

# ACEC Fall Conference

Las Vegas, Nevada

## Creating a Great Place to Work while Achieving Financial Success!

October 30, 2018



Presenter:

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*Financial success = bottom line  
is it really?*



# Understanding the bottom line in business

**WHAT**  
*is a bottom line?*

*Profitability after  
Expenses are deducted  
Revenues*

**WHO**  
*defines bottom line?*

*CEO  
BOD  
Stockholders*

**WHY**  
*we need bottom line!*

*Barometer to:  
Strategies  
Services  
Marketing  
Cost control*

lead·er·ship

'li dər [lee-der-ship]

-noun

Definition:

1. the position  
managed by  
the party

# *Defining Leadership*



*“People will work harder for someone they like,  
and they like you in direct proportion to the way  
you make them feel.”*

*– Irwin Federman*



## *Leadership*

- *Establishing direction creating a vision*
- *Communicating direction to create vision*
- *Motivating, inspiring, and influencing*

## *Management*

- *Focusing on execution and implementation*
- *Creating structures, processes, and systems*
- *Planning, organizing, directing, and controlling*





## *Leadership traits*

- *Do the right things right*
- *Motivate team*
- *Focus-driven*
- *Make work fun*
- *Lead, but don't dictate*
- *Clear messaging*
- *Show appreciation*

# Qualities of a leader

- *Listening skills*
- *Empathy*
- *Protector*
- *Motivational skills*
- *Persuasion*
- *Visionary*
- *Ability to prioritize*
- *Foresight*
- *Embrace value system*
- *Growth-driven*
- *Consensus builder*
- *Results-oriented*





# Leadership types

*Bottom  
Line  
Leadership*

*Vs.*

*Employee  
Centric  
Leadership*



# *Is leadership linked to business performance?*

***Absolutely, but depends***

- *Not solely about profit*
- *Define objectives and constraints*
- *Market conditions*
- *Customers and market selection*
- *Effective marketing*
- *Financial management*
- *Customer intimacy model*
- *Customer satisfaction*



**“Now THAT’S what I call explosive growth!”**

# *What makes a great place to work?*

- *Reasonable compensation package*
- *Stake in company's success*
  - *Profit sharing, stock options, or bonuses tied to performance*
- *Safe, comfortable, and appealing work place*
- *Challenge their potential*
- *Flex hours and remote working options*
- *Collaborative workspaces*



# *What makes a great place to work?*

- *Employee empowerment*
- *Culture of accountability*
- *Career development*
- *Transparent and timely communication*
- *Create sense of ownership*
- *Treat employees with respect and care*
- *Job security*



"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."



## *Employee benefit programs*

- *ESOP*
- *401K contribution*
- *Flex spending account*
- *Credit union plan*
- *Tuition reimbursement plan*
- *Stock options for employees*

# *Employee benefit programs*

- *Conduct regular industry survey*
- *Evaluate employee benefits every year*
- *Explain fringe benefits cost*
- *Range 50% - 60% of base salary*

***Helps employee retention!***



# Healthcare benefits

- *Self insured versus marketplace*
- *Assess benefits annually*
- *Manage cost increases*
- *Innovative approaches*

## **Healthy solutions**

- *Zero deductible incentives*
- *Wellness seminars*
- *Family engagement*
- *Healthy practices*






"If you cannot do great things, do small things in a great way." -Napoleon Hill



# Those small little things!

## Employee feedback surveys

- *What are their expectations*
- *What do they like*
- *How can we improve*

**EBA**   
**ENGINEERING**

*where commitment counts*

**EBA Communications Survey**

1. Overall, how satisfied are you with communications at EBA?

- Very satisfied
- Satisfied
- Somewhat satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

2. Which best describes your impression of communications within EBA?

- Keeps us fully informed
- Keeps us fairly well informed
- Keeps us adequately informed
- Gives us only a limited amount of information
- Doesn't tell us much at all about what's going on

3. The company communicates decisions that affect employees well.

- Strongly agree
- Agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

4. EBA principals and officers communicate news about the organization to staff.

- Strongly agree
- Agree
- Somewhat agree

# Those small little things!

## Employee engagement efforts

- Internal newsletter
- Chairman's updates
- Client newsletter



# *Those small little things!*

## *Increased communication*

- *President/CEO visits all offices*
- *Regular site visits*
- *Evaluation meetings*



**“What if, and I know this sounds kooky, we communicated with the employees.”**

# *Those small little things!*

## *Onboarding*

- *Company shirt*
- *Company pin*
- *Companywide welcome email*
- *Personal email from President/CEO*



# *Those small little things!*

## *Employee recognition programs*

- *Employee of the year*
- *Project of the year*
- *On the spot award*
- *Conference presentations*
- *Technical articles*



# Those small little things!

## Mentorship program

- 12-month mentorships
- Cross-discipline teams
- Monthly meetings
- Quarterly evaluations
- Completion certificate
- Future leaders



# *Those small little things!*

## *Employee appreciation*

- *Friday breakfast*
- *Company provided coffee/tea*
- *Social get-togethers*
- *Lunch & learn trainings*
- *Events to improve employee morale*
- *Online apparel store*
- *Employee engagement for various causes*



# *Those small little things!*

## *Employee appreciation*

- *Professional organizations*
- *Industry event attendance*
- *Referral bonus*
- *Holiday bonus*





# *Those small little things!*

## *Student loan repayment assistance*

- *Student loans exceed \$1T*
- *Social responsibility*
- *\$100/month for 5 years*
- *Great hiring/retention tool*



# *Those small little things!*

## **Leadership Council**

- *Annual retreat*
- *Employee feedback and input*
- *Client feedback*
- *Leadership training*
- *Strategic action plan*



# *Strategic Plan*

*5-year plan*

*Employee driven*

*Market focus*

*Key  
initiatives*

*Employee  
involvement*

*Executive  
oversight*

*Implementation*

*Annual evaluation*

*Employee updates*

# *Those small little things!*

## *Annual townhall meeting*

- *Every employee is invited*
- *Provide company updates*
- *Celebrate company successes*
- *Opportunity to ask questions*
- *Led by President/CEO*
- *Employee input and survey*
- *Develop action items*



## *Employee quote*



*“As a little fish in a big pond, I appreciate being informed of all the events/decisions our company is involved in.*

*I am very proud of EBA and I call it 'My Company', and it is obvious that upper management cares about all its' team members.”*

*- Steve*



# Those small little things!

## Management performance assessment (360 survey)

- Annual process
- Employee feedback
- Helps improve performance
- Creates culture of accountability
- Tied to salary adjustments

**EBA<sup>ED</sup> ENGINEERING** | **MANAGEMENT Performance Assessment**

**Management Performance Assessment Survey**  
\*Required Question(s)  
If the question does not apply, please skip the question.

\* 1. Manager's name:  
50 characters left

2. Manager motivates me by setting an example of dedication and leadership.  
1 - Strongly disagree    2 - Disagree    3 - Agree    4 - Strongly agree

3. Manager treats me with fairness and respect.  
1 - Strongly disagree    2 - Disagree    3 - Agree    4 - Strongly agree

4. Manager helps me set and achieve challenging but realistic performance goals.  
1 - Strongly disagree    2 - Disagree    3 - Agree    4 - Strongly agree

5. Manager assigns reasonable tasks and provides support and help when needed.  
1 - Strongly disagree    2 - Disagree    3 - Agree    4 - Strongly agree

6. Manager is open to new ideas and empowers me to determine the best way to complete assigned tasks.  
1 - Strongly disagree    2 - Disagree    3 - Agree    4 - Strongly Agree

# *Those small little things!*

## *Annual anniversaries*

- *Anniversary card mailed*
- *Dunkin' Donuts® gift card*

## *5-Year anniversaries*

- *5, 10, 15 ... year certificates*
- *Special company pin*
- *Social media announcement*
- *Recognition at annual holiday party*
- *Gift card/company apparel*
- *President's personal call*



# *Those small little things!*

## *Special occasions*

- *Gift basket for child births*
- *Fruit basket for sick employee and family*
- *Personal call from President/CEO*





# *Those small little things!*

## *Parties and celebrations*



*Employee holiday party*



*Summer family picnic*



## *Those small little things!*

### *Birthday recognition*

- *Personal email from President/CEO*
- *Personal phone call from President/CEO*



## Employee quote



*“Mr. Siddiqi, thank you very much for the birthday wishes. I really loved the phone call too. I am an employee that works in the field and sometimes it feels like I am not attached to EBA, but when you get remembered in such a wonderful and thoughtful way I do really appreciate it. EBA has been a wonderful company to work with and Joe has been a great boss...”*

*– Sincerely, Debi*



# *Those small little things!*

## *Future leadership development*

- *Future leaders*
- *Offer company stock*
- *Provide leadership training*
- *Provide mentorship*
- *Succession planning and leadership transition*
- *Company stability*



“I love the sense of teamwork.”

# *Those small little things!*

## *Family-like culture*

- *Open door policy*
- *Access to leadership*
- *Transparency*
- *Employee empowerment*
- *Meet employee expectations*



"My door's always open  
because I love a parade!"

# *How to win hearts of employees?*

## *Employees are #1 asset*

- *Listen-listen-listen*
- *Communicate*
- *Regular updates*
- *Respect them*
- *Empower them*
- *Support them*
- *Equitable pay*
- *Growth opportunity*
- *Strategic direction*
- *Family environment*
- *Culture of accountability*
- *Bottomline to share*

# *Triple bottom line scenario*

*Who wins ?*



*Shareholders*

*Clients*

*Employees*

# Questions

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