

ACEC/M

FUTURE OF ENGINEERING LEADERSHIP INDUSTRY SURVEY & FOCUS GROUP FINDINGS



AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Michigan

AGENDA



Study Overview



Data Insights



Firm Considerations



Association Involvement



Question & Answer

SURVEY BY THE NUMBERS

8

quantitative
questions

2

qualitative
questions

407

responses

1-30+

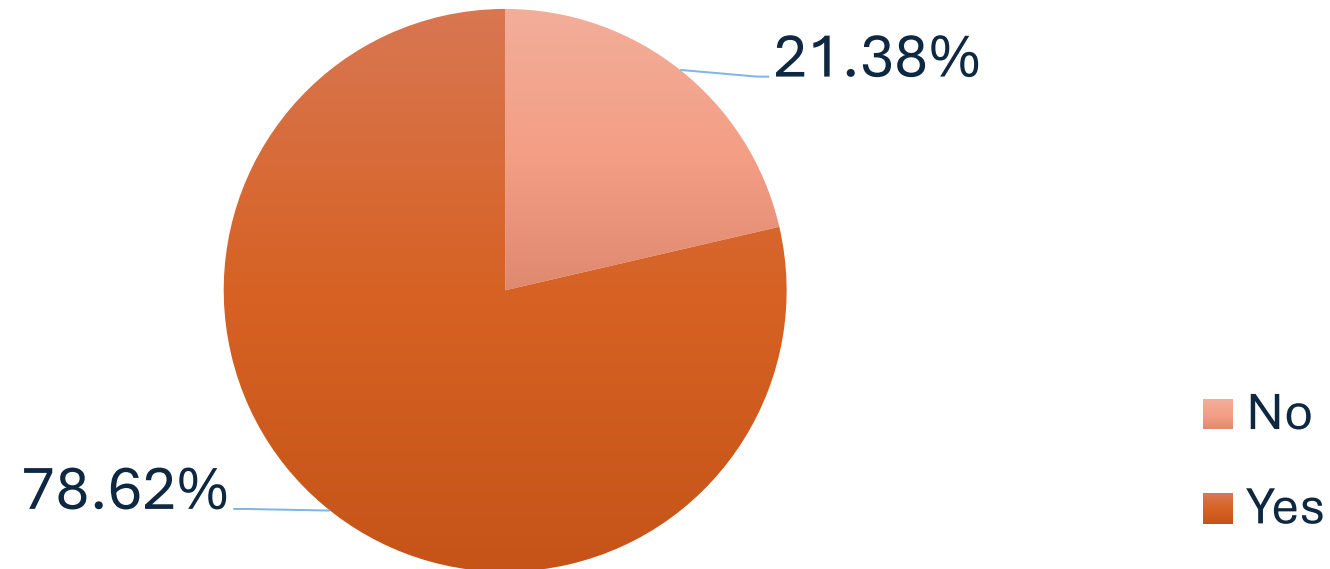
years of tenure

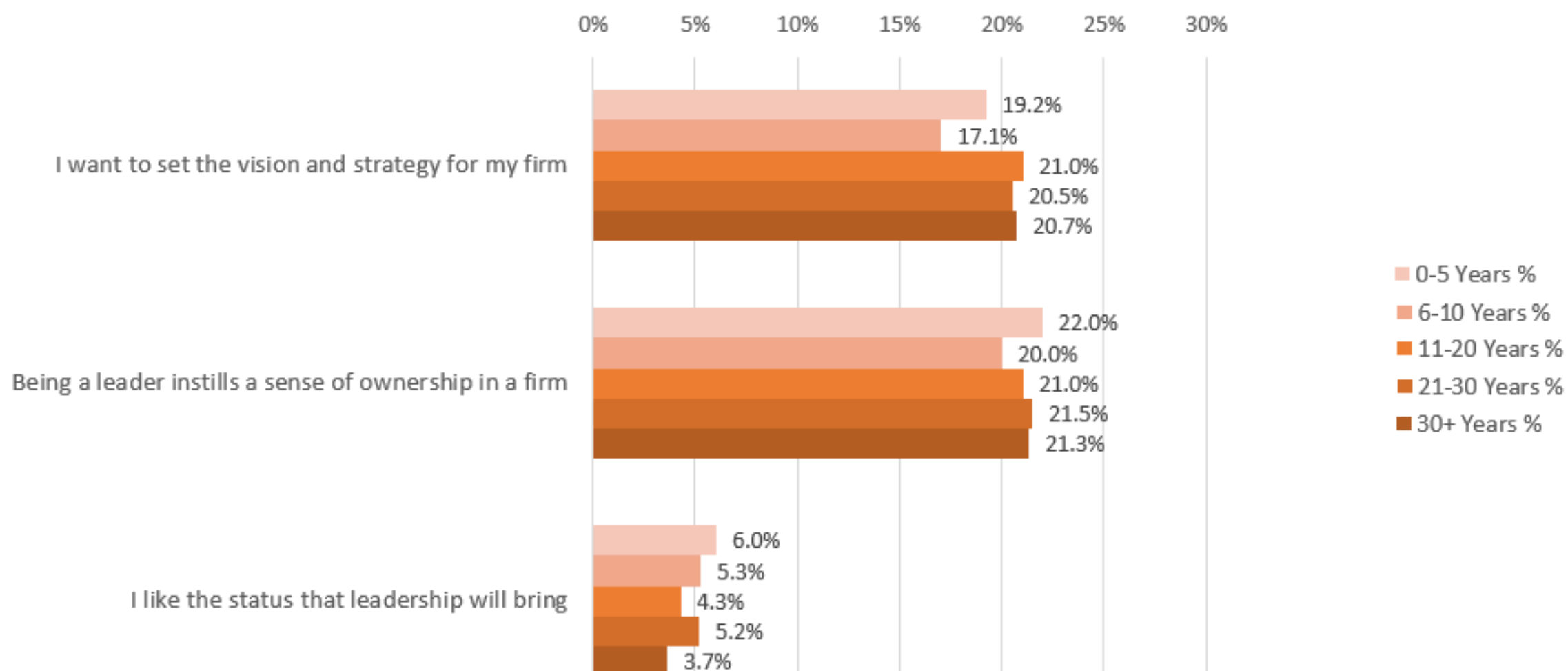
SURVEY INSIGHT

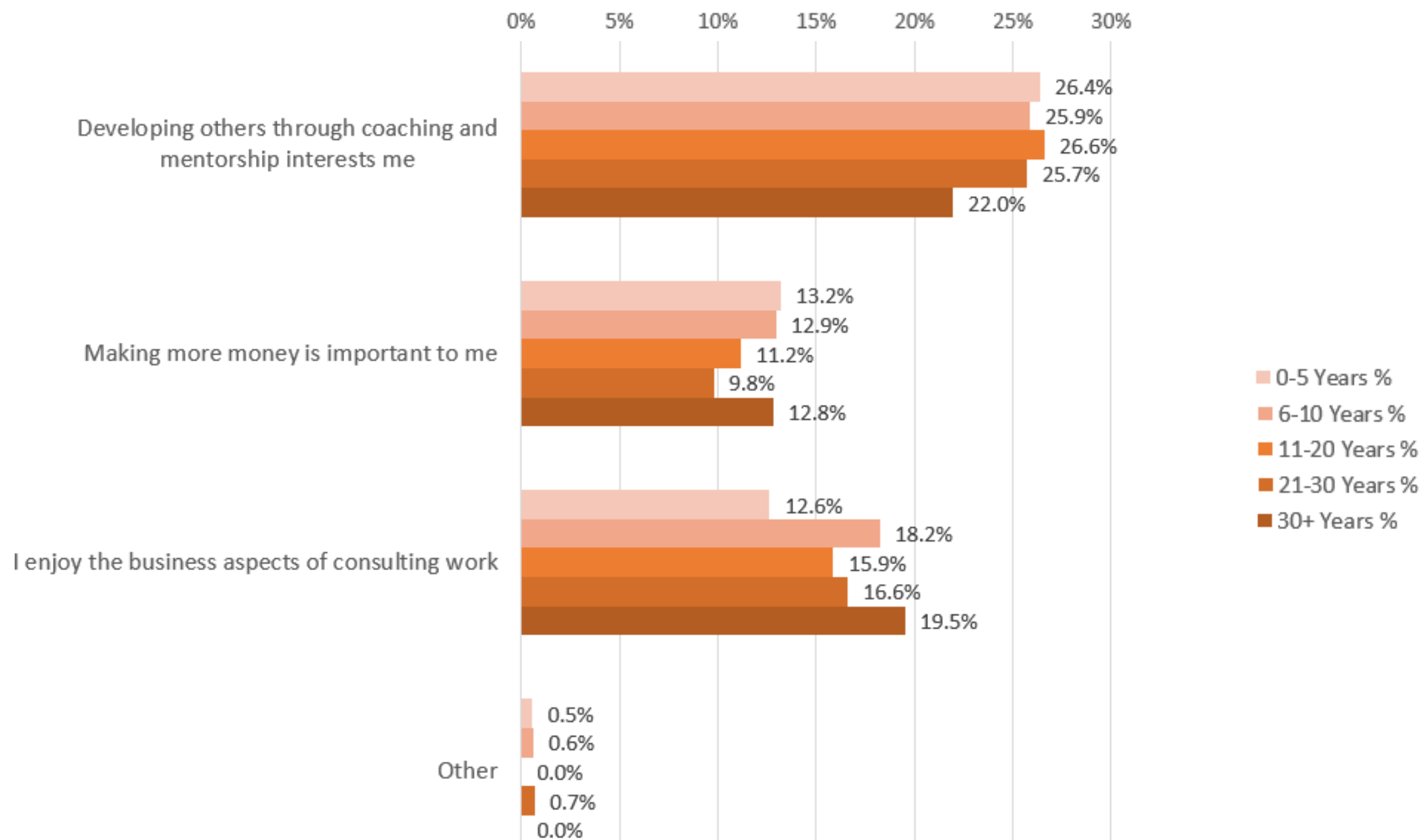


SURVEY HIGHLIGHTS

Are you interested in leadership in the consulting industry?







COMMON “NO” RESPONSES

0 – 5

- Lack necessary experience
- Prefer technical work

6 – 10

- Work/life balance of greater importance

11 – 20

- Time commitment too great
- Desire less stress

21 – 30

- Work/life balance of greater importance
- Past age to pursue

30 +

- Been there, done that
- Past age to pursue

SURVEY HIGHLIGHTS

What
matters
to me in
a firm is:

Benefits

Building professional relationships

Compensation

Growth opportunities

Flexible work arrangements (ability to work remotely)

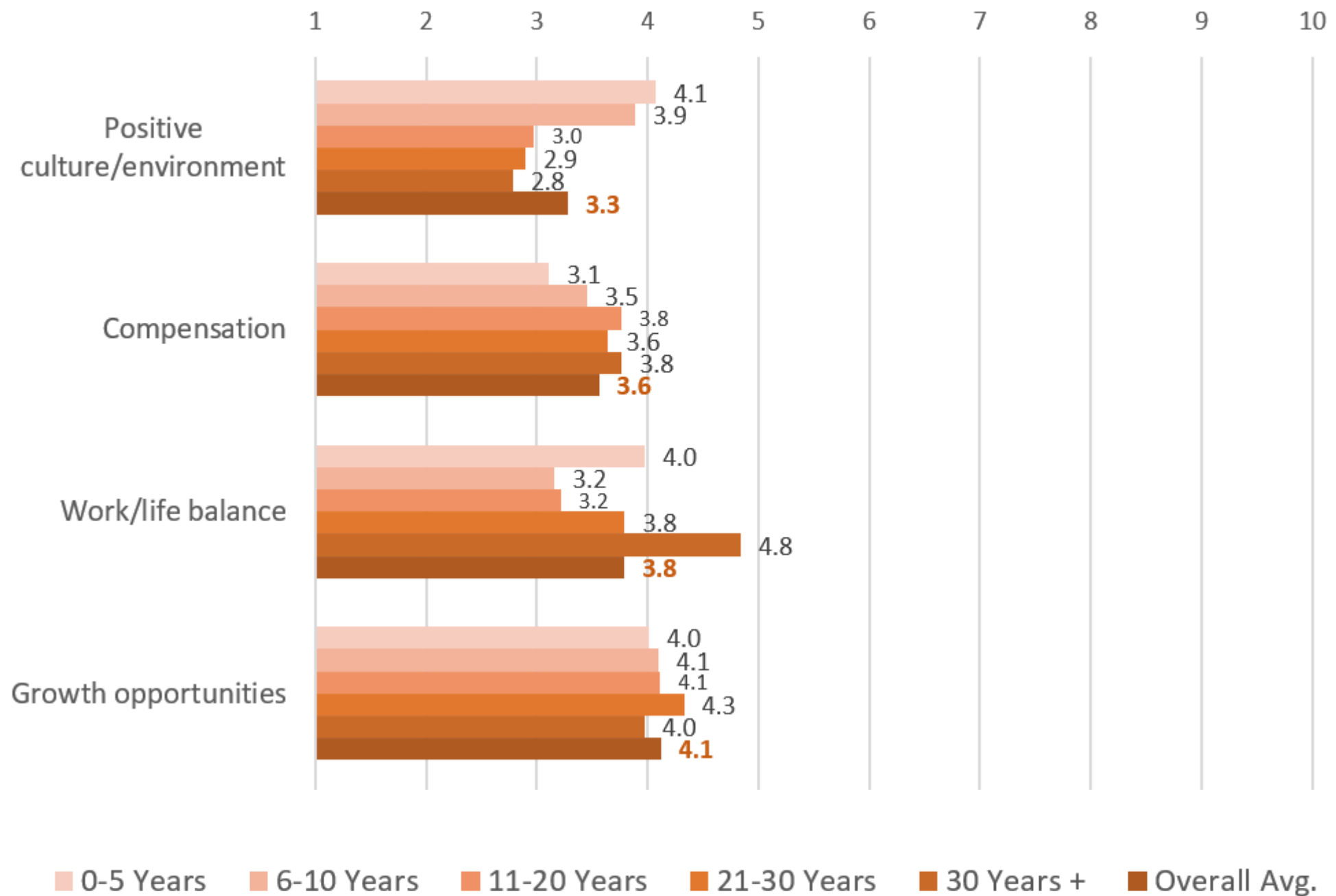
Work/life balance

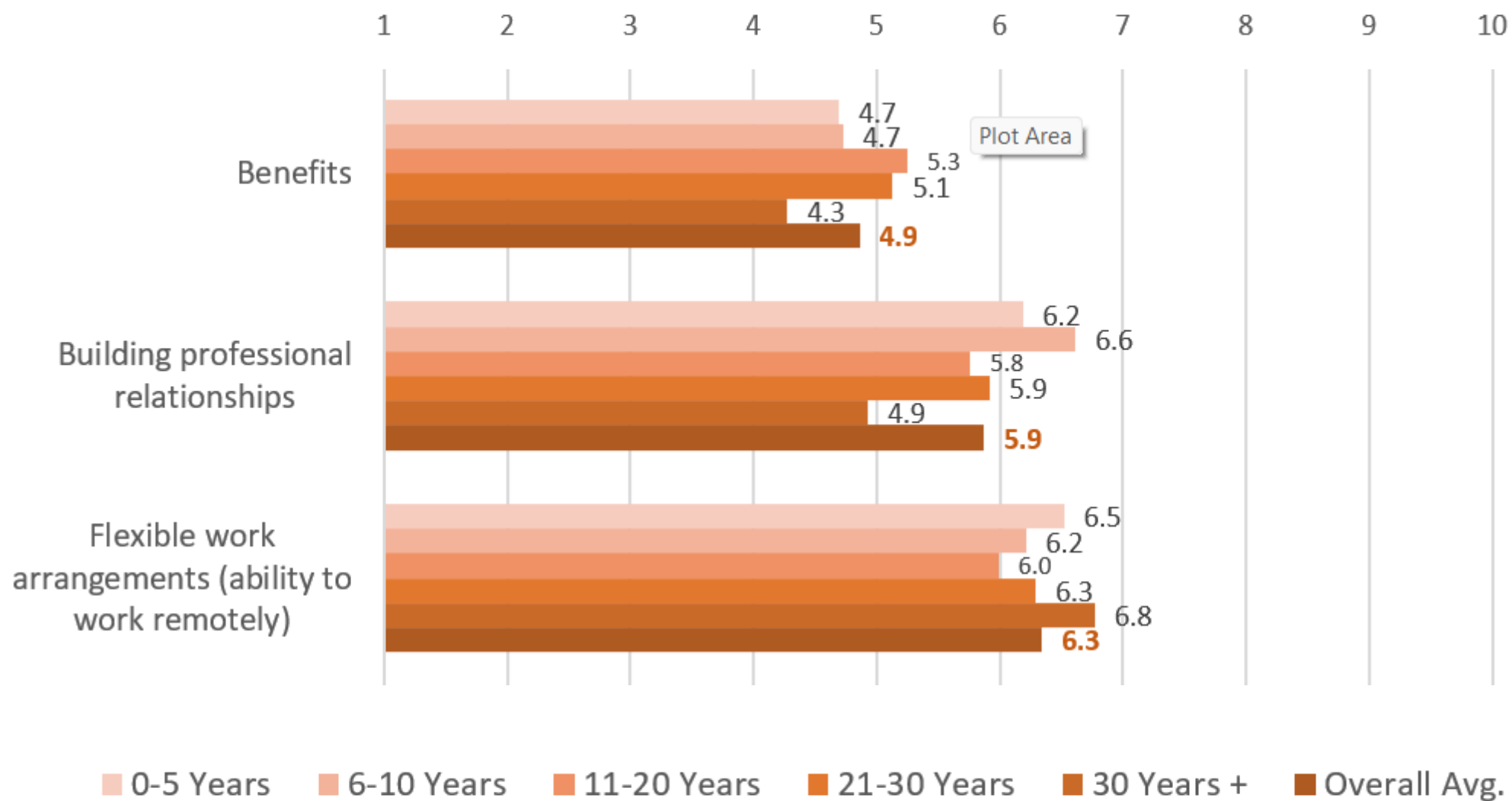
Paid time off

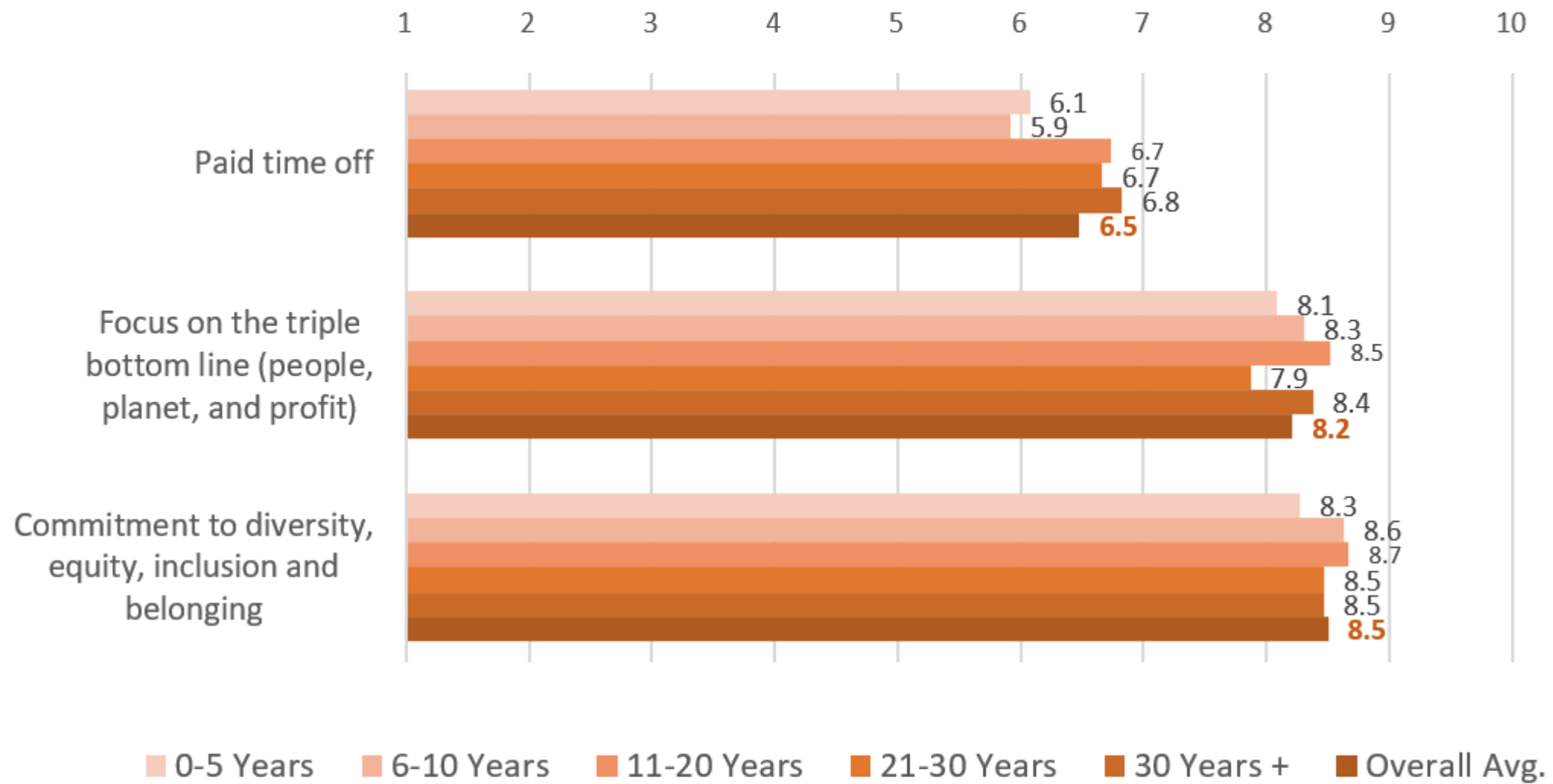
Positive culture/environment

Commitment to Diversity, Equity, Inclusion and Belonging

Focus on the Triple Bottom Line – People, Planet, and Profit

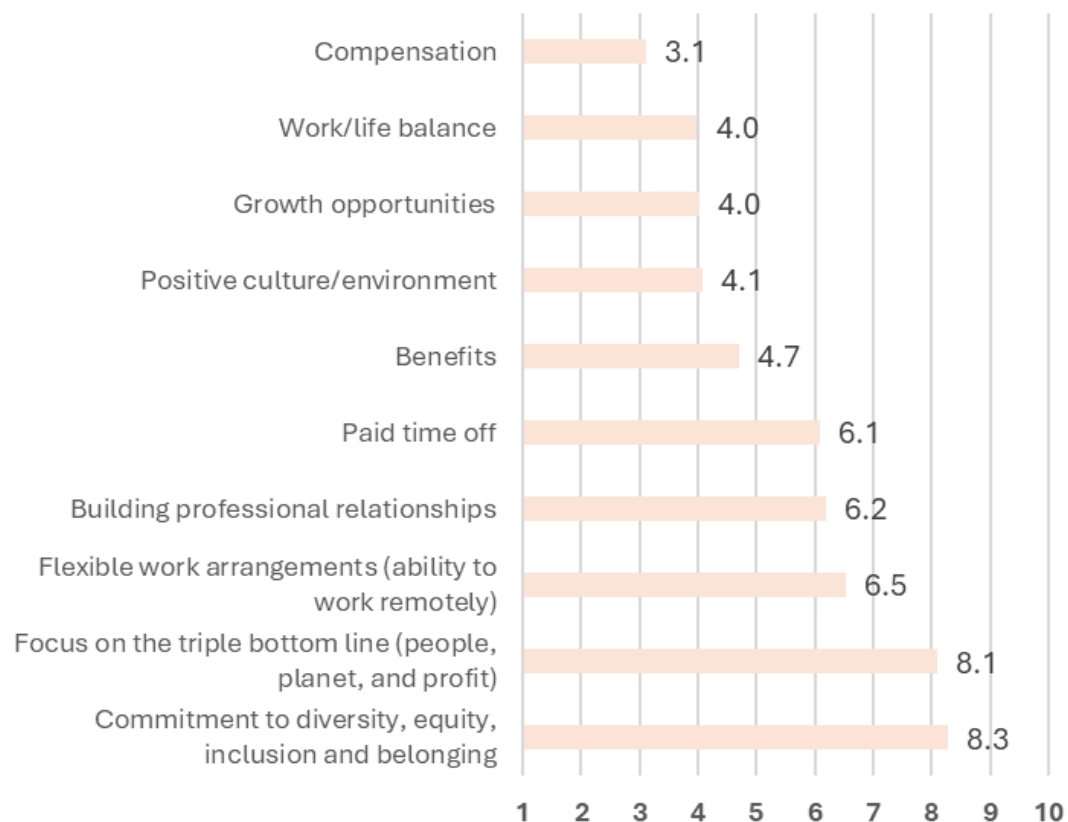




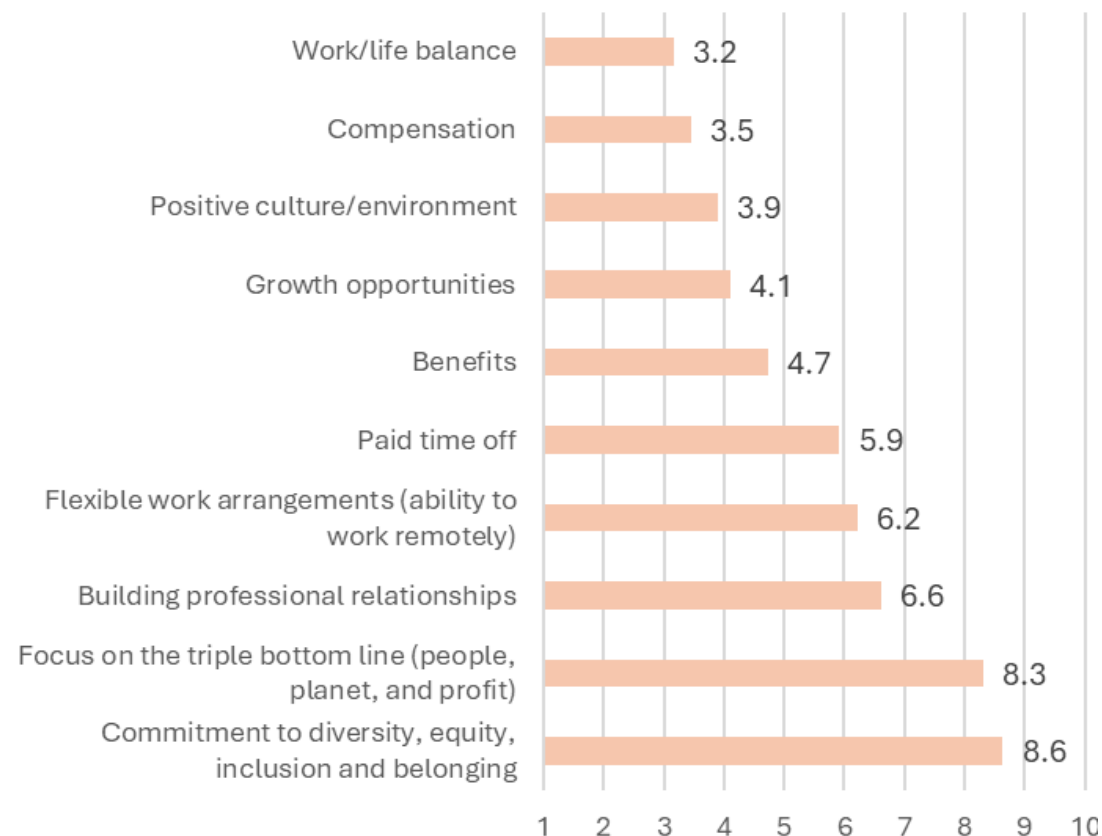


WHAT MATTERS BY DEMOGRAPHIC

0-5 Years Experience



6-10 Years Experience

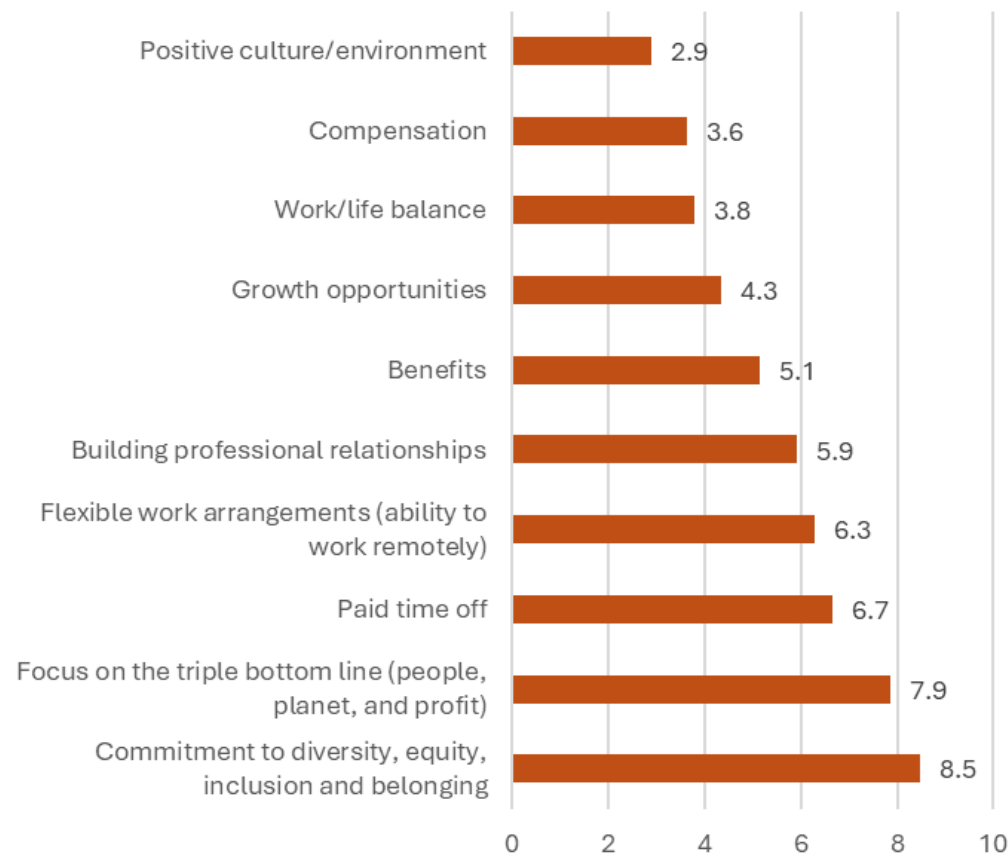


WHAT MATTERS BY DEMOGRAPHIC

11-20 Years Experience

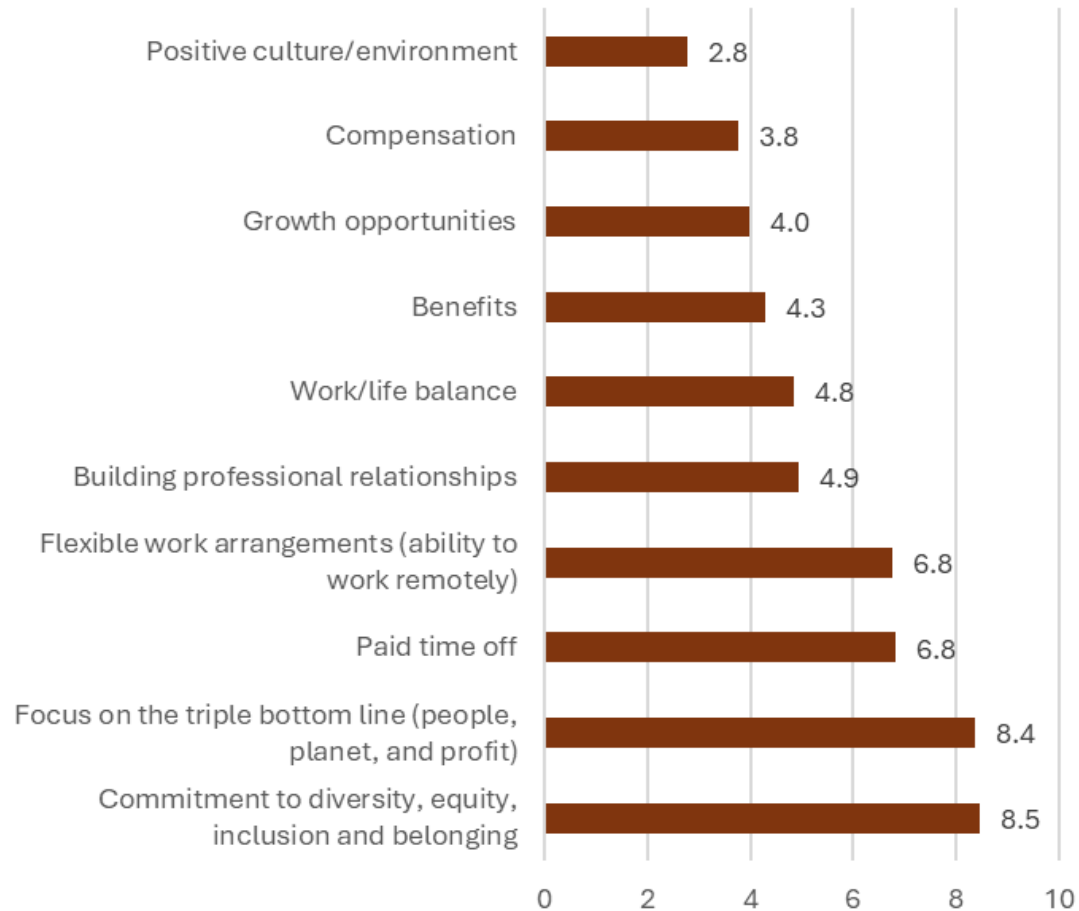


21-30 Years of Experience



WHAT MATTERS BY DEMOGRAPHIC

Over 30 Years Experience



FOCUS GROUPS BY THE NUMBERS

5

focus groups
conducted

25

engineering
professionals in
attendance

13-29

years of tenure

FOCUS GROUP HIGHLIGHTS

Focus Groups

- Query: Generation or Stage of Life/Career?
- Areas of interest:
 - Professional relationships in the AEC industry
 - Work/life balance & flexibility
 - Association membership & involvement

KEY THEME 1: PROFESSIONAL RELATIONSHIPS

1

Lay the
foundation
for growth
and success

2

Form the
basis of
trust

3

Create a
community

4

Offer
opportunities
for learning

5

Provide
stability when
things go
“sideways”

KEY THEME 1: HIGHLIGHTS

- Recognize attractiveness of remote/hybrid work
- Believe early-in-career professionals need in-person interaction for:
 - Learning and growth
 - Career development
 - Building critical relationships
- Responsibility lies with tenured professionals to cultivate understanding and appreciation of building and maintaining professional relationships

KEY THEME 1: RECOMMENDATIONS



Negotiating in/out of office time with young professionals



Enlisting tenured professionals to serve as networking mentors



Inviting young professionals to attend and observe internal and client meetings



Educating the next generation on criticality of building a professional network



Offering networking opportunities during working hours

KEY THEME 2: BALANCE & FLEXIBILITY

**Attendees shared
what these terms
mean to them**

**Overwhelming
desire – and need –
is flexibility**

**Notion of “balance”
in working hours v.
non-working hours
unimportant to
attendees**

KEY THEME 2: DEFINING FLEXIBILITY

01

Options
(hours/schedules/
hybrid/WFH)

02

Requires reciprocal
trust on the part of
firm leaders and
their employees

03

Based on
understanding of
'give and take' – fair
to firm and
individual

KEY THEME 2: DRIVERS & TRADE-OFFS

- FG attendees largely mid-career – most have partners and/or children
- Dedicated to their work & desire authority to manage time to balance career with personal commitments
- To achieve that balance, attendees share they would be willing to make trade-offs, such as:
 - Relinquishing office space
 - Making less money
 - Working part-time (instead of leaving the workforce)
 - Accepting they may not advance as high or as quickly

KEY THEME 2: RECOMMENDATIONS

1

Establish and communicate clear expectations around flexible working arrangements – including any potential trade-offs

2

Consider incorporating flex work into organizational strategies such as attracting top talent or health/wellness initiatives

3

Create formal feedback mechanisms for employees and their managers

KEY THEME 3: ASSOCIATION INVOLVEMENT



Learning and
development
opportunities

Clear
opportunities
for involvement



In-person
networking
events

Access to career
and industry
resources



KEY THEME 3: ASSOCIATION OFFERINGS



Activities over “business” events

Professional development and/or
continuing education

Opportunities to become involved locally

KEY THEME 3: HELPS & HINDRANCES

HELPS

- Knowing someone who is already a member
- If your co-workers belong
- Continuing education offerings

HINDRANCES

- Cost of membership
- Introverts – uncomfortable networking
- Firms that don't see networking as a value-add

Q & A



AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Michigan