

Building Future Leaders: Effective Training Approaches for Tomorrow's Professionals

Oswald All Ohio Convocation

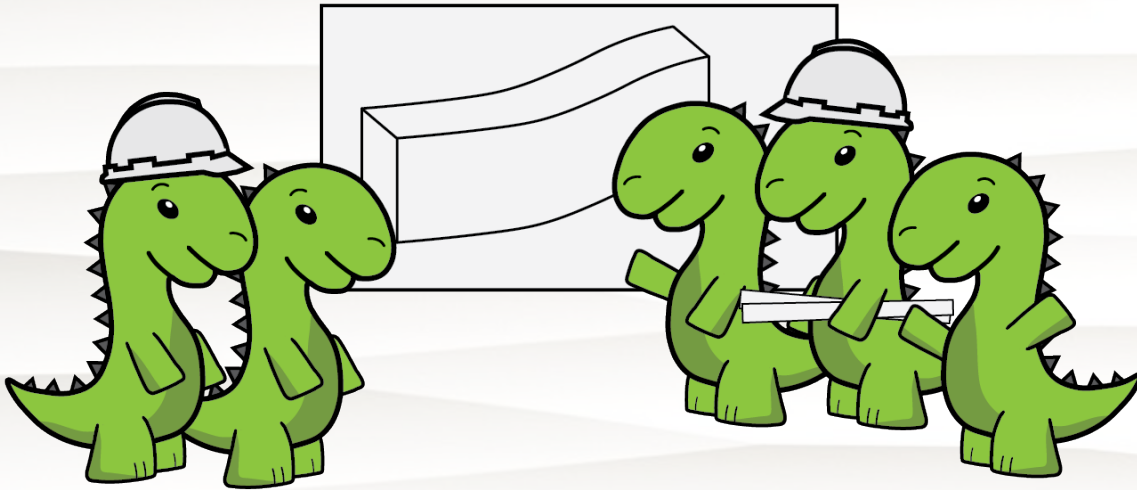
September 7, 2023



Hello!

Katelyn Rossier, AIA, NCARB, LSSBB

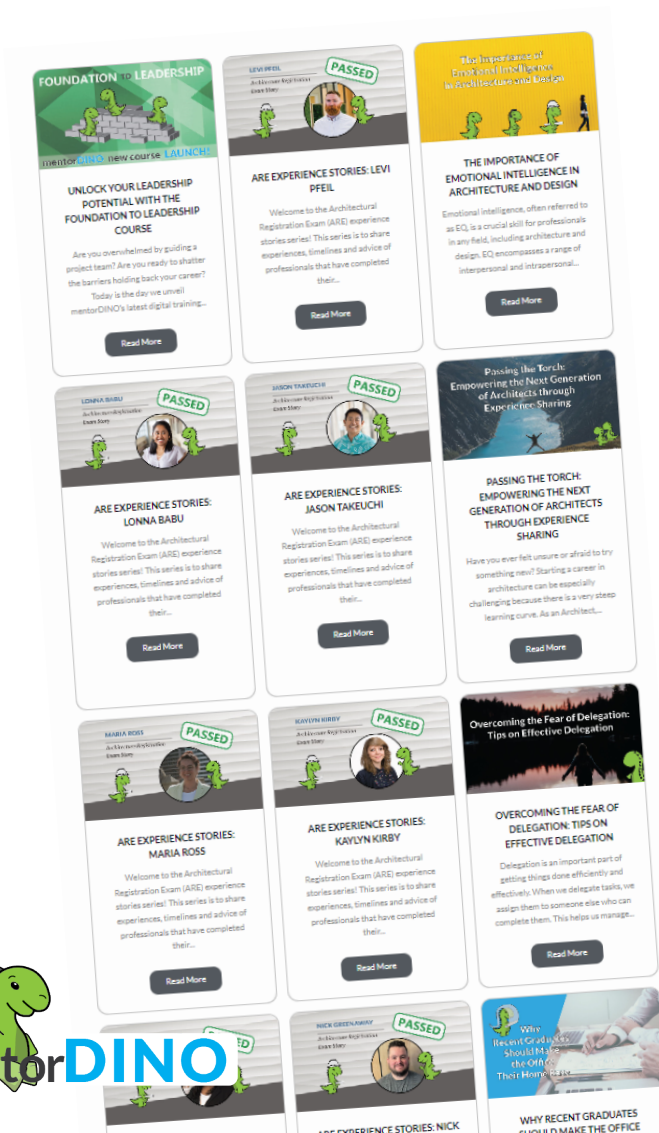
Owner, mentorDINO, LLC



I am dedicated to helping the AEC industry thrive by offering training, coaching, and knowledge sharing services.



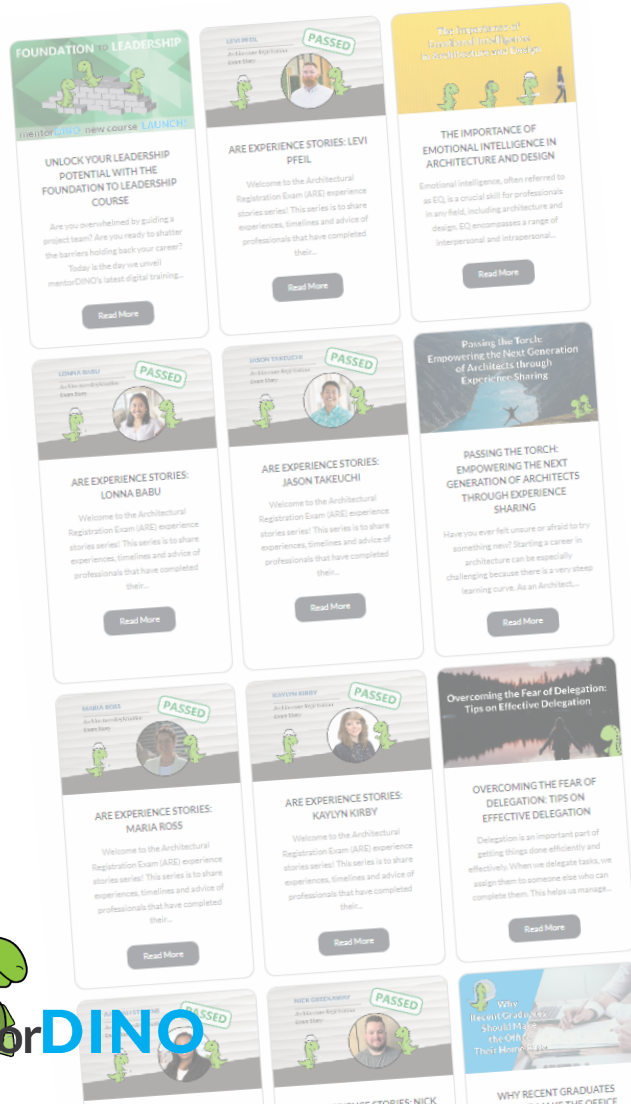
Blog / Storytelling



Blog / Storytelling



Equity Reports



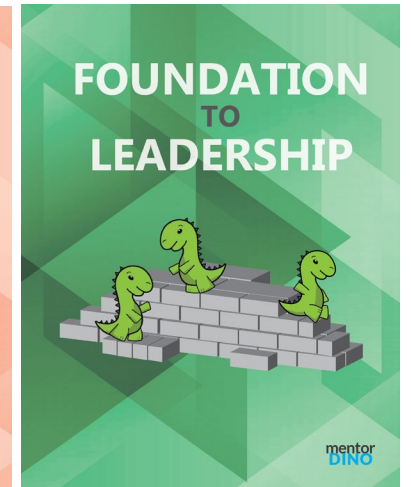
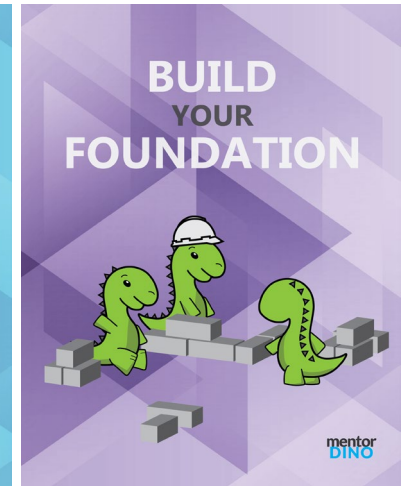
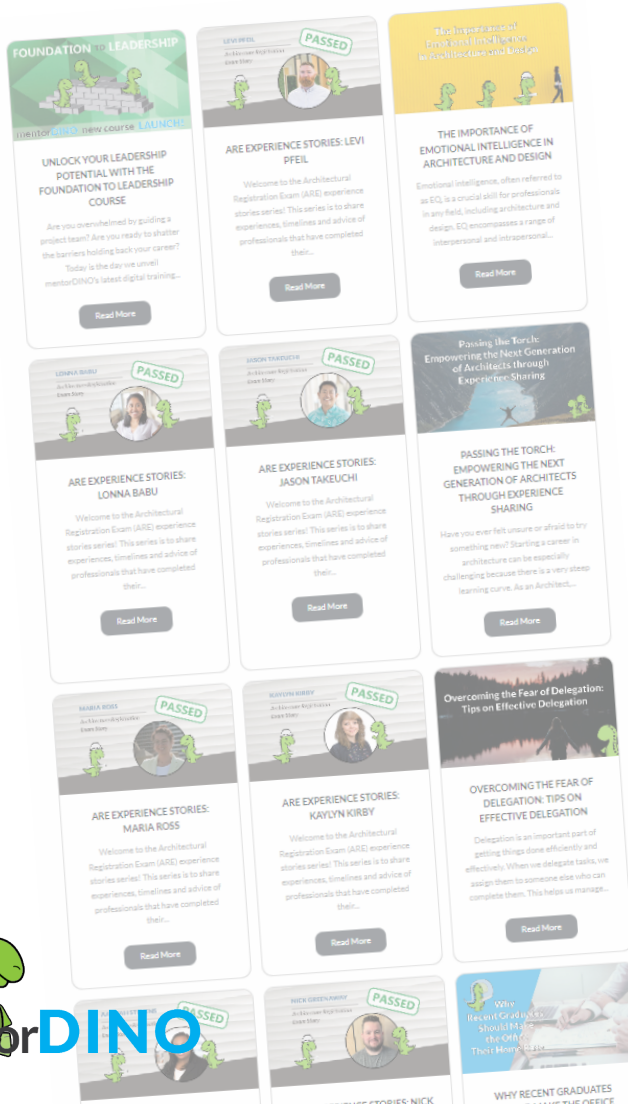
Blog / Storytelling



Equity Reports



Training Courses



Learning Objectives

- Recognize the gaps in education programs and the basic skills young professionals need to learn when starting their careers within a design firm.
- To recognize how life stages and personal circumstances can impact work-life balance and hybrid work preferences.
- Generalize the challenges and opportunities associated with transitioning into roles within the architectural profession, and explain strategies to navigate these transitions effectively.
- Discuss the challenges and opportunities presented by hybrid work for mentoring in the architecture field

CAREER TRANSITIONS

EDUCATION

HYBRID WORK

PAST

FUTURE

PRESENT

CAREER TRANSITIONS

EDUCATION

HYBRID WORK

PAST

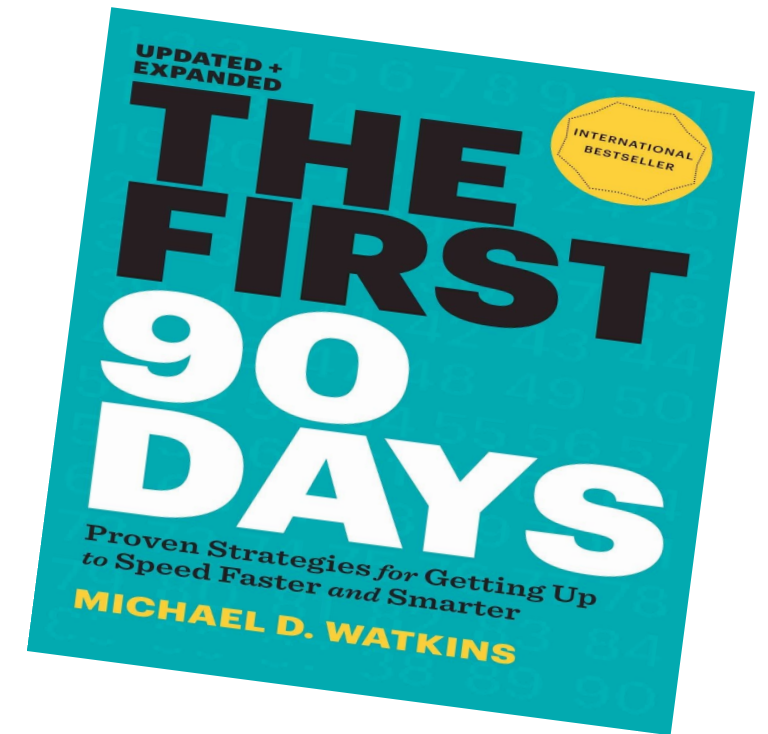
FUTURE

PRESENT

CAREER TRANSITIONS

90% of over 1,300 HR leaders agree that:

“ *CAREER TRANSITIONS
INTO NEW ROLES ARE THE
MOST CHALLENGING
TIMES
FOR ALL PROFESSIONALS.* ”



CAREER TRANSITIONS

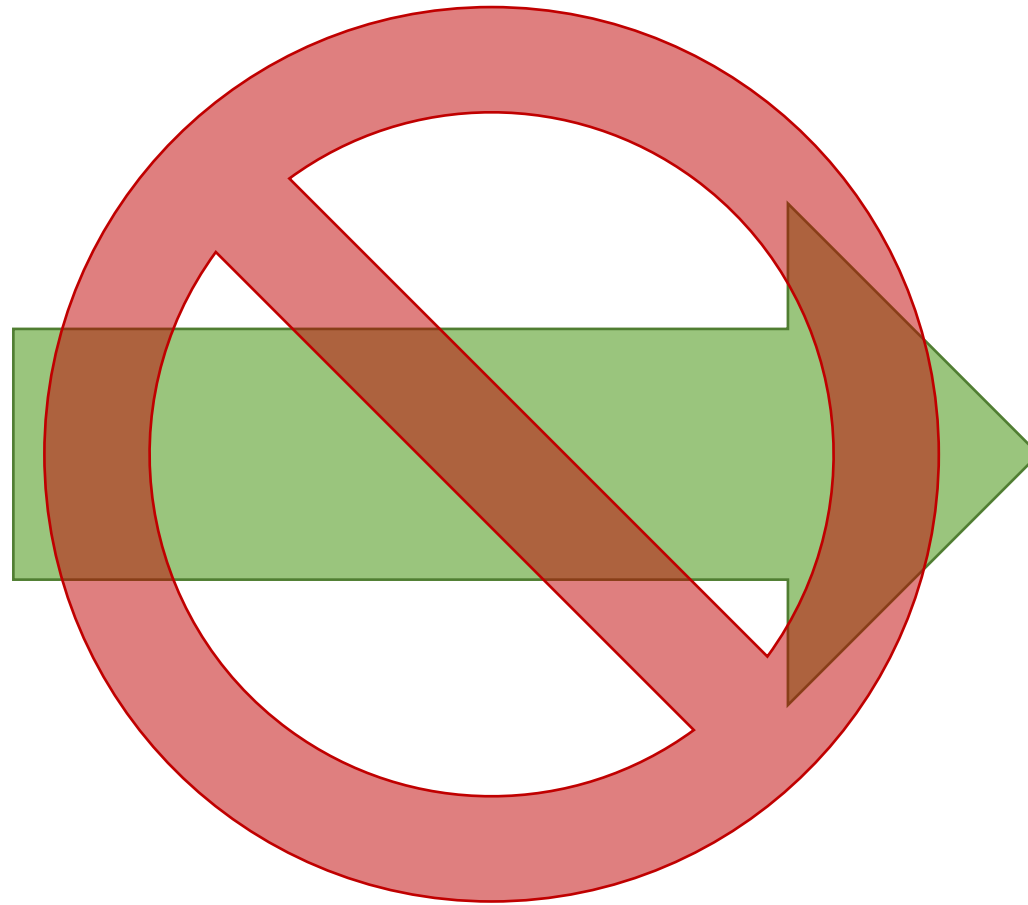
**CURRENT
ROLE**



**NEW
ROLE**

CAREER TRANSITIONS

**CURRENT
ROLE**



**NEW
ROLE**

OLD FIRM

NEW FIRM

EXPERIENCE

NEW STANDARDS / PROCEDURES

NEW RELATIONSHIPS

**CURRENT
ROLE**

**NEW
ROLE**

CURRENT TEAM ROLE

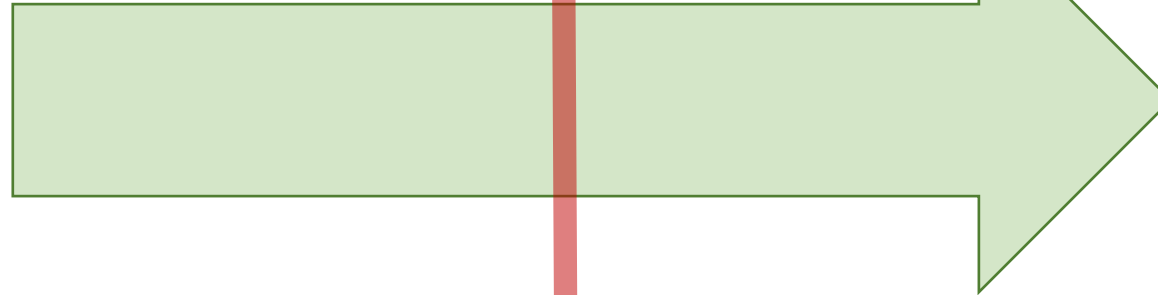
NEW RESPONSIBILITY

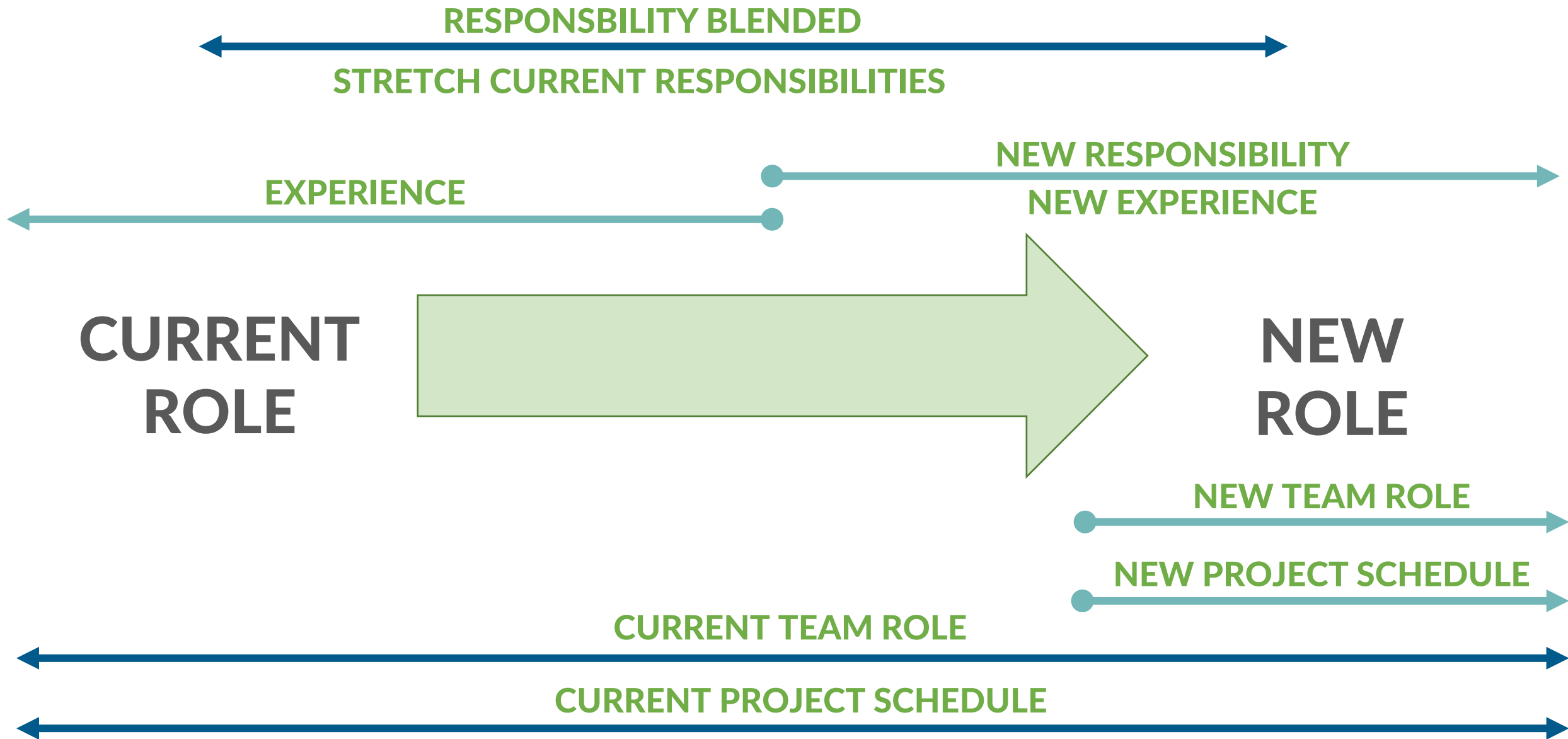
NEW EXPERIENCE

CURRENT PROJECT SCHEDULE

NEW TEAM ROLE

NEW PROJECT SCHEDULE





CAREER TRANSITIONS

5 TIPS FOR THE PROFESSIONAL



AVOID TRANSITION TRAPS

Sticking with what you know.

Setting unrealistic expectations

Attempting to do too much

Coming in with “the” answer

Neglecting horizontal relationships



FOCUS ON EARLY WINS

Builds personal credibility

Multiple early wins to create momentum



REMEMBER YOUR CURRENT TEAMS

If you are promoted within,
likely continue with current work



RETHINK WHAT TO DELEGATE

New role means
learning how to delegate
tasks from your “current” role



RELEARN HOW TO LEARN

New role means new responsibilities and tasks

Every step takes on a new normal,
recognize you need ask questions

You will never know everything.



CAREER TRANSITIONS

5 TIPS FOR THE FIRM



PROVIDE A BUDDY / MENTOR

Buddy

&

Senior guide



REMEMBER THEIR CURRENT TEAMS

If they are focusing only on the new role,
provide a new person for current projects

Provide expectations on a slow transition



MATCH SUPPORT TO THE TRANSITION TYPE

If new to the firm, recognize and provide
training in standards

Provide time to relearn

Provide time to teach

Tools to succeed, learn, and strive



PRIORITIZE SUCCESSFUL TRANSITIONS

For better or worse:

“Each transition impacts the performance
of about a **dozen** people
surrounding the professional.”



IDENTIFY CLEAR EXPECTATIONS

Firms **should** be clear on their expectations of the career transition.

Confirm expectations align between the firm and professional.

Define success and goals.





CAREER TRANSITIONS

EDUCATION

HYBRID WORK

TODAY'S STUDENTS



**THIS GENERATION
IS FACING THE BIGGEST
MENTAL HEALTH CRISIS
THAT WE HAVE SEEN IN
THE HISTORY OF HUMAN SPECIES**

TODAY'S STUDENTS



40%

OF STUDENTS
REPORT BEING
TOO DEPRESSED
TO FUNCTION MOST
DAYS

TODAY'S STUDENTS



60%

STUDENTS ARE
OVERWHELMINGLY
ANXIOUS

TODAY'S STUDENTS



1:
STUDENTS
SERIOUSLY
CONSIDERED
10
JUDGEMENT

EDUCATION

THE OHIO STATE UNIVERSITY

KENT STATE UNIVERSITY

PENNSYLVANIA STATE UNIVERSITY

VIRGINIA TECH UNIVERSITY

CARNEGIE MELLON UNIVERSITY

DREXEL UNIVERSITY

UNIVERSITY OF BUFFALO

RENSSELAER POLYTECHNIC INSTITUTE

UNIVERSITY OF MICHIGAN

UNIVERSITY OF KENTUCKY

SYRACUSE UNIVERSITY

CORNELL UNIVERSITY

UNIVERSITY OF VIRGINIA

HAMPTON UNIVERSITY

BOWLING GREEN UNIVERSITY

MIAMI UNIVERSITY OF OHIO

UNIVERSITY OF CINCINNATI

UNIVERSITY OF MARYLAND

MORGAN STATE UNIVERSITY

CLEMSON UNIVERSITY



PROGRAM AND STUDENT CRITERIA MATRIX

[illegible]

EDUCATION

	AVERAGE YEARLY TUITION
IN-STATE	\$25,120
OUT-OF-STATE	\$39,208

University	In-state tuition	Out-of-state tuition
Morgan State University	\$8,678	\$19,678
University of Maryland	\$10,779	\$36,890
University at Buffalo	\$10,524	\$28,194
Bowling Green State University	\$11,042	\$19,942
Kent State University	\$11,766	\$20,862
The Ohio State University	\$11,084	\$34,929
University of Cincinnati	\$12,790	\$28,276
University of Kentucky	\$12,484	\$31,148
Virginia Tech	\$14,360	\$33,230
Miami University	\$15,568	\$35,434
University of Michigan	\$16,200	\$53,200
Penn State University	\$18,450	\$35,514
University of Virginia	\$18,746	\$53,766
Clemson University	\$15,374	\$38,550
Hampton University	\$25,096	\$25,096
Syracuse University	\$54,270	\$54,270
Drexel University	\$55,310	\$55,310
Rensselaer Polytechnic Institute	\$59,550	\$59,550
Carnegie Mellon University	\$60,042	\$60,042
Cornell University	\$60,286	\$60,286

EDUCATION

UNIVERSITY GENERAL
COURSES

HISTORY / THEORY

PROFESSIONAL PRACTICE

STUDIO

OPEN

ARCHITECTURAL

INTERNSHIP

35%

EDUCATION

UNIVERSITY GENERAL
COURSES

16%

HISTORY / THEORY

PROFESSIONAL PRACTICE

STUDIO

35%

OPEN

ARCHITECTURAL

INTERNSHIP

EDUCATION

UNIVERSITY GENERAL
COURSES

16%

HISTORY / THEORY

PROFESSIONAL PRACTICE

STUDIO

35%

OPEN

ARCHITECTURAL

INTERNSHIP

14%

CORNELL OPEN = STUDIO %



EDUCATION

UNIVERSITY GENERAL
COURSES

16%

HISTORY / THEORY

9%

PROFESSIONAL PRACTICE

STUDIO

35%

OPEN

14%

ARCHITECTURAL

INTERNSHIP

CORNELL OPEN = STUDIO %

EDUCATION

UNIVERSITY GENERAL
COURSES

16%

HISTORY / THEORY

9%

PROFESSIONAL PRACTICE

STUDIO

35%

OPEN

14%

ARCHITECTURAL

24%

INTERNSHIP

CORNELL OPEN = STUDIO %

EDUCATION

UNIVERSITY GENERAL
COURSES

16%

HISTORY / THEORY

9%

PROFESSIONAL PRACTICE

2%

STUDIO

35%

OPEN

14%

ARCHITECTURAL

24%

INTERNSHIP

CORNELL OPEN = STUDIO %

EDUCATION

UNIVERSITY GENERAL
COURSES

16%

HISTORY / THEORY

9%

PROFESSIONAL PRACTICE

2%

STUDIO

35%

OPEN

14%

ARCHITECTURAL

24%

INTERNSHIP

0%

CORNELL OPEN = STUDIO %



CAREER TRANSITIONS

EDUCATION

HYBRID WORK

**TYPICAL
5 DAYS/WEEK
IN THE OFFICE**



~~—TYPICAL—~~
**VARIOUS
DAYS/WEEK
IN THE OFFICE**



WHAT WE DO
TODAY
WILL EFFECT
OUR FUTURE



HYBRID WORK

	YEARS OF EXPERIENCE							
	0 to 3	4 to 6	7 to 9	10 to 12	13 to 15	16 to 18	19 to 24	> 24
HOURS PER WEEK								
> 61 hours	0	0	1	0	0	0	0	0
51 to 60 hours	1	0	1	0	0	0	1	5
46 to 50 hours	1	2	3	5	7	8	9	11
41 to 45 hours	17	13	15	13	9	7	7	6
40 hours	10	10	12	9	8	4	2	2
30 to 39 hours	0	1	0	1	2	2	0	4
0 to 29 hours	0	0	0	0	0	0	0	1

HYBRID WORK

		YEARS OF EXPERIENCE							
		0 to 3	4 to 6	7 to 9	10 to 12	13 to 15	16 to 18	19 to 24	> 24
HOURS PER WEEK	> 61 hours	0	0	1	0	0	0	0	0
	51 to 60 hours	1	0	1	0	0	0	1	5
	46 to 50 hours	1	2	3	5	7	8	9	11
	41 to 45 hours	17	13	15	13	9	7	7	6
	40 hours	10	10	12	9	8	4	2	2
	30 to 39 hours	0	1	0	1	2	2	0	4
	0 to 29 hours	0	0	0	0	0	0	0	1

		0 to 3	4 to 6	7 to 9	10 to 12	13 to 15	16 to 18	19 to 24	> 24
	😊 5	2	6	6	5	3	4	2	4
	4	16	8	13	9	11	5	6	11
	😐 3	9	10	10	10	8	7	8	10
	2	2	2	2	3	4	5	3	4
	😞 1	0	0	1	1	0	0	0	0

HYBRID WORK

		YEARS OF EXPERIENCE							
		0 to 3	4 to 6	7 to 9	10 to 12	13 to 15	16 to 18	19 to 24	> 24
DAYS IN THE OFFICE	Mostly in the office	3	2	4	3	4	3	4	4
	5 days	1	1	1	1			2	7
	3 to 4 days	18	7	7	12	9	8	6	12
	2 to 3 days	0	0	0	0	1	0	0	0
	1 to 2 days	6	6	16	8	8	8	5	3
	As necessary	0	7	3	2	3	2	0	2
	Fully Remote	1	3	1	2	1	0	2	1

HYBRID WORK

		YEARS OF EXPERIENCE							
		0 to 3	4 to 6	7 to 9	10 to 12	13 to 15	16 to 18	19 to 24	> 24
DAYS IN THE OFFICE	Mostly in the office	3	2	4	3	4	3	4	4
	5 days	1	1	1	1			2	7
	3 to 4 days	18	7	7	12	9	8	6	12
	2 to 3 days	0	0	0	0	1	0	0	0
	1 to 2 days	6	6	16	8	8	8	5	3
	As necessary	0	7	3	2	3	2	0	2
	Fully Remote	1	3	1	2	1	0	2	1

HYBRID WORK

		YEARS OF EXPERIENCE							
		0 to 3	4 to 6	7 to 9	10 to 12	13 to 15	16 to 18	19 to 24	> 24
DAYS IN THE OFFICE	Mostly in the office	3	2	4	3	4	3	4	4
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	2 to 3 days	0	0	0	0	1	0	0	0
	1 to 2 days	6	6	16	8	8	8	5	3
	As necessary	0	7	3	2	3	2	0	2
	Fully Remote	1	3	1	2	1	0	2	1

HYBRID WORK

Why?

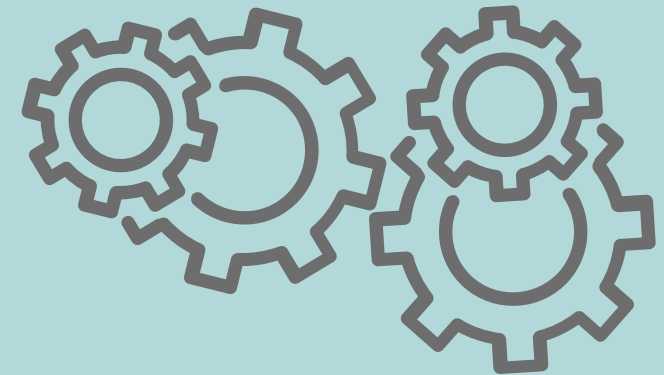


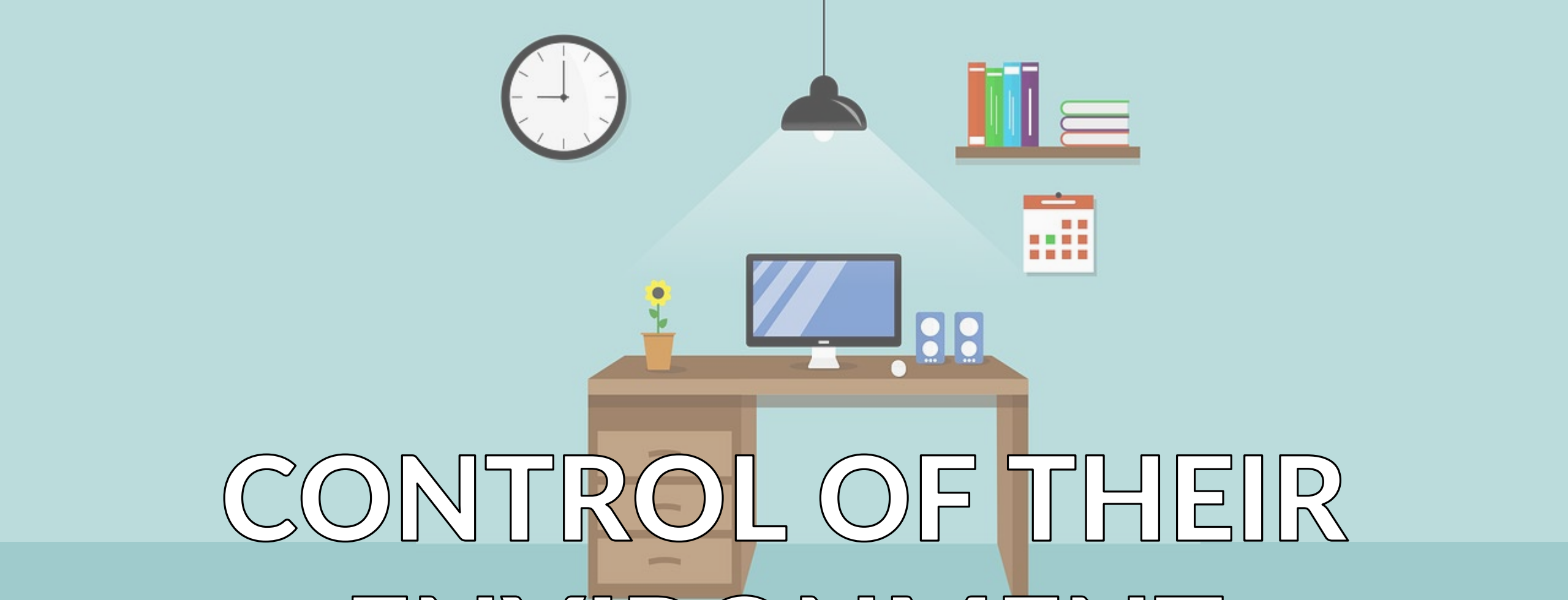
FAMILY



A collection of grey line-art gears of various sizes arranged in a cluster around the word 'EFFICIENCY'. A square icon with a checkmark is positioned to the left of the word.

EFFICIENCY



An illustration of a workspace. At the top left is a round wall clock. In the center, a black desk lamp hangs over a wooden desk, casting a light cone. On the desk are a computer monitor, a mouse, two blue speakers, and a small potted sunflower. To the right of the desk, a shelf holds four colorful books and a stack of three books. Below the shelf is a calendar with a red header and a grid of orange and green squares. The background is a light blue wall.

CONTROL OF THEIR ENVIRONMENT

ACCESSIBILITY





STEREOTYPING

5 TIPS TO BOOST HYBRID MENTORSHIP & TRAINING

1

2

3

4

5



5 TIPS TO BOOST HYBRID MENTORSHIP & TRAINING

1

Onboarding

Set clear expectations

Provide training time & opportunities

Meet your team coffee chats!

Assign mentor for year 1, then adjust if needed



Culture of Learning

Weekly company wide learning

Rotate meeting ownership

Create safe & supportive learning environments

Find resources / opportunities for on-demand training



5 TIPS TO BOOST HYBRID MENTORSHIP & TRAINING

3



Daily Standups

Hybrid!

Speed round!

1 top priority for the day

Company vs team

5 TIPS TO BOOST HYBRID MENTORSHIP & TRAINING

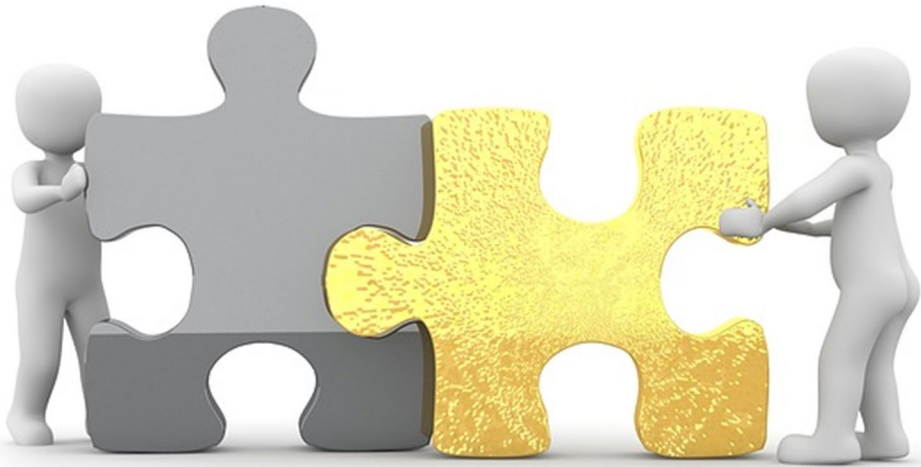
4

Plan Ahead

Over Communicate

Team Coordination

Tailor training programs for levels & individuals



5 TIPS TO BOOST HYBRID MENTORSHIP & TRAINING

5



Empathy

Remember all those

WHYs



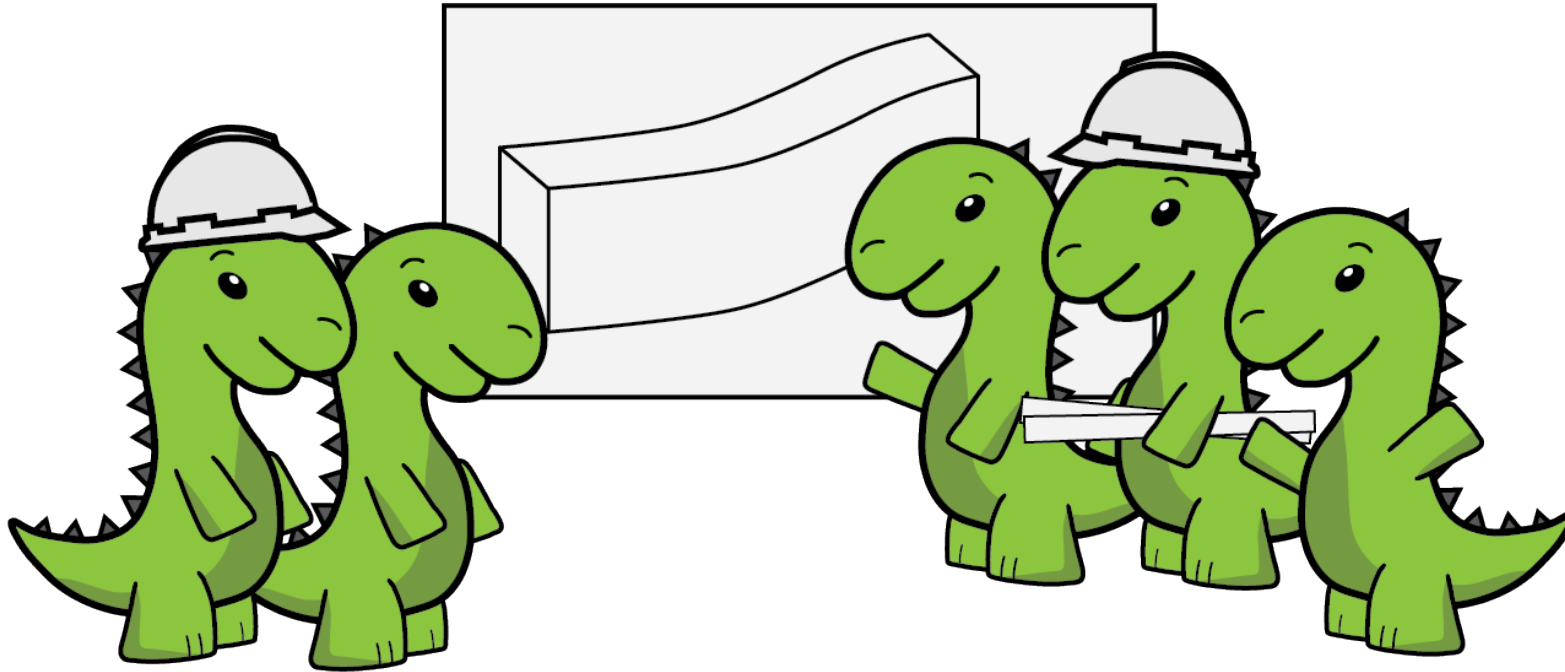
FOR THE PROFESSION

WHAT CAN YOU DO

TODAY,

TO ADVANCE THE
PROFESSION

TOMORROW?



THANK YOU!