

# Leading with People: Adapting HR for the Evolving AEC Industry



AEC 16TH ANNUAL  
**HR** 2025  
SUMMIT  
THE A/E/C INDUSTRY'S LARGEST HR CONFERENCE



# Shane McCormick, PE, SE

Martin/Martin Consulting Engineers  
President

**BS Civil Engineering**

Duke University

**MS Civil Engineering**

University of Illinois at Urbana Champaign

**1998-2005**

Skidmore, Owings & Merrill

**2005-present**

Martin/Martin Consulting Engineers







# Employee Engagement Survey

TOP Performing Areas		% 4/5	+/- Norm
# 42	I have received recognition or praise for doing good work	83%	+17%
# 55	MM provides opportunities to socialize and celebrate special events	95%	+16%
# 43	I am actively encouraged to volunteer new ideas and make suggestions for improvement of our business	81%	+13%
# 34	We have high quality training opportunities to improve skills	75%	+12%
# 46	Management meets with employees often enough	81%	+10%















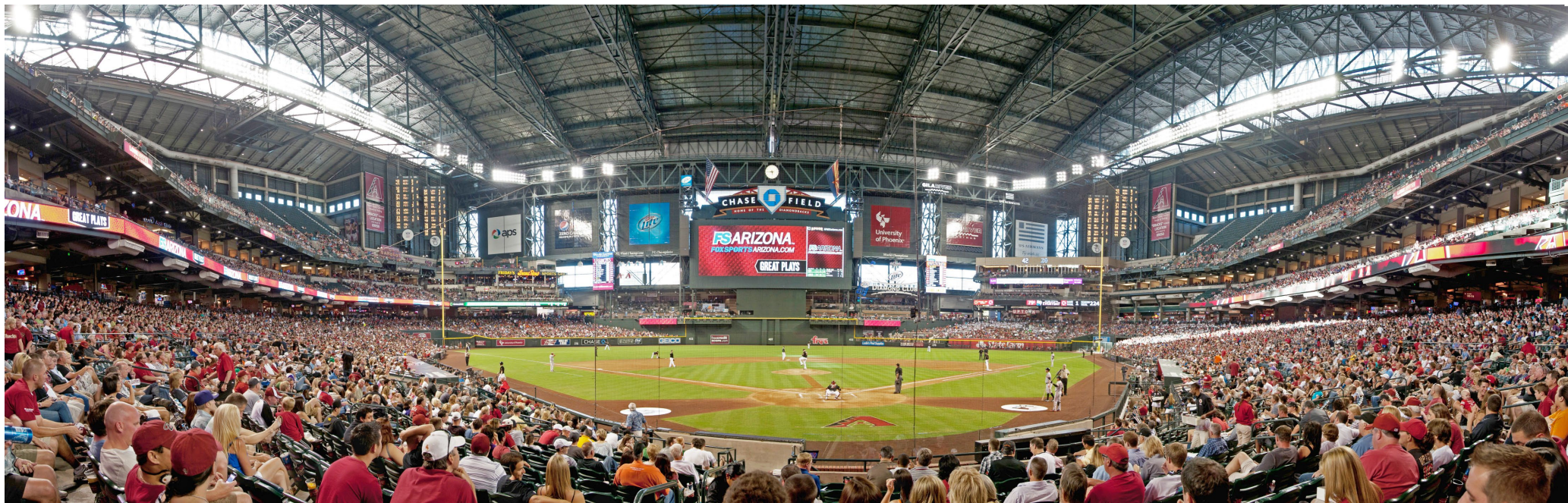






 **MARTIN/MARTIN**  
CONSULTING ENGINEERS





























# **Managing DEI in Politically Charged Times**







**Diversity**



**Equity**



**Inclusion**





















# **Building Connections in a Fragmented Workplace**
































# **Generational Differences & Workplace Norms**





# The 5 Generation Workplace

Traditionals	Baby Boomers	Generation X	Generation Y (Millennials)	Generation Z (Digital Natives)
<b>DOB:</b> 1900–1945	<b>DOB:</b> 1946–1964	<b>DOB:</b> 1965–1980	<b>DOB:</b> 1981–1996	<b>DOB:</b> 1997–2015
<ul style="list-style-type: none"><li>• Loyal to the company</li><li>• Dedicated</li><li>• Disciplined</li><li>• Job for life</li><li>• Retiring later</li></ul>	<ul style="list-style-type: none"><li>• Dedicated to work</li><li>• Optimistic</li><li>• Committed</li><li>• Team orientated</li><li>• Experimental</li></ul>	<ul style="list-style-type: none"><li>• Open-minded</li><li>• Appreciate diversity</li><li>• Work–life balance</li><li>• Competitive</li><li>• Entrepreneurial</li><li>• Independent</li></ul>	<ul style="list-style-type: none"><li>• Career determined by switching roles often</li><li>• Keen on mobility</li><li>• Socially vocal</li><li>• Tech-savvy</li><li>• Immediacy</li></ul>	<ul style="list-style-type: none"><li>• Critical and selective</li><li>• Career multitaskers</li><li>• Technology is intuitive</li><li>• High expectations</li><li>• Coached, not managed</li></ul>
				



# The GenX

## LATCHKEY KID

Recipe and Activity Guidebook

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FOR A GENERATION THAT HAD  
NO GUIDELINES



SHALEY HOWARD



**Then**



**Now**





# Then



# Now





**Then**



**Now**



**SEE THE PROBLEM?**





**HELP**

**SUPPORT**

**ADVICE**

**GUIDANCE**





**Communication**



**Problem-Solving**



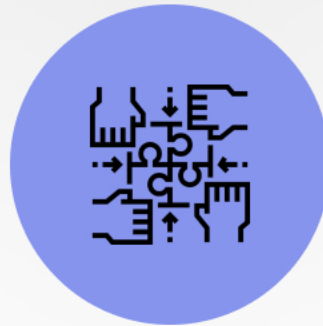
**Adaptability**



**Emotional Intelligence**



**Creativity**



**Teamwork and Collaboration**



**Leadership**







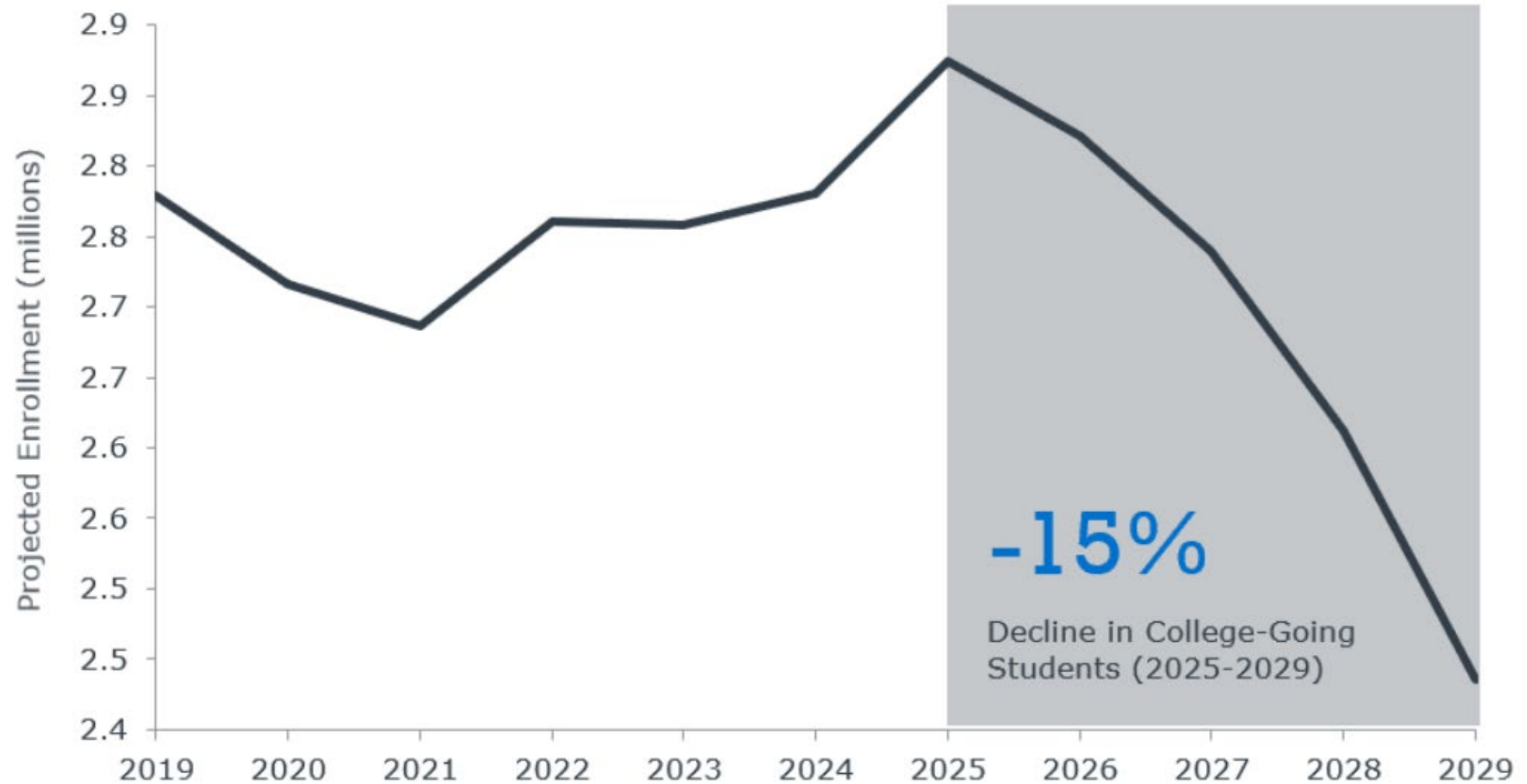


# Future Challenges

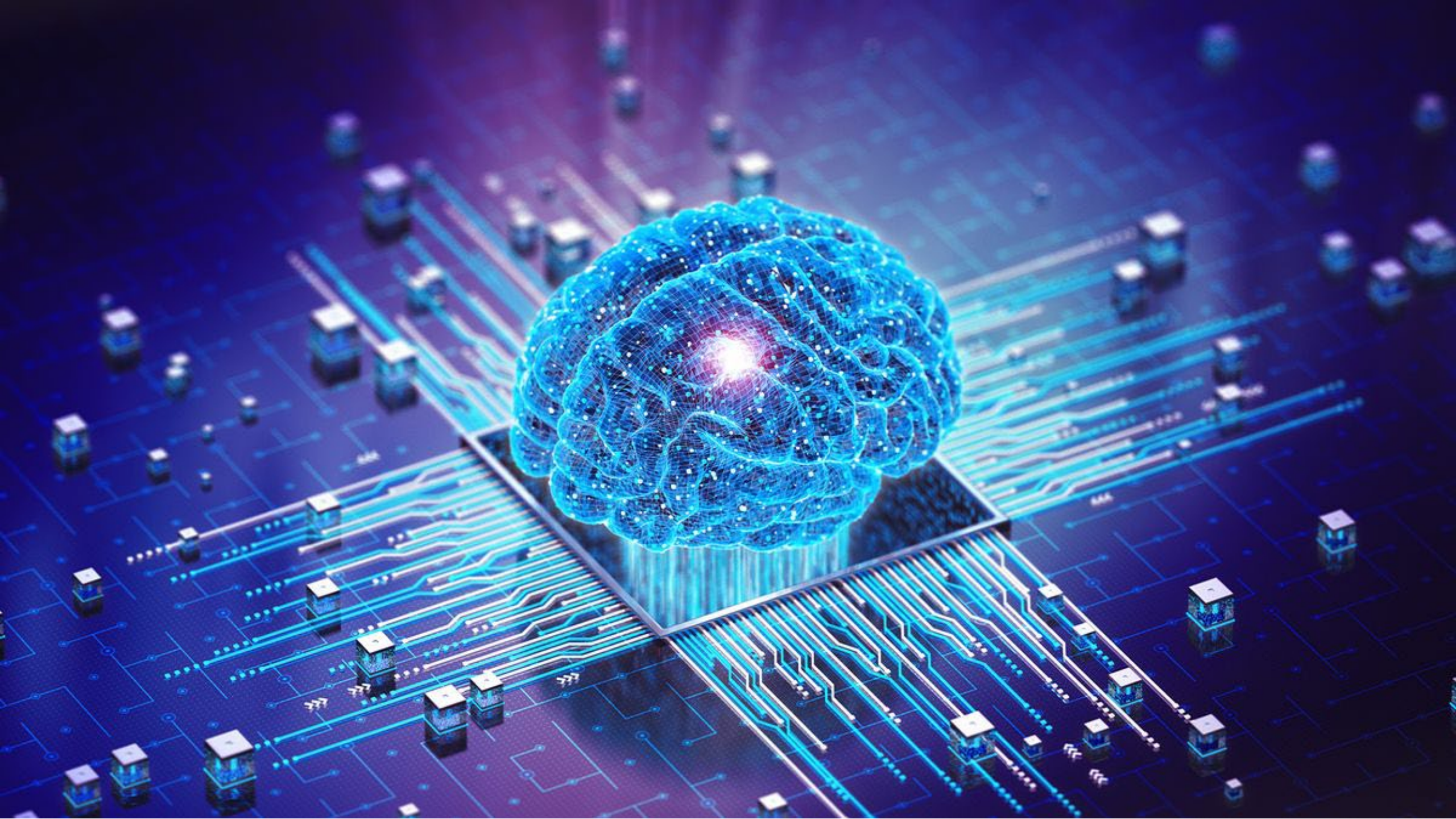


## Enrollment Projected to Drop Sharply After 2025

*Forecasted Number of College-Going Students in the U.S. (millions), by Year of High School Graduation*









#1 NEW YORK TIMES BESTSELLER

# The Anxious Generation

How the Great Rewiring of  
Childhood Is Causing an Epidemic  
of Mental Illness

Jonathan Haidt

of *The Coddling of the American Mind*

