networking and Relationship Building
 - Building Client Trust and Proper Recovery if Things go Wrong
 - Maintaining Client Relationships after the Job is Complete
- + Internal Mentoring Programs
 - Personalized, one-on-one training with GAI Senior Client Managers
- + Formal Business Development Skills Training
 - Calling on Clients and Prospecting
 - Proposal Strategy and Management
 - Effective Client Interviews to Present Your Best
 - Negotiating for Win/Win

GAI Executive Leadership Program Harvard University Business School



360 Degree Assessment Program

- All 360 Degree participants receive a detailed individual feedback report with their assessment results (aggregate only; individual responses are kept strictly confidential).



GAI-Sponsored MBA Program



- On-site MBA program
- Use of GAI facilities and broadcast via WebEx & Video Conferencing (*Participate from anywhere in the world*)
- Program is discounted approximately 30% to 40%.
- GAI pays 1/2 of discounted price.
- Typical M.B.A costs: \$18k to \$80k.
- GAI employee costs: approximately \$8.2k over 2 years
- First class began in August 2009; and new group begins every two years.
- One course at a time for 7 weeks each (10 courses total) + 2 GAI prerequisites.
- Class is held from 4:00 pm to 8:00 pm (Tuesdays).
- 60 consecutive payroll deductions available for financing. Other financing options available (student loans, etc.).
- Graduates must commit to GAI for three years after graduation.

Prerequisite: *Graduation or Enrollment in GAI's Harvard Executive Leadership Program (3 credit hours) and GAI's Advanced Project Management Program (3 credit hours).*

Questions For The Panel?