



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه

فصل سوم: استفاده از هوش ارزشی (VQ) در مدیریت پروژه
بخش دوم: چه فردی در پروژه ارزش ایجاد نموده و چه فردی باید دارای بالاترین هوش ارزشی (VQ) باشد؟

ارائه دهنده:

سید محمدرضا علوی پور

(PhD, PMP, CMIT)



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چه فردی در پروژه ارزش ایجاد نموده و چه فردی باید دارای بالاترین هوش ارزشی (VQ) باشد؟

What we will learn?

□ Who?

- ❖ Part 1: Who Adds Value?
- ❖ Part 2: Who Seeks High VQ?



Roadmap

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Who?

(Part 1: Who Adds Value?)

CM adds value

- ❑ CMs add **value** starting off as **students**, as we enter the profession, and as we develop throughout our career.

That's what professors, employers and clients expect.



Design
Professional



Contractor



Owner

CM adds value

As Agency CMs or In-House CMs working directly for owners... we don't draw plans, construct buildings, or fund projects...

...we lead the entire team and orchestrate the building process like a conductor directs the orchestra.

As At-Risk or General Contractor CMs...we don't draw plans, but do construct buildings and sometimes even fund projects, and specifically lead the construction team.



CMs orchestrate the building process



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CM adds value

Whether you work for an owner with an in-house CM program, as a consultant providing Agency CM services, or as an At-Risk CM or General Contractor CM (GCCM) you add value by providing the best service you can for the firm you work for and the clients you serve.

We start out as students and then become professionals working for employers and clients who value us most.

What is the difference between students and professionals?

As students

- ❑ The **passion** that drives you to the **CM field** should **start in school** and **then stick** with you for the **entirety of your professional life**.
- ✓ Being **actively engaged in school** is the **first place to begin** demonstrating your **value**.

Being engaged means

- ✓ **Getting involved** in associations, student chapters/clubs and contests that relate to our industry.
- ✓ **Get noticed** by your professors who write the recommendations you need to win that first job.





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As students

Join an organization and be a leader. An impressive list of extracurricular responsibilities that demonstrate your leadership abilities within organizations, and great references from professors and internship programs expressing your drive and high energy will get you through the door.

All students responding to the CMAA Career Survey were actively involved in student clubs and many had internship experience or were employed part-time.

Now you're on the path to the next stage of your development...a professional career.

As professionals

❑ As a **professional** you should have strong understanding of

1. **Your value** and
2. **Contributions you offer** the teams you work with and the clients you work for.

If you don't, perhaps roles and responsibilities aren't **clearly defined**.

Before you accept any job offer or promotion

1. **Meet** with your supervisor and
2. Be sure **expectations** are achievable.

*If they aren't, **rethink** the opportunity or **hit the reset** button and **develop new expectations**.*





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As professionals

The majority of professionals responding to the CMAA Career Survey sought a more senior level position. And most all respondents found their responsibilities to be challenging.

Who?

(Part 2: Who Seeks High VQ?)



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Who seeks?

1. Employers
2. Clients
3. Industry



Employers

- ❑ Clearly **every employer** is seeking the **most qualified individuals** to perform services promised to clients.
- ❖ **Most qualified** can mean **different things** to **different people**.
 - ✓ **Just because** someone has **recently managed** a similar project of the same value and did it well,
doesn't mean they're the **best choice** for the new assignment.

*Even though you have **seniority**, you may not be the **right fit**.*

All business leaders responding to the CMAA Career Survey agreed that the most challenging aspect of their job was talent recruitment followed by staff management.



- ❑ Similarly, **clients** are looking for the **most qualified and best suited personnel** to meet their project needs.
 - ❖ The difference is, they **aren't as attached** or **personally vested** in the individual.

Owners responding to the CMAA Career Survey were all highly credentialed and at a minimum expect the same of their CMs.



- ❑ Our industry **values** and **appreciates** CMs with **high VQ**.
- ❑ CMAA, as the **acknowledged spokesman** of the CM industry,
promotes the profession of **construction management** by
*recommending the use of qualified CMs to lead construction projects and
programs both now and in the future.*

According to the CMAA Membership Survey the average age of our membership is 48.

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Most qualified takes into consideration best fit and right price



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What we will learn?

☐ Why?

- ☐ Part 1: Why Do CMs Need High VQ?
- ☐ Part 2: Why Owners Need CMs With High VQ?
- ☐ Part 3: VQ Surveys?
- ☐ Interview



Roadmap

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Why?

(Part 1: Why Do CMs Need High VQ?)



CMs with a high VQ

❑ CMs need a **high value quotient**

because **adding value is why we're hired** in the first place – plain and simple.

- ✓ Adding value to the **planning, design and construction** process is what we do for a living.

With so many delivery options available to owners today,

*CMs who work for At-Risk CM firms or general contractors need **high VQ now more than ever** to*

*compete against a growing market and an ever-increasing trend to select firms **based on best value and not just on low bid.***

*So, what do they need CMs for?
The answer lies in our history.*



CMs in the history

❑ In the **early 1980s**, when **Construction Management Association of America (CMAA)** was first formed,

our profession **barely existed**.

❖ The **profession arose** somewhat **spontaneously** in response to a vacuum

1. Created by **design consultants** unable to design **within budget**
2. **Low bid contractors** generating far too **many claims**.

By the 1990s owners were demanding more management functions from CMs as the value of construction management became evident within the Architecture Engineering and Construction (AEC) community.



CMs in the history

As we entered a new millennium, we also saw a new era of construction management. As owners lost personnel due to retirements and staff reductions, they found that what they really needed was leadership to manage all the entities involved in the design and construction process from early planning to occupancy and beyond.



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Many owners recognized the high level of technical skills each design and build representative was bringing to the table but realized they often didn't function as a team. And they were right. So, owners started demanding and paying for their CMs to provide leadership to their construction programs.



CMs in the history

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In short, our industry has evolved from valuable project task managers, to project controls specialists, to valuable project and program team leaders of multiple delivery methods.

All professionals responding to the CMAA Career Survey agreed that management and communication skills were essential, supported by technical and field expertise, to offer the most value for their clients.



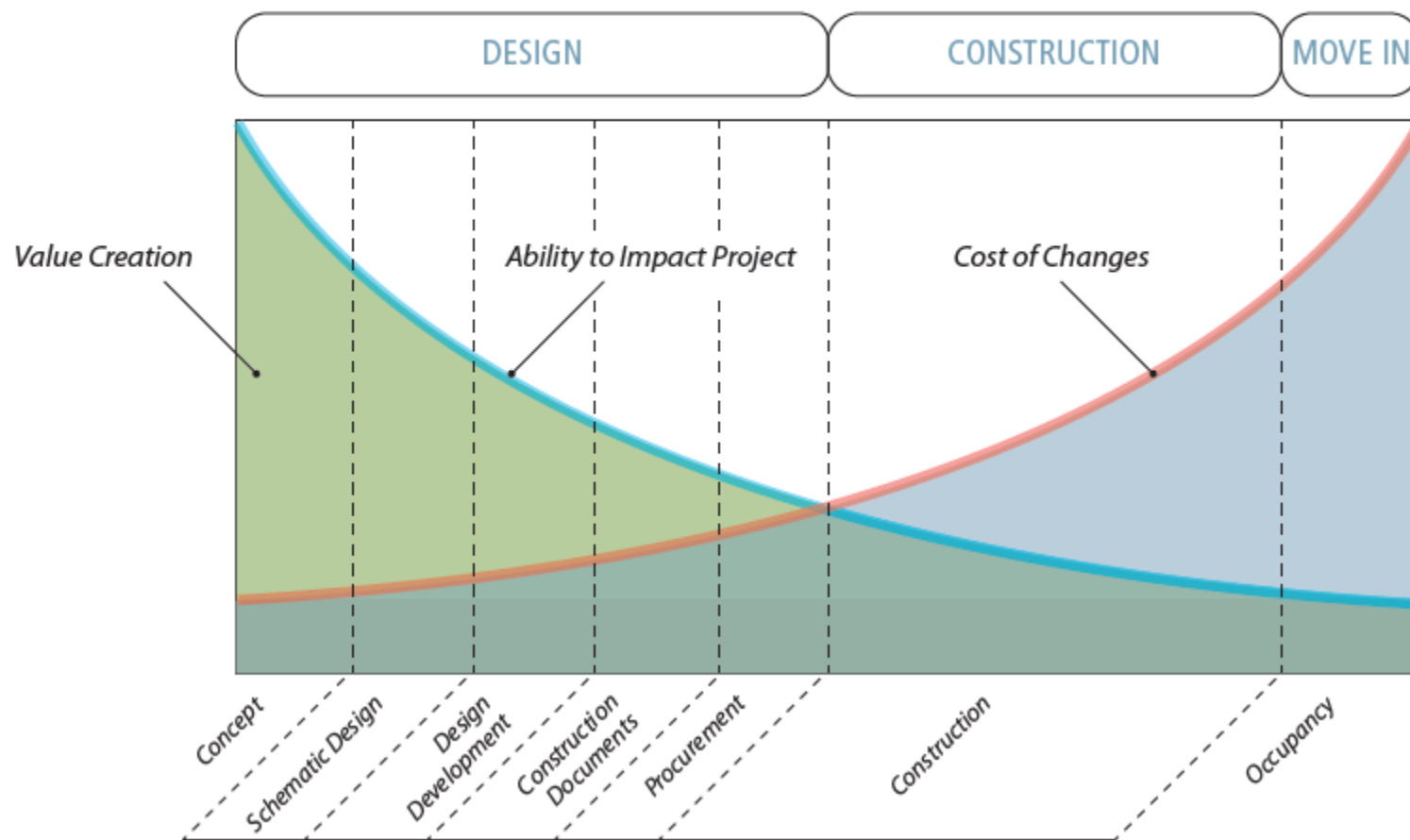
CMs with a high VQ

What will you do to provide more value to an owner's building program?

If you ask yourself that simple question every morning on the way to work, you'll have a long and prosperous career in the CM industry.

CMs with a high VQ

WE HELP OWNERS CREATE VALUE



Why?

(Part 2: Why Owners Need CMs With High VQ?)



Owners need CMs

"You don't go to court without a lawyer, and you shouldn't start a project without a [qualified] CM."

Barbara Reynolds, CCM, PMP

Owners need to be honest about what best value means to them

Contractors need to be honest about pricing

Designers need to be honest about design elements they want to keep

Owners and professionals alike responding to the CMAA Career Survey chose budget and schedule management as adding the most value to their projects.



Owners need CMs

Once the correct tone has been set, someone needs to plan out the work and schedule when and how tasks are to be accomplished with positive results that benefit owners, rather than a series of conflicts, clashes and disappointments.



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Just as conductors are crucial to the successful performance of an orchestra, so too are CMs essential to the successful outcome of a construction project.

To be successful, CMs must effectively lead and manage all the people involved in their project using high EQ. You'll probably find that only five percent of your effort will go to managing the technical aspects of construction and ninety-five percent of your effort will go to leading and managing people to achieve desired project outcomes.



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As leaders, CMs must effectively work with the baggage of all people, who can either positively or negatively influence the outcome of a project. Learn how to read people and just as important, learn how to effectively communicate with your specific audiences.



Owners need CMs

Learn how to write clearly and effectively. This is one of our profession's biggest deficiencies. Do independent study, or go back to school, if you must, but learn how to write well.

Prepared by Dr. Alavipour
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Ask yourself or, better yet, have someone else look for alternate meanings or interpretations when finalizing documentation on complex issues to be sure you're transmitting the intended message.



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One of the unfortunate realities of construction involves disputes. One way a CM can clearly demonstrate value is in the dispute resolution process, when the CM's (hopefully) clearly well written and accurate documentation resolves the conflict.

Why?

(Part 3: VQ Surveys?)



Introduction

❑ CMAA issued a Career Survey in 2019 to learn more about its membership, including

1. Educational backgrounds and licensure,
2. Job satisfaction,
3. Employment and hiring practices, and
4. Desired competencies
5. Delivering professional CM services.

Let's see educational backgrounds and licensure!

Educational backgrounds and licensure

47% Master's Degree (or higher level)
35% Bachelor's Degree
18% Associate in Arts Degree (or no degree indicated)

Educational backgrounds and licensure

67% Construction Management
60% Engineering Programs
2% Other (not including CM or engineering)

Many undergraduate degrees were obtained in civil engineering while graduate degrees focused on business and management skills. The majority of those surveyed graduated from construction management programs and over half included engineering in their program title.

Educational backgrounds and licensure

36% PE (Professional Engineer)
60% CCM (Certified Construction Manager)
33% CCM + license
15% Other or no credentials listed
1% CMIT (Construction Manager in Training)

Most surveyed were either licensed or certified. Many were both CCMs and either licensed engineers, general contractors or architects. These statistics validate the importance of getting credentialed.

Let's see job satisfaction!



Job satisfaction

□ When asked, “*What do you enjoy about your work and the people you work with,*”

these were common responses:

- The **collaborative and friendly** team approach to project delivery
- Working with **knowledgeable professionals**
- **Solving complex** design and construction **issues**
- Opportunities to **build professional relationships** with a **diverse** group
- Mentoring younger **PMCM staff**
- **Building “stuff” together** and seeing the finished product
- Principals of practice remain constant, but **no job is ever the same**



Job satisfaction

❑ When asked, “*What one thing would you change about your job,*” here were some comments:

- Implementation of **management systems** for **information tracking**
- **More business development** opportunities
- Established **accounting and contracting** systems with better **integration** of software tools
- Enhanced **management skills** of **coworkers**
- **More clients** with **industry knowledge**
- **More mentorship and feedback** on **professional goal setting** to raise performance levels
- **More authority and consistency** in the enforcement of **corporate policy**
- Ability to obtain **more diverse experience** at each **project phase** to qualify as a

CCM

Let's see employment and hiring practices!

Employment and hiring practices

Firms

Nearly all organizations hired student interns from construction management programs. Most salaries of new hires ranged between \$50 K and \$70 K with the variance largely in consideration of the geographic region and private vs public sector organizations.



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Students

Student recruits believed they are most likely to enter the profession as junior schedulers/ estimators, or office/ VDC engineers for an At-Risk CM firm or general contractor and had equal preference to being hired by either an Agency CM or At-Risk CM firm.



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Professionals

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Business Leaders

All business leaders agreed that the most challenging aspect of their job was recruiting and managing people followed by expanding into new market sectors, regions and service lines. They reported having developed comprehensive strategic plans and a planned exit strategy.

Let's see desired competencies!

Desired competencies

- ❑ **Management** and **communication** skills were the **most widely selected options** as the top two abilities professionals brought to their organizations followed by technical qualifications with EQ skills outranking IQ skills.
- ❑ Top valued traits were also identified by both **professionals** and **owners**.

Valued traits of a CM ranked in order of importance

- 1 Responsiveness
- 2 Trustworthiness
- 3 Problem Solving Ability

Let's see delivery of professional CM services!

Delivery of professional CM services

- When asked, “What one thing would you like to see improved or changed in the delivery of professional CM services,” the following notable responses were received:
- **More worldwide acknowledgement of the CCM**
 - **CCM to be recognized as a professional license**
 - **More owners requiring CCM credentialed professionals**
 - **Assignment of professional CMs to owner representative roles**
 - **A better understanding of the owner’s representative as servant leader**
 - **A better owner understanding of the realistic amount of time it takes to design and build**
 - **More soft skills training**
 - **CMs to be more actively engaged in the design process**

Survey respondents were also requested to list important lessons learned.



Delivery of professional CM services

- ❑ Many echoed the same **lessons shared by the CMAA Fellows**. Here are a few more:
- **Proper prior planning** prevents piss poor performance
 - **Don't micro-manage**
 - Don't let **disagreements escalate**
 - Trust but **verify**
 - Negotiate using the right **soft skills**
 - **Collaborate**
 - Remember that **safety** always comes first
 - Know and keep abreast of your **scope, schedule** and **budget** as **things change**
 - Get into the **details**
 - Demonstrate your **resolve early** to maintain **quality standards** and establish control

Let's see drawing the next generation to our industry!



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Drawing the next generation to our industry



56% High Pay



50% Good Benefits



41% Clear Path for Advancement



34% Satisfaction Derived from a Career
that Involves Making Something



42% Ability to Work with Advanced Technology

Let's see one interesting interview!

Why?

(Interview)



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Introduction

Edgar Small is an Associate Professor of civil engineering at the University of Delaware and is the Director of the Construction Engineering and Management program. He holds a PhD in civil engineering and infrastructure management from the University of Buffalo where he also obtained his Master of Science in civil engineering and construction management, and Bachelor of Science in civil engineering with a concentration in structures. Prior to teaching at the University of Delaware he was an Associate Professor at the American University in Dubai and was the program coordinator for the Master of Science program in construction management. In his earlier career he was a senior structural engineer for the Federal Highway Administration.



Questions

When did you know it was time for you to switch to a teaching career?

I had never thought about teaching for most of my life until I had the opportunity to teach a class in graduate school while pursuing a Ph.D. I found that I absolutely loved teaching and always had it in the back of my mind that I would like to enter academics. When the right time and opportunity came, I left my position with the Federal Highway Administration to teach full time overseas, where I built a graduate program in Construction Management. I moved back to the US to build an undergraduate program in construction engineering at the University of Delaware, which we launched in 2017. I still stay connected to the professional practice of CM to ensure that what is taught in the classroom ties in with the reality of what goes on in the field.

Questions

Upon graduation what key traits do you expect your students to embody when representing the professional practice of CM?

I am looking for students to not only have mastery of the technical skills but also competency in the soft-skills, such as giving presentations and technical writing. We provide them with the tools to kickstart a career but expect them to foster their leadership capabilities through lifelong learning.

We asked contractors in our area what they look for in a graduate. The number one response was work experience, so we included a required 26-week co-op for all our students. The second highest rated response was communication skills which we work on throughout their four-year baccalaureate program.

We need students who are comfortable with technology to move us into the future and help transform our industry.



Questions

If there's only one thing you could tell a graduating student before entering the workforce what would that be?

That's actually a difficult question to answer. There are so many things that come to mind, and it's hard to narrow it down to just one. I guess I would tell them that they should never stop learning, that they have incredible promise and to shoot for great goals in life, and to make sure that they take time to have fun in and out of work.

How can we improve CM educational programs?

The goal of any educational program is to prepare the student for success in the discipline or in the application of the subject matter. We should always be seeking to become better educators, which involves adjustments to better address differing learning styles in the classroom. I do not think that we improve the educational programs by adding more content but by rather incorporating different and more diverse educational learning experiences that are technology driven. Technology can enhance the learning process but also needs to be at the center of performing construction management tasks. For instance, a virtual reality system can help a student understand construction safety experientially, which adds significant value to the educational process. Students must also be prepared and have proficiency in the tools that they will use to drive projects towards success in the future, such as BIM and cloud-based plan/collaboration tools. I also think for construction management, the education in the classroom must be complemented by experiences in the field and educational programs should take the opportunities to partner with employers.

Questions

Are students today different from past generations?

*Students of all generations and across all cultures want to learn, be prepared for their careers, and achieve their maximum potential.
It's only the value systems and the way they approach life that changes.
Today, in lieu of taking notes, pictures of slides are taken during lectures.
Emails are rarely responded to, but texts get immediate attention.
As they learn differently we must adapt our teaching styles.*



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What we will learn?

- ☐ When and where?
 - ☐ Part 1: When and Where Does VQ Apply?
 - ☐ Part 2: As Students
 - ☐ Part 3: As Professionals
 - ☐ Part 4: As Business Owners

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PART 3 – VQ SURVEYS

CHAPTER FOUR – WHEN AND WHERE?

PART 1 – WHEN AND WHERE DOES VQ APPLY?

PART 2 – AS STUDENTS

PART 3 – AS PROFESSIONALS

PART 4 – AS BUSINESS OWNERS

CHAPTER FIVE – HOW?

PART 1 – HOW CAN A CM BEST APPLY VQ CONCEPTS?

PART 2 – EARLY CAREER ADVICE

PART 3 – MID-CAREER ADVICE

PART 4 – MATURE CAREER ADVICE

When & Where?

(Part 1: When and Where Does VQ Apply?)



Introduction

Starting as a student, throughout your career, and then as you begin to impart your knowledge to the next generation. In other words, in school and in the workplace, always and forever.

- ❑ According to CMAA nearly **40% of high performing teams** require trust. CM is a team sport. To build trust one must:

As reported by FMI during the CMAA Focus19 Spring Symposium in Boston.

Demonstrate competence [IQ]

Display authenticity [EQ]

Serve others [VQ]

Do YOU have the skill sets (IQ) and temperament (EQ) to add significant value (VQ) to the teams you work with?

Student with IQ, EQ, and VQ

Do YOU have the skill sets (IQ) and temperament (EQ) to add significant value (VQ) to the teams you work with?

But I'm still just a student...

- ☐ Now's the **time to start thinking** about your **value**.
- ☐ It should help you decide **what type of job you wish** to obtain upon graduation.
- ☐ Do you, or will you, offer **enough value to an employer** by the time you graduate to enable you to **pay back** your student loans
without having to move back home or share an **apartment with roommates?**

I want to make a shift in career path...



Shift in career path

I want to make a shift in career path...

- ☐ This is **quite common**.
- ☐ If you do it **carefully and intelligently**,
it can be a quick way to **boost your career and compensation**.
- ☐ **After you review and evaluate your strengths and weaknesses**,
get **input from others** you trust.
If possible, **speak to your mentor**.
- ☐ As far as **compensation adjustments** go,
it **doesn't hurt to** be aggressive but don't be stupid!

What if I want to be a key role in the largest international group?



Dream in your career

- ❑ You should also consider what is **realistically possible**, and **what isn't**.
- ❑ The **Executive Vice President** role of the **largest international engineering and construction company** may be in your **future**,
but not **within the next five** or **maybe even 10 years**.

As Theodore Roosevelt used to say:

*"Keep your eyes on the stars but
remember to keep your feet on
the ground."*

Be sure you're well suited to the opportunity
and that the experience you'll gain fits your
long-term career goals.

Let's see an example in shifting career



Shifting in career

Let's see an example in shifting career

While serving as a CM in the field for a general contractor, you may have become interested in transitioning into an owner's representative role. Do you know what that entails? Do you think you have the skill sets and temperament to succeed in such a role? Your success will depend on your ability to add value to the owner's building program.

Perhaps you've been a project and/or construction manager for nearly 20 years and get reassigned, and possibly relocated to a new project every few years. Now you want to be stationed at the corporate office to oversee projects managed by others.

Now I want to do it my way...



Want to do it my way

Now I want to do it my way...

Maybe you've decided to start your own business. There are many reasons individuals go off on their own.

1. Your new company would have the **capability to provide services** that are needed in a **geographic region** that currently has **less qualified providers**.
2. You may have a **relationship with an owner** who **trusts you** to get their critical program done properly, **without regard to the newness** of your organization.

Want to do it my way

Now I want to do it my way...

Never start a business unless you know you have something to sell that trustworthy clients are willing to buy at a price you're willing to accept.



Good managers mentor



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Conclusion

When do you need to consider your VQ?

*At each stage of your journey
keep your skill sets sharp, your
passions high, and always
recognize your unique talents.*

Where along your path does VQ kick into gear?

*As students, professionals and
as business owners.*

When & Where?

(Part 2: As Students)

As Students

Seek Mentorship

Become an Intern

Network

Find Your Career Path

Stay on Track



Let's look at seek mentorship!



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Seek mentorship

Before seeking mentorship, first, determine if your current major is suitable to your goals. This may be reflected in your school degree program, or you may seek to transfer to an alternative program. Once you're satisfied with the program you've selected then begin to search for a mentor. Your mentor may be from local industry, or perhaps is a faculty member at your institution.



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The right mentor can help you locate an internship or your next job opportunity. They can connect you with their network and most importantly can help you stay on track.



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Youth doesn't always seek advice from elders especially parents but will more readily listen to a respected mentor. Once you secure a mentor be diligent in your follow through. Don't expect the mentor to track you down and keep tabs on you like a parent.

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The mentor-mentee relationship is far more professional. It falls upon you, as the protégé, to stay in touch with the mentor and ask for advice when needed. The mentor is there to offer advice when asked. Typically, mentors do not provide unsolicited input.



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Let's look at become an intern!



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Become an intern

Once you have some direction think about appropriate internships to help fill in education gaps to gain insight into the CM world. Find out what it's like to work with owners, owner's representatives, design consultants, and contractors. The best way to find out about opportunities is through your network.



Become an intern

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Once you have an opportunity to work on a project seek out challenges. Ask what assistance you can offer to solve a problem or work on a difficult issue. You shouldn't just be like any other intern, you need to stand out if you want to secure a full-time position when you graduate.

Let's look at network!



Interacting with industry professionals is the best way to meet potential employers and mentors. Research your local regional chapter of the American Institute of Architects (AIA), Association of General Contractors (AGC), Construction Management Association of America (CMAA), or American Society of Civil Engineers (ASCE), just to name a few.



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Think about how to become a contributing member to an organization and not just show up to events or participate in competitions they sponsor. Join a committee or a Board, be active and demonstrate your value.

Let's look at find your career path!



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Find your career path

Most likely at this early stage you've had limited exposure to the profession. There are so many job permutations available in our industry, starting your journey on the path most suitable to your interests may help you attain your goals faster.

Let's look at stay on track!



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Stay on track

Be flexible with your career management plan.
Don't be afraid to make a change if you feel
pigeon-holed but be thoughtful about the
change – and think about what you want to
gain from the change.

Let's see an interview with a successful student!

Student interview

Julia Lind is pursuing her Bachelor of Science degree in civil engineering and building science from the University of Southern California (USC) and is seeking to obtain her CMIT. She holds a part-time internship position as a project engineer with Turner Construction. The field of construction in her view, "is much more dynamic, personable and challenging on a day to day basis," than the field of engineering based on her previous experience interning for a structural design firm.



Student Interview



Questions

What was the deciding factor that inspired you to pursue a degree in civil engineering and building sciences and do you plan on continuing your education beyond graduation?

I grew up thinking I'd become a doctor. When I was a junior in high school I attended a summer medical camp where I found out I couldn't stand the sight of blood. I realized I came from a family of engineers which was probably why I was good in math, and since I was interested in

buildings I decided to apply to a college with interdisciplinary studies in architecture, construction and engineering. As I complete my junior year at USC I'm looking into graduate studies in construction management.

Questions

What do students offer today that is different from past generations?

We have a much better grasp on technology and recognize that in the future the industry will need to step up its game with improved visualization through the use of 3 D modeling and virtual reality.

Questions

As a recent member of CMAA what does the professional practice of CM mean to you and what value does CM, in your opinion, offer the industry?

This will be my third year as part of the CMAA club at my institution which is where I've learned the most about the profession. In practice, CMs require strong organizational skills to manage the crazy moving parts and pieces of the construction process. CMs bring value to our industry through mitigation of risk and reduction of waste, and by ensuring owners receive the best value for their dollars.



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Questions

Do you have a preference to work for an At-Risk CM vs an Agency CM firm?

Being out in the field is most desirable at this early stage in my career, and At-Risk CM or general contracting opportunities appeal to me most.

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Questions

If there's only one thing you could tell a new student considering a degree related to the built environment what would that be? And what would you say to a future Freshman undergraduate?

If you know right out of school that you want to be a construction management professional, then you could apply to any number of undergraduate CM programs. But, if you're like me you may need to try the design path first. If I had it to do all over again I would still choose the path I've taken since I now have a broadier perspective of the entire building process and a grasp of what designers grapple with.

I would tell a Freshman to join an association or club to gain exposure to the profession and specifically to projects, since introductory courses are dry and unrelatable.

When & Where?

(Part 3: As Professionals)



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Roadmap

As Professionals

Early Career

Mid-Career

Mature Career

Post Career

Transitional

Let's see some general recommendations first!



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General recommendations

At any stage in your career it's important to self-assess and evaluate your progress. Put your ego aside and really listen to your peers, supervisors and advisors. It's crucial to be able to take criticism and understand your limitations if you want to grow and enhance your skills. None of us are perfect and there's always room for improvement.



General recommendations

At any stage in your career it's important to self-assess and evaluate your progress. Put your ego aside and really listen to your peers, supervisors and advisors. It's crucial to be able to take criticism and understand your limitations if you want to grow and enhance your skills. None of us are perfect and there's always room for improvement.

First and foremost, develop your own Career Management Plan. You've hopefully learned by now how to create Project Management Plans. You may have worked with a senior project manager or director to develop a Plan, including project goals and objectives, masterplan milestones and detailed construction schedules, project budgets, quality control metrics, communication plans, and more. So why not apply those skills to the most important project in your life - YOU!



General recommendations

At any stage in your career it's important to self-assess and evaluate your progress. Put your ego aside and really listen to your peers, supervisors and advisors. It's crucial to be able to take criticism and understand your limitations if you want to grow and enhance your skills. None of us are perfect and there's always room for improvement.

As with any management plan, your Career Management Plan should be updated regularly, probably annually. It really is a great personal management tool. And it's fun to review years later and witness how you changed through the years!

First and foremost, develop your own Career Management Plan. You've hopefully learned by now how to create Project Management Plans. You may have worked with a senior project manager or director to develop a Plan, including project goals and objectives, masterplan milestones and detailed construction schedules, project budgets, quality control metrics, communication plans, and more. So why not apply those skills to the most important project in your life - YOU!

Let's look at early career professional interview!



Early career

- ❑ Ideally you **find a job early in your career** that offers exposure to **all facets** of the profession.
 - ❖ Learn scheduling, estimating, and project management processes and techniques from **design through construction and closeout** for a **variety of project types**.

If the **firm you're with doesn't provide you** with the breadth of experience you desire,
then it might be **time to make a change**.

Let's see an interview with early career professional!

Early career professional interview

Kevin Nolan graduated from Northwestern University with a Master of Science in executive management in design and construction and received his Bachelor of Science in civil engineering from Marquette University. He's a resident engineer with STV in Chicago, Illinois and manages the Midwest CM transit group. He's also an active board member of CMAA's Chicago chapter.





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Early career professional interview – Questions

What led you to the CM profession?

I started out on the design side working on commercial and residential projects and then shifted to construction management on public projects when there was a downturn in the economy in '08. I have been an owner's representative on transit, roadway and airport projects ever since.

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Early career professional interview – Questions

Does the profession meet your expectations, and did you come across any obstacles and/or pleasant surprises?

Being a CM has surpassed my expectations. As CMs we're able to manage the design through construction process, find and resolve issues in real-time, and have a direct impact on owner decisions. I enjoy finding solutions during design but seeing a concept built with my team's input is even better.



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Early career professional interview – Questions

Are you planning to obtain your CCM, and why do you think it's important?

Absolutely. I have submitted my application, taken the 3-day Professional CM Course, and am currently studying for an upcoming exam. As an active CMAA board member of the local chapter here in Chicago I'm committed to this profession. Obtaining my CCM is encouraged by my employer. At STV, CCM is a companywide initiative, and we see the direct benefit of having qualified staff and encourage our owner partners to request CCMs in their RFP documents.



Early career professional interview – Questions

As a CM practitioner what value do your skills bring to the organizations you represent?

With my technical background and knowledge of cost, schedule and quality I'm able to reduce client risk from the early planning phase when financing is being secured through closeout and beyond occupancy. The safety and security certification process of today's transit projects require accountability over the long term by applying continuous risk mitigation strategies.



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Early career professional interview – Questions

If there's only one thing you wish you had learned about before entering the workforce what would that have been?

Most undergraduate programs do not include useful business courses, such as Negotiations, that were included in the Northwestern Executive Management curriculum. If enrolled in construction management or design programs today, I would encourage students to explore business related courses. Successful design project managers also need to convince the owner of their design and negotiate the original contract value and any scope changes with the client while maintaining the relationship.



Mid-Career

☐ At this stage of your career **you may still be**

1. **Seeking** your **specialty** and
2. **Discovering** what **offerings** you

can provide that are unique and of **value** to your employers and/or clients.

Have you met your **personal goals**?

☐ Reassess and make sure you've kept your **options open to adjust** if needed.

Have you become too **specialized in one area** and are you **still fulfilled and challenged**?

☐ Consider what it takes to **advance to the next level** if that's what you seek

Let's see an interview with mid career professional!

Mid-Career professional interview – Questions

Angel Ayala is a graduate of California State University Chico where he obtained a Bachelor of Arts degree in international relations and affairs. He then obtained a Master of Arts in public policy from Cal Poly San Luis Obispo and is pursuing his CCM. He is a senior energy project manager at Cumming Corporation and leads renewable energy and sustainability projects throughout southern California.



Mid-Career Professional Interview



Mid-Career professional interview – Questions

How did you arrive at a career in CM given your educational background and why do you want to become a CCM?

I was interested in city planning which is reflected in the degrees I obtained. When I graduated from college it was at the peak of the market and I thought it would be great to continue my education to gain a competitive edge only to learn that '09 was not a good time to seek employment. It took a solid two years to find a good opportunity interning for a solar start-up. Following this opportunity, I consulted for a small firm helping a municipality write grants and implement "reach goals" for the city to exceed code mandated energy requirements. That experience opened the door for me to work for Cumming which exposed me to the world of construction management and a strong desire to become a qualified professional construction manager by obtaining my CCM.

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Mid-Career professional interview – Questions

Looking back, would you do anything differently?

I could have pursued an education in mechanical engineering or possibly law but it most likely would have taken me down a different path without the passion I have for what I'm doing now. So, I guess maybe I would say, no, I wouldn't change a thing. I enjoy what I'm doing because passion for policy making led me to energy, to municipality work, and now to Cumming where these are all tied together under the project and construction management umbrella.



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Mid-Career professional interview – Questions

Describe the unique skills you bring to the professional practice of CM that adds value to the clients you work for?

With a background in public policy I'm better positioned to help my clients understand both qualitative and quantitative results. I can assess the standards applied to buildings with an understanding of the "why" through my expertise in both the social and building sciences.



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Mid-Career professional interview – Questions

If there's only one thing you wished you had accomplished by this point in your career, what would that have been?

Perhaps, being an owner of my own company. I'm surrounded by entrepreneurs and eventually believed I would do the same and maybe one day I will, but for now I enjoy the autonomy afforded to me by this profession. As a CM I take ownership of my jobs, I'm held accountable for the projects I manage, and I take pride in being valued by my clients.



Mature career

- ☐ You're an **expert in your field** and have **much to offer** any organization or client.

*How can you **leverage your capabilities** and **knowledge** to benefit those around you which will further maximize your value?*

- ☐ Consider
 1. Your **strengths** and **weaknesses** and
 2. What may be **holding you back** from achieving your **goals** if you **aren't satisfied**.

Let's see an interview with mature career professional!



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Mature career professional

Adrian Grimes received his Bachelor of Science in civil engineering from Auburn University and a Master of Business Administration from the University of Phoenix. He's a CCM and is an AECOM Program Director in the Dallas/Fort Worth Area overseeing a multi-million-dollar community college bond program in Collin County, one of the top 10 fastest growing counties in the US.





Mature career professional – Questions

What was your journey to the CM profession?

When I graduated from college nobody knew what CM was. There were two options when you graduated from a civil engineering program – work for a design engineer or a contractor. My first job was with a large Engineering Procurement and Construction (EPC) firm and then I decided to work for a General Contractor (GC) who self-performed 90% of the work. I've held a variety of positions over the years with a good mix of owner and GC exposure. I only recently became an owner's representative in my current role with AECOM. I was first exposed to CMAA through Bob Fraga, FCMAA, while working at the postal service and have been active ever since.



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Mature career professional – Questions

What are your biggest challenges as a corporate leader?

Finding good people to staff jobs. There's a big gap between millennials with technical skills and older professionals with lots of experience but who are too expensive to fill billable positions. What we're missing are the mid-level professionals who did not enter the profession due to the recession in the '90s. I expect we'll have another gap down the road due to the recession in '08.



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Mature career professional – Questions

If there's only one thing you could tell your employees to watch out for when overseeing a complex program what would that be?

There are so many things I could say, but I guess the easiest answer would be, managing the expectations of key stakeholders. Not every stakeholder of course, since you can't please everyone, but certainly the key players. Only promise what you can deliver.



Mature career professional – Questions

What trends are impacting CM in your region?

State and local governments are finally starting to employ Design-Build and CM @ Risk delivery methods which is a positive change. It's been a tough road these past 20 years for these delivery methods to gain acceptance in this area of the country. On the negative side, a lot of private companies are moving their corporate headquarters to Texas since there's a healthy economy, good weather and no state income tax. While this is great for business, it hurts the cost of delivering projects within budgets that may have been established several years before the project actually breaks ground. Many trades can increase their overhead and profit markups because there's so much work to choose from.



Mature career professional – Questions

How do you give back to the profession to ensure the next generation of CMs will be prepared to address future challenges, and what does your CCM mean to you?

I'm a co-chair on the CMAA Professional Development Committee that supports continued learning and development for both young and experienced professionals. I'm a big proponent of lifelong learning. I also mentor CCMs and CMITs. I'm on the advisory council of two higher education CM programs and am also an ABET Accreditation Program Evaluator (PEV).

I obtained my CCM credential to differentiate myself from the pack and because I believe in the professional practice of program and construction management. I got involved in CMAA because it promotes the professionalism of construction management and treats construction less as a commodity and more as a practice.



Post career

- ☐ Once you've transitioned away from managing operations or full-time assignments,

you may have the option to

1. **Select specific projects** that need **troubleshooting**, or
2. Be on the sidelines **offering mentorship** and **support** to the team,
or
3. Both.



Transitional career

- ☐ Have you reached a **point** in your career where you'd rather just **work for yourself**?
- ☐ Have you thought about **what it will take** if you want to **grow beyond just you and the projects you manage**?
- ☐ What about taking on **more projects** and **needing to hire employees**?
- ☐ How do you **win** that **next job**?
- ☐ How do you **manage people**?
- ☐ How do you **keep cash flowing** to **meet payroll** as you grow?

*Let's not forget that as an **entrepreneur** of a growing business there are **many challenges** to confront.*

When & Where?

(Part 4: As Business Owners)



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
چه زمانی و کجا به هوش ارزشی (VQ) در پروژه نیاز است؟

Roadmap



Let's look at emerging phase!

Emerging phase

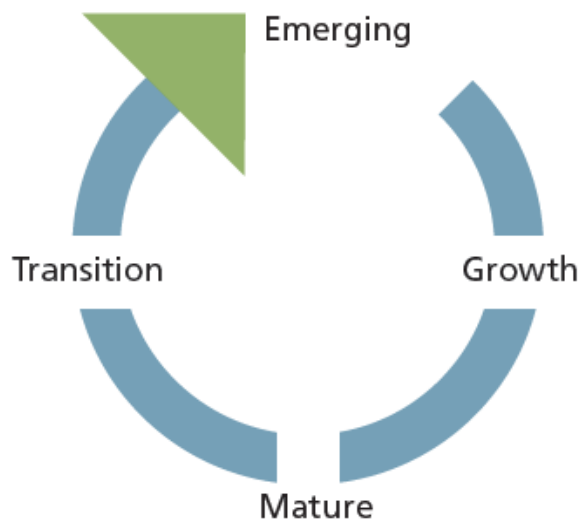
□ When

1. Demand is high, or
2. Circumstances dictate,

that's when it's ideal to **start your own firm** and

is most rewarding if you do so with

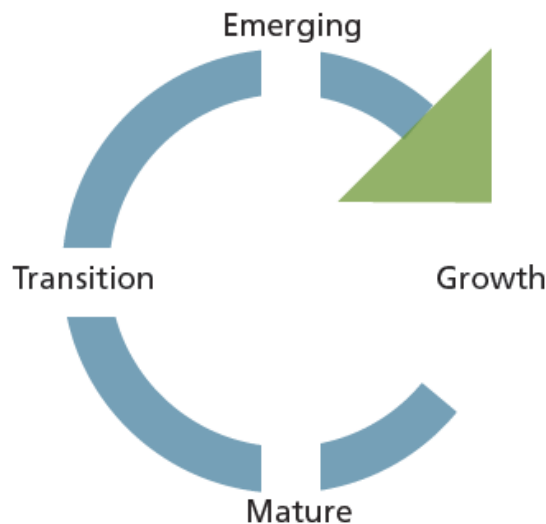
1. **Blessing** of your employer and
2. **Willingness** of your client.



Let's look at emerging phase!

Growth phase

Starting your own firm isn't easy...especially if you don't prepare yourself for growing pains. Growing a firm from 1 to 2 is your first challenge, then from 2 to 10 has a whole new set of issues, from 10 to 20 another...20 to 40...and then shooting up to 100 and beyond. Where do you want to be? You may not even know. Be prepared to understand the issues, seek advice and counsel from others who have experienced similar growth and look to firms that have successfully made the transition from small to medium sized. What did they do, how did they structure themselves? What were their successes and failures?

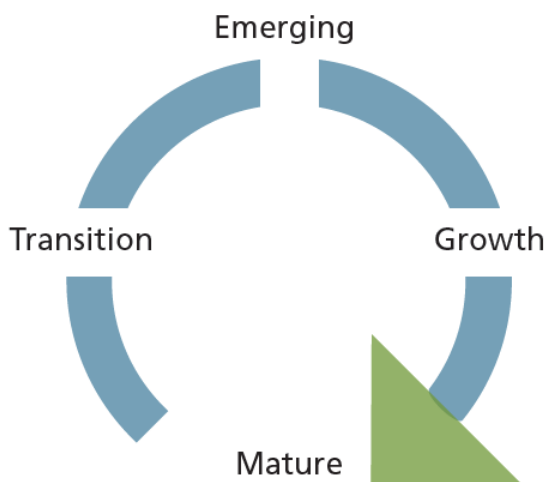


Small or medium sized firms don't always successfully transition to larger firms especially when they lose the entrepreneurial spirit and original VQ that set them apart from their competitors. It's crucial to find partners who ascribe to a similar corporate culture and ethical standards.

Let's look at mature phase!

Mature phase

Just as things start to normalize and you feel comfortable in your size and progress that's when things need to change. One thing is for certain...CHANGE. In fact, you need to address change before things start to level off or at least be aware of what it will take to keep the momentum flowing, otherwise change won't be for the better. If you want to keep all the hungry mouths of your current staff fed, you must keep growing, otherwise work will dry up and you'll need to let people go. So now you're back to growth mode and you need to reevaluate your stage of growth and your new needs.



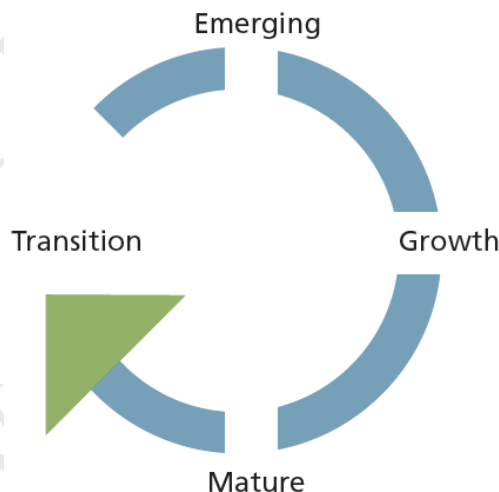
Most importantly you need to consider if you have the right leadership in place to grow the company to the next level. If you're still thinking like an entrepreneur that's great but entrepreneurs aren't always the right folks to manage a large multi-million-dollar company. Surround yourself with people who have the right expertise and take their advice.

Let's look at transition phase!

Transition phase

When is the right time to transition your business and who do you transition to? Do you transition internally, seek investors, merge with another firm, or get acquired and simply walk away? Whatever method you choose timing is critical and planning your transition sooner than later is essential.

After you figure out timing then you need to put in place a strategy to connect with the right firms or target a leader either from within or from the outside. A merger or a partnership is like a marriage so consider how the relationship will evolve once the honeymoon is over.



Let's back to emerging phase!

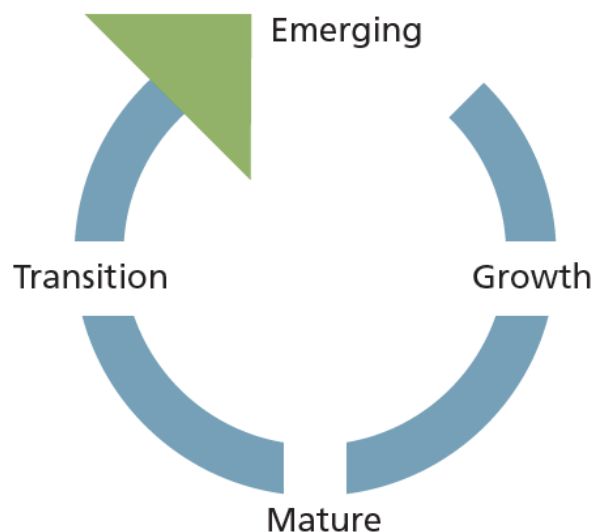


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Emerging phase

What's your dream scenario? Perhaps another startup? If that's the case, then you're back to the Emerging Phase and the cycle starts all over again.

These are all questions we hope you find answers to by the time you read through this book among others and learn from your own life experiences as well as from your peers.



Let's back to emerging phase!

موسسه مهندسی و مدیریت ساخت علوی پور (ACEMI)

دفتر آموزش



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