



AI and Your Team



ACEC

AMERICAN COUNCIL OF ENGINEERING COMPANIES
DEEP SOUTH CONVENTION

AI in AEC

INTEGRATED INTO SOFTWARE



CUSTOM DESIGNED & BUILT

Predictive Maintenance

Asset Management

Smart Traffic

Video Monitoring

Structural Analysis

Task Automation

Others

GENERAL GPT & AI APPS

Personal/Role Firm

Leadership Enhancement

Marketing

HR / TA

Project Management

Communications

Countless Others



No ~~fluff~~ workshop



Our objectives



KNOW

- Practical techniques you can use tomorrow
- New AI tools to attract and hire the rock stars you want
- Clear understanding of what you should be paying attention to coming up



FEEL

- Confident
- Equipped
- Energized



DO / HAVE

- Review these slides; transfer to your HR lead
- Try two new techniques within one week
- Pursue peers who are going on the same journey

How we'll get there

Attract, hire, and
nurture more like
Sam



Board of Directors

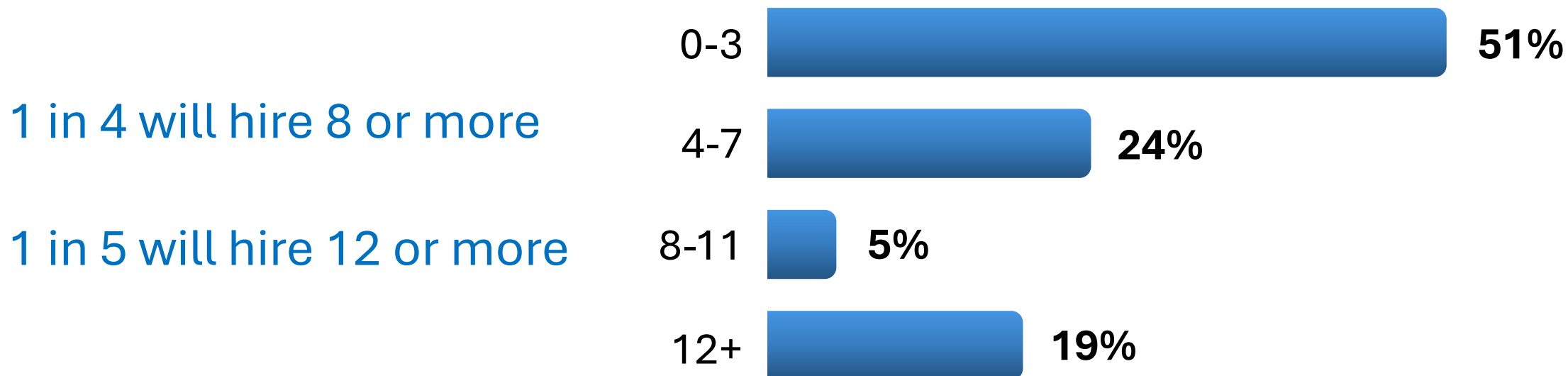
Job Description ▶ Posting ▶ Filter ▶ Interview ▶ Hire ▶ Onboard ▶ Nurture & Retain

Team Impact

Agents / Hybrid

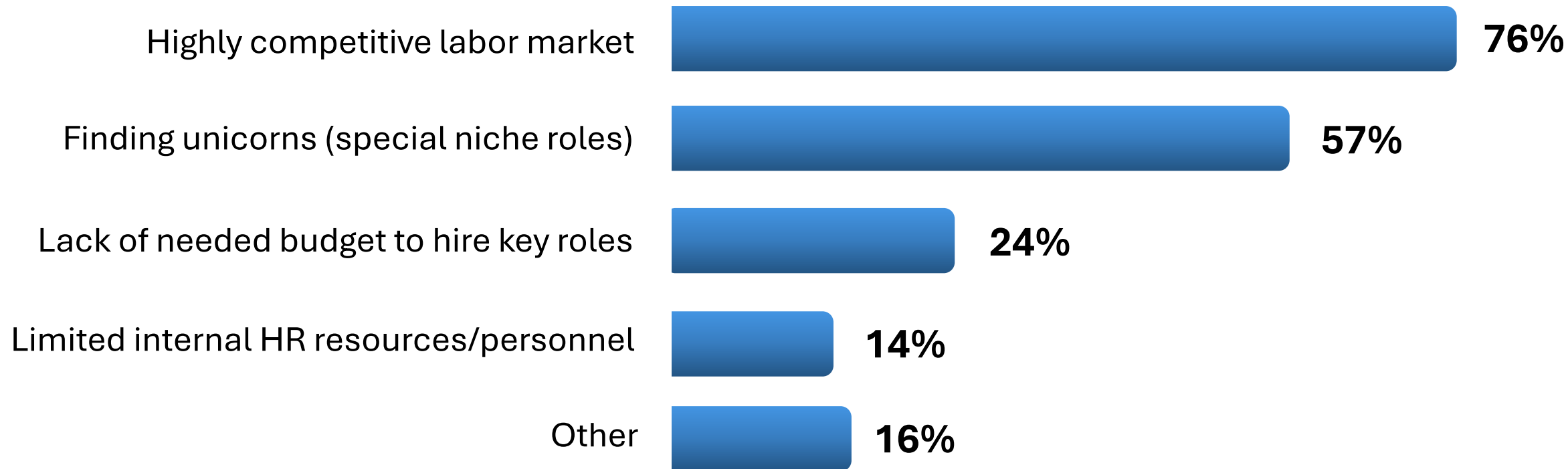
Your survey results N = 37

How many employees do you plan on hiring in the next 12 months (replacements or net new)?



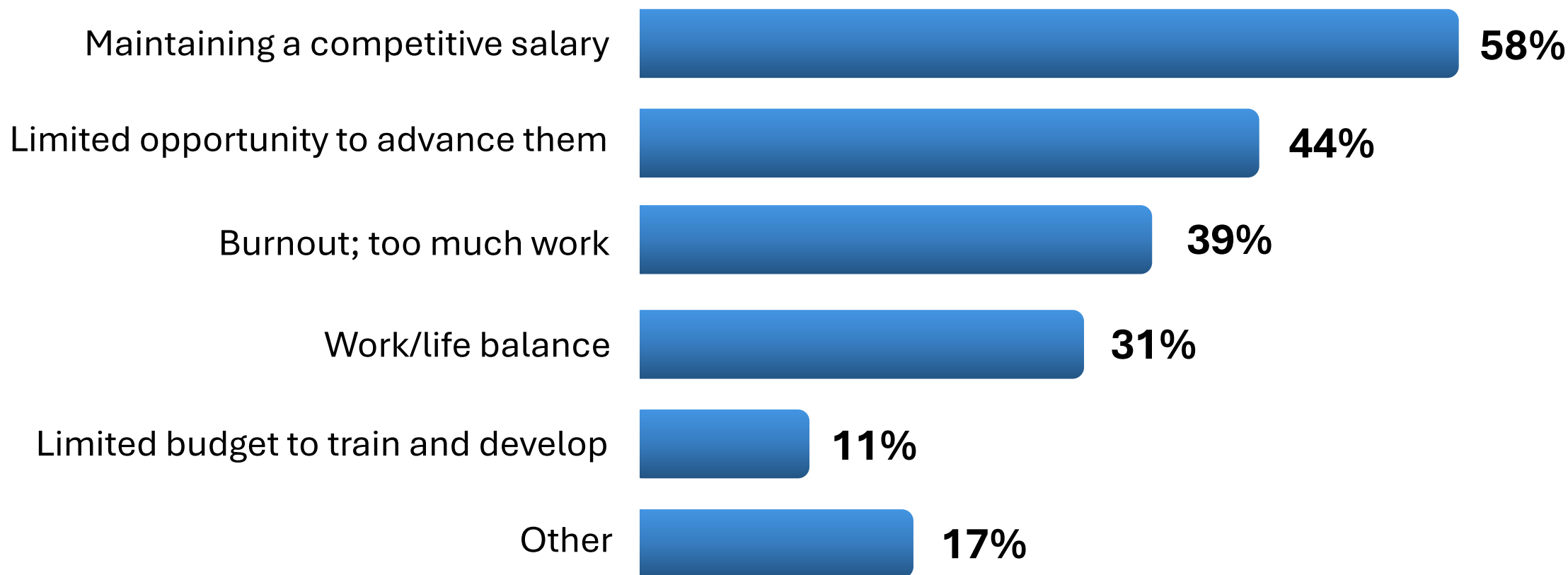
Your survey results N = 37

What are your top **recruiting/hiring** challenges (check all that apply)?



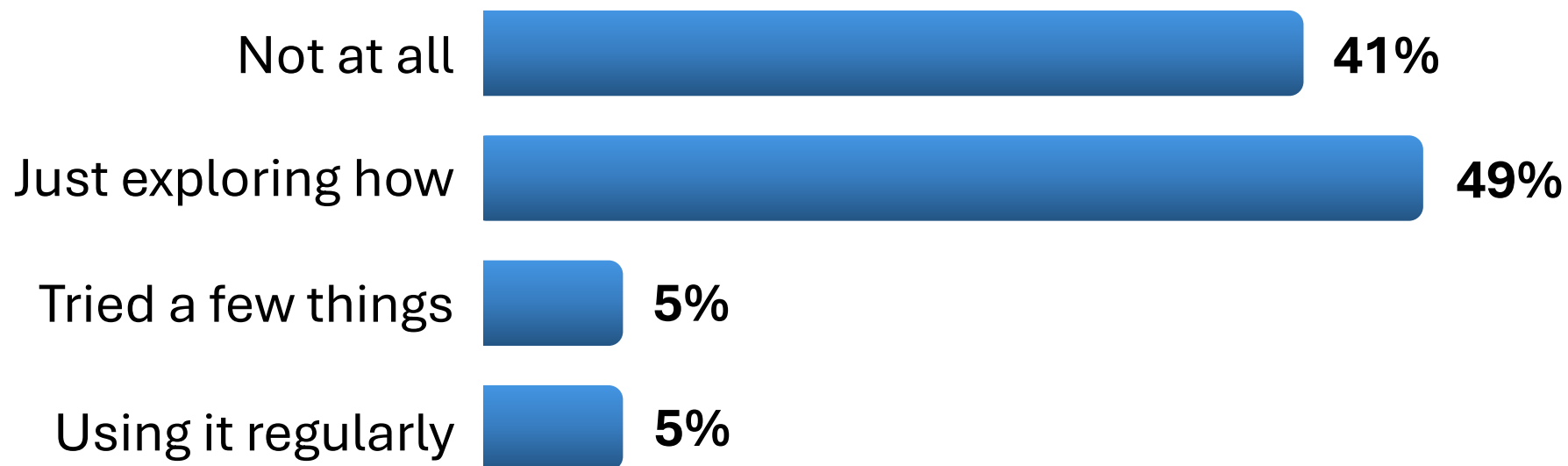
Your survey results N = 37

What are your top **workforce retention** challenges (check all that apply)?



Your survey results N = 37

To what degree are you using AI in your recruiting and hiring efforts?



CURRENT STATE

How can AI help you today with the important steps in securing and keeping great talent?



Before you begin...

Your Firm:

- Mission, Vision, Values
- Culture
- Data
- Website, LinkedIn, etc.



Your Ideal Candidate:

- The “perfect” or “gold standard” employee for that role
- Persona, resume



1. Job Description

If you are creating a new one

- Tone & style: your culture and their persona
- Map desired skills
- Create first draft then iterate

Or enhancing existing ones

- Detect bias or non-inclusive language
- Keyword optimization for job boards
- Readability and clarity
- Insert your values and cultural alignment



2. Job Posting

- AI generated infographics & video snippets
- A/B testing for continuous improvement
- Diversity and inclusion boosters
- Dynamic headline and hooks
- SEO, keywords, location tuning
- Cultural fit calibration



3. Filter & Compare



Screen applicants' resumes against the ultimate job description or the target persona.

Rate or rank resumes (or both) to quickly narrow the field.

Compose an email to notify in a friendly and respectful tone the candidates you will not move forward with.

4. Interview



Virtual Interview



In-person Interview

Develop questions based on the JD and candidate's resume/cover

Record (with permission) and use transcript:

- Evaluate your top criteria
- Automated summaries / highlights
- Sentiment & tone analysis
- Scorecards for data-driven comparison
- Interviewer calibration and coaching

5. Hire



Market benchmarking (Payscale, Glassdoor, industry reports, etc.)

Personalized offer letter (tone and customization)

Negotiation support, scenario modeling

Background and references (AI-powered services Checkr, HireRight, others)

6. Onboard

Onboarding workflow and SOP to reduce redundancy

New hire Chatbot (load your employee handbook)

Skills assessment – micro-learning and content recommendations

First week orientation buddy using HeyGen avatar



Create a
Talking
AI Avatar



7. Nurture



- AI-powered mentoring
- Customized leader development
- Employee surveys; sentiment
- Personal & group assessments
- AI-enhanced coaching
- AI Labs
- Many others...

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Board of Directors

Job Description ▶ Posting ▶ Filter ▶ Interview ▶ Hire ▶ Onboard ▶ Nurture & Retain

Team Impact

Agents / Hybrid

Your personal Board of Directors

If you could get trusted and insightful “anytime advice” from anyone, who would it be?



Your personal Board of Directors

Professional Interests

General Leadership
Psychology
Economics
Faith
Creativity
Coaching
Strategy
Emotional Intel.
Relationships

Trusted Experts

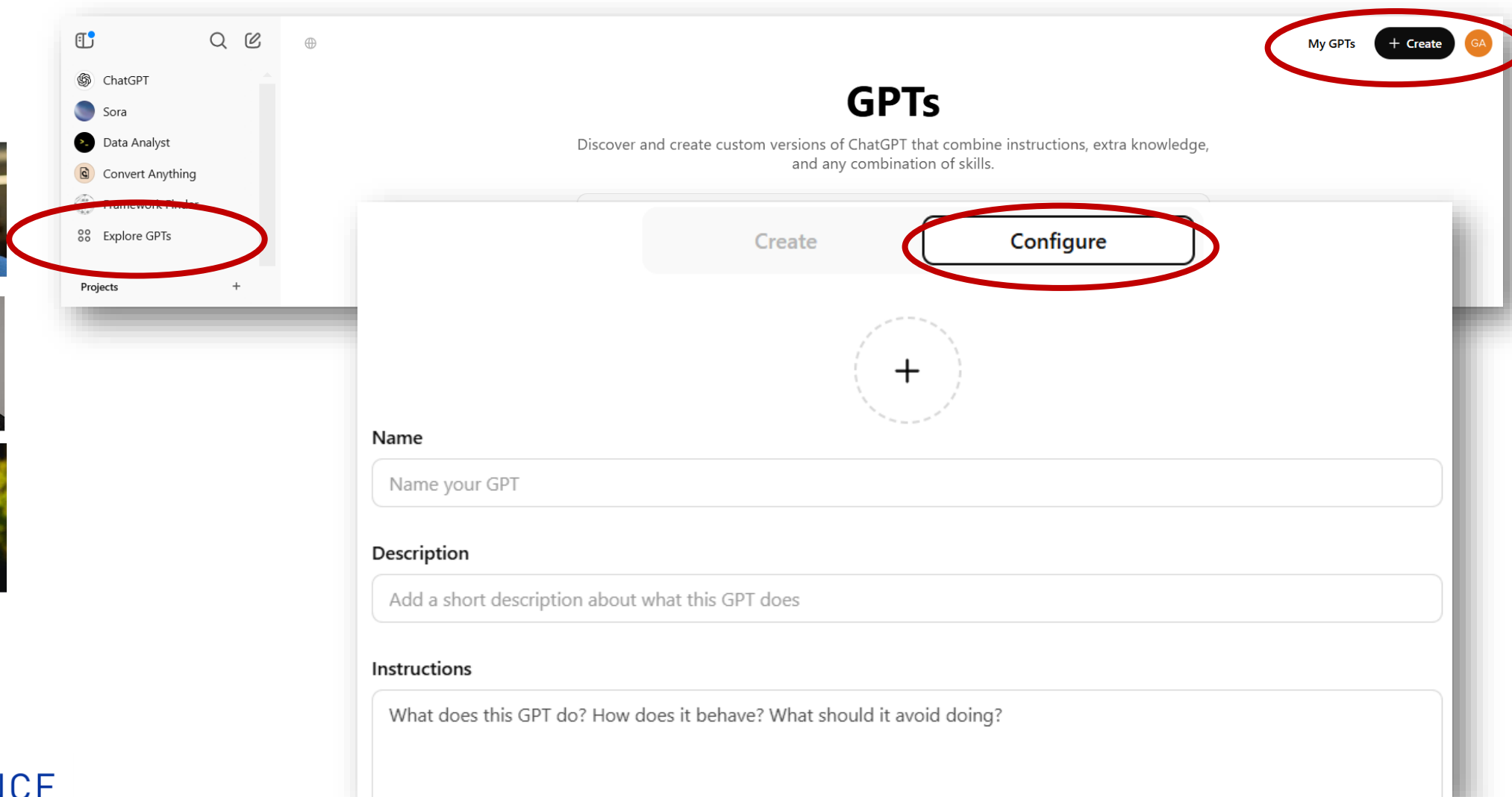
Simon Sinek
Adam Grant
Daniel Pink
Linda Hill
Pat Lencioni
Donald Miller
Andy Stanley
Michael Porter
Brene Brown
John Maxwell
Malcom Gladwell
Dan Rockwell
Peter Bregman



Customize Your GPT

1. ChatGPT: load your list of board members and ask AI to produce a short bio for each.
2. Add those profiles to a descriptive and instructive prompt that is a permanent part of your GPT.
3. Complete and name your GPT.
4. Ask away!

Your personal Board of Directors



GPTs

Discover and create custom versions of ChatGPT that combine instructions, extra knowledge, and any combination of skills.

My GPTs **+ Create** **GA**

Create **Configure**

Name

Name your GPT

Description

Add a short description about what this GPT does

Instructions


What does this GPT do? How does it behave? What should it avoid doing?

Your personal Board of Directors



Create

Configure



Name

My Board of Directors

Description

Key insights from my favorite thinkers.

Instructions

Simon Sinek

Simon Sinek is an optimistic visionary and leadership expert known for his concept of "Start with Why"[1][4]. He focuses on inspiring leaders to create environments where people work at their natural best[4]. Sinek's approach emphasizes the importance of purpose-driven leadership and the power of clear communication[1]. His insights often revolve around building trust, fostering innovation, and creating long-term value in organizations[7].

Conversations with your GPT can potentially include part or all of the instructions provided.

Your personal Board of Directors

Here are my favorite business thinkers. I trust them to provide me with detailed and thoughtful answers to questions I ask them. For each question or scenario I describe, please act as each one of these leaders and provide a well-crafted answer using their style of communication. List each answer separately and identified by the leader. Take your time and deliver a meaningful response.

Here are the leaders and their profiles:

Simon Sinek

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Adam Grant

Adam Grant is an organizational psychologist and bestselling author who explores motivation, generosity, original thinking, and potential[2][5]. As Wharton's top-rated professor, he specializes in how individuals can find meaning in their work and lead more creative lives[5]. Grant's perspectives often challenge conventional wisdom, encouraging leaders to rethink assumptions and embrace a culture of learning and adaptability[2].

Daniel Pink

Daniel Pink is a bestselling author focusing on the changing world of work and human behavior. He emphasizes concepts like autonomy, mastery, and purpose as key drivers of motivation. Pink's insights often relate to understanding intrinsic motivation and how it can be leveraged in business and personal development.

Your personal Board of Directors

There is so much talk about resilience in the marketplace. Within my engineering firm, I'd love my team to be more resilient. How can I help them do that? What are the benefits? Anything I need to be concerned about?

Simon Sinek

Start with Why.

How:

Resilience is not just about enduring stress — it's about having something meaningful to endure *for*. Start by helping your team understand their **Why**. Connect their day-to-day work to a larger purpose: How does their engineering contribute to a safer, better, or more innovative world? Build an environment of trust where people feel safe to admit struggles without fear of judgment or punishment.

Benefits:

Resilient teams thrive in uncertainty. They adapt, innovate, and support each other. They become less reactive and more proactive. You'll see deeper engagement, stronger collaboration, and greater long-term loyalty.

Concerns:

Don't romanticize resilience. It's not about "pushing through" at all costs. If people are constantly "resilient" in toxic conditions, they're not resilient — they're surviving. Make sure the culture supports well-being, not



FUTURE STATE

What aspects of AI do we need to keep tabs on in the next 12 months?

Two suggestions...



1. How will AI impact your team?

The marketplace has vacillated over this question for two years...



2023

“Dang, it’s going to replace all my workers!”



2024

“Wait, AI is just going to give us more time to do important things.”

2025

“We must organize and plan for a hybrid team.”

What can I expect and plan for?

AEC firms are gradually going deeper in AI integration in daily operations.

Engineering Design	Integrated into software; reduces manual drafting and calculations
Project Management	Project managers are handling more projects with the same staff
Operations	Improving efficiencies and uptime; no change in role needs
HR and Admin.	Significant automation opportunities; primarily staff-shifting

What about fears of job displacement?

AI is great at basic “junior” tasks. Some entry-level roles are “at risk”. Will likely hurt hiring fresh graduates and interns.

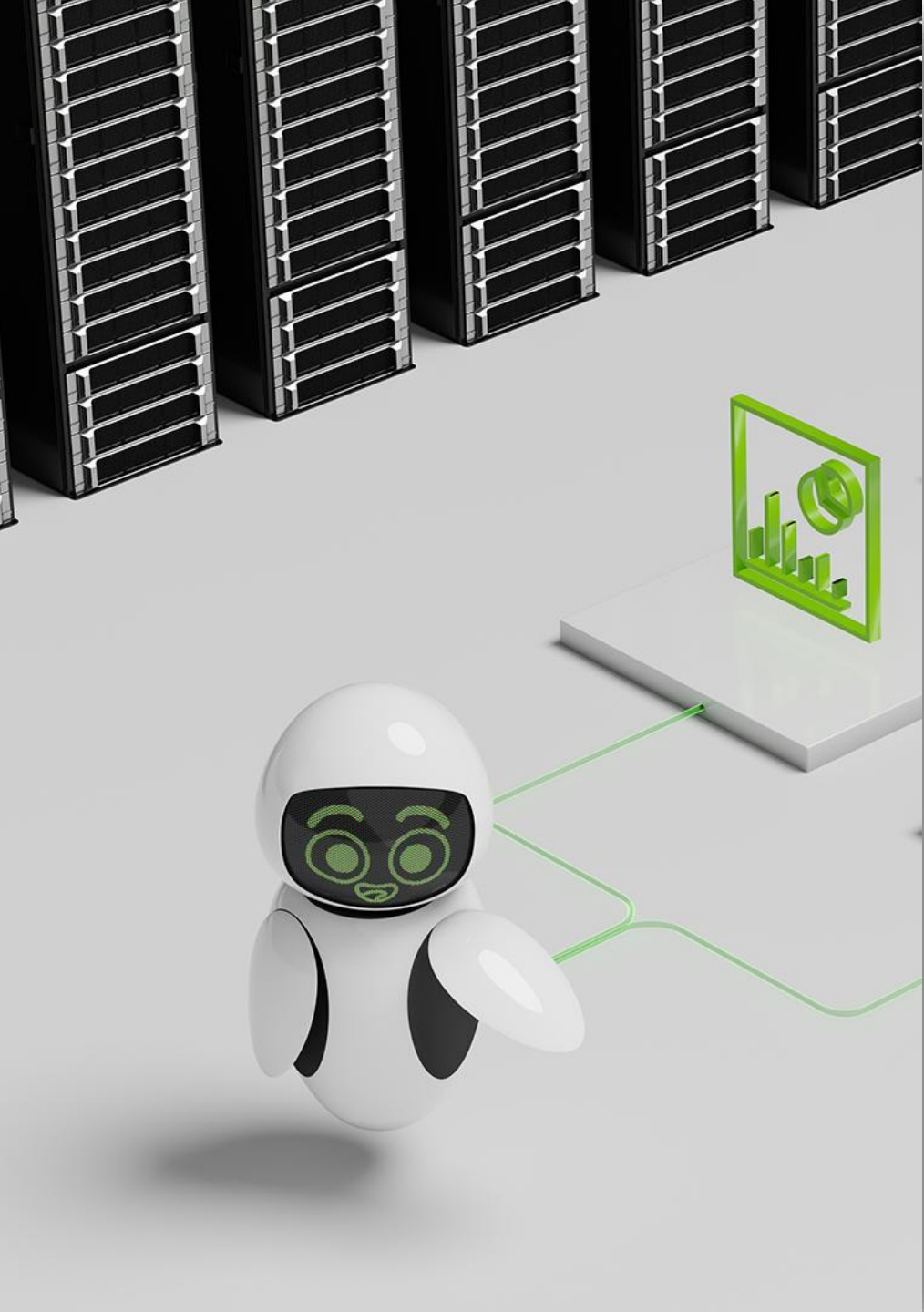
Broken career ladder: young professionals will have fewer opportunities to learn basic skills if automated – and therefore may not be prepared for advancement

Some leaders expect that as AI handles more work, they will gradually reduce hiring or let attrition happen w/o backfilling

“Not a single firm reported AI-driven layoffs; instead, they reported AI ‘enhancing human talent’ at both junior and senior levels.”

Source: ACEC 2025 Survey

We have not seen AI-related job creation among small and mid-sized firms.



2. AI Agents and your workforce

Bots that can make real-time decisions, complete complex workflows, and even learn from experiences...all with minimal human oversight.

Agents understand the user's goal/vision and the context to the problem they are trying to solve.

They act autonomously on our behalf.

What do they do?

They approach interacting with you in a 4-step process:

1. **Perceive:** gather and process data from various sources; extract meaningful features and information
2. **Reason:** with an LLM acting as the orchestrator (reasoning engine) it understands tasks, generates solutions, and then coordinates models for specific functions.
3. **Act:** integrates with external tools and software to quickly execute tasks (within guardrails) based on the plans it created.
4. **Learn:** continually improves through a feedback loop and adapts, often over a long time period.



It's your digital assistant on steroids.

It's like having a tireless, hyper-intelligent intern who not only follows your instructions but also anticipates your needs and comes up with creative solutions you might have never considered.



Why you should care

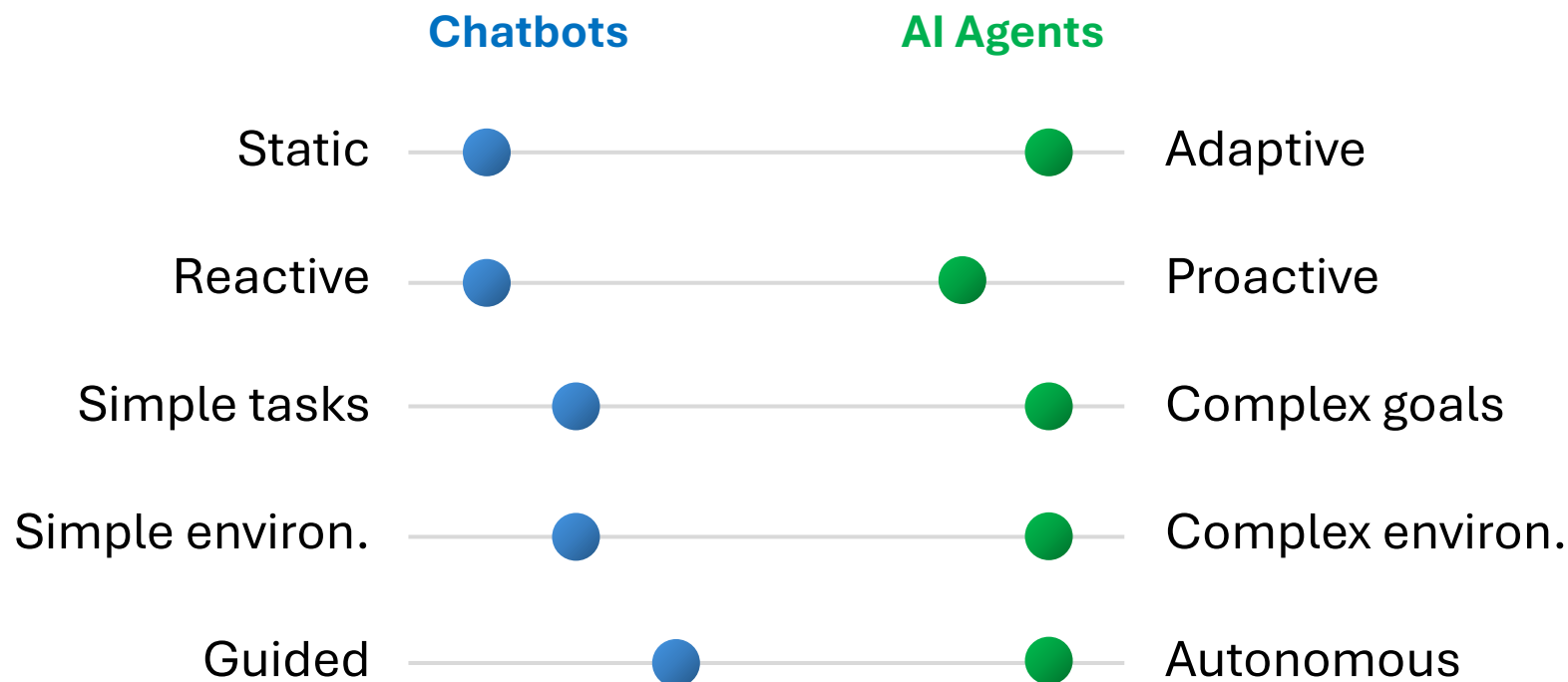
Though relatively new to the AI landscape, agents are already proving their value.

- Streamline operations by simplifying and automating workflows
- Improved problem-solving capabilities
- Personalizes work based on stated objectives
- Can easily scale without extra resources
- Increased autonomy and independence
- Can be both flexible and precise
- Effectively reason and can leverage “intuition”
- Increasingly integrates with existing tools, app, software

How are they different from GPTs?

Traditional AI = *creating*

AI Agents = *doing*



What are the risks?

It's easy to imagine things going horribly wrong with this set-up.



- Requires us to expose much more of our digital lives to model owners potentially bringing new privacy and security problems.
- “With great autonomy comes much responsibility.” With any “failure” people will be quick to point to AI taking over.

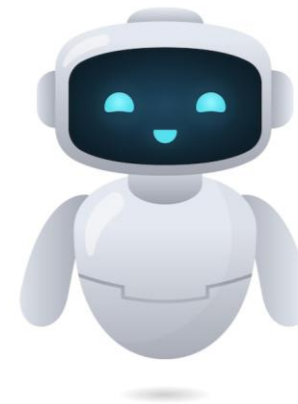
What can I expect and plan for?

This next AI capability wave will
increasing become mainstream:

- Understanding
- Accessible
- Applicable
- Ease of use

Stay informed; regular information-gathering.
How are other firms using agents?

Seek no/low-risk applications personally



A hand is shown in the lower right corner, with the index finger touching a glowing, stylized robot head icon. The robot head is composed of white and blue lines and is surrounded by a bright orange glow. The background is a dark blue grid with various glowing blue and orange digital elements, including lines, dots, and circular patterns. The word "Questions?" is written in a large, white, sans-serif font in the lower left area.

Questions?

Your next steps

1. Pick 1-2 recruiting/hiring challenges and determine if AI can help
2. Examine your data; how is it organized, classified, accessed, etc.?
3. Start small and iterate
4. Talk to your peers; learn from each other
5. Ask for help

Two quick announcements

1. A parting gift from Thrivence

AI Framework: the “easy path” for implementing AI within your firm.

Jump in wherever you are in the AI journey.

More info:

gary.mcclure@thrivence.com



2. Go deeper in “AI and Your Team”

AI Accelerator: Talent Acquisition & Retention

An intimate 1.5-day experience for AEC leaders

Oct. 20-21 | Nashville See handout for details.



Thriveness is helping firms like yours

Artificial Intelligence

- AI guidelines & governance
- Communications & launches
- Data audits
- AI Labs
- Custom workshops
- Custom development
- AI events

- Strategic planning
- Change management
- Data security
- Leader development
- Mentoring program
- Surveys / analysis
- Ownership transition
- Succession planning
- Statewide ACEC programs (TN)

Thriveness.com

Connect anytime with ideas,
questions, suggestions, or simply
would like a thought partner.

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