



Become Unmistakable

CFMA - Great Lakes
Regional Conference

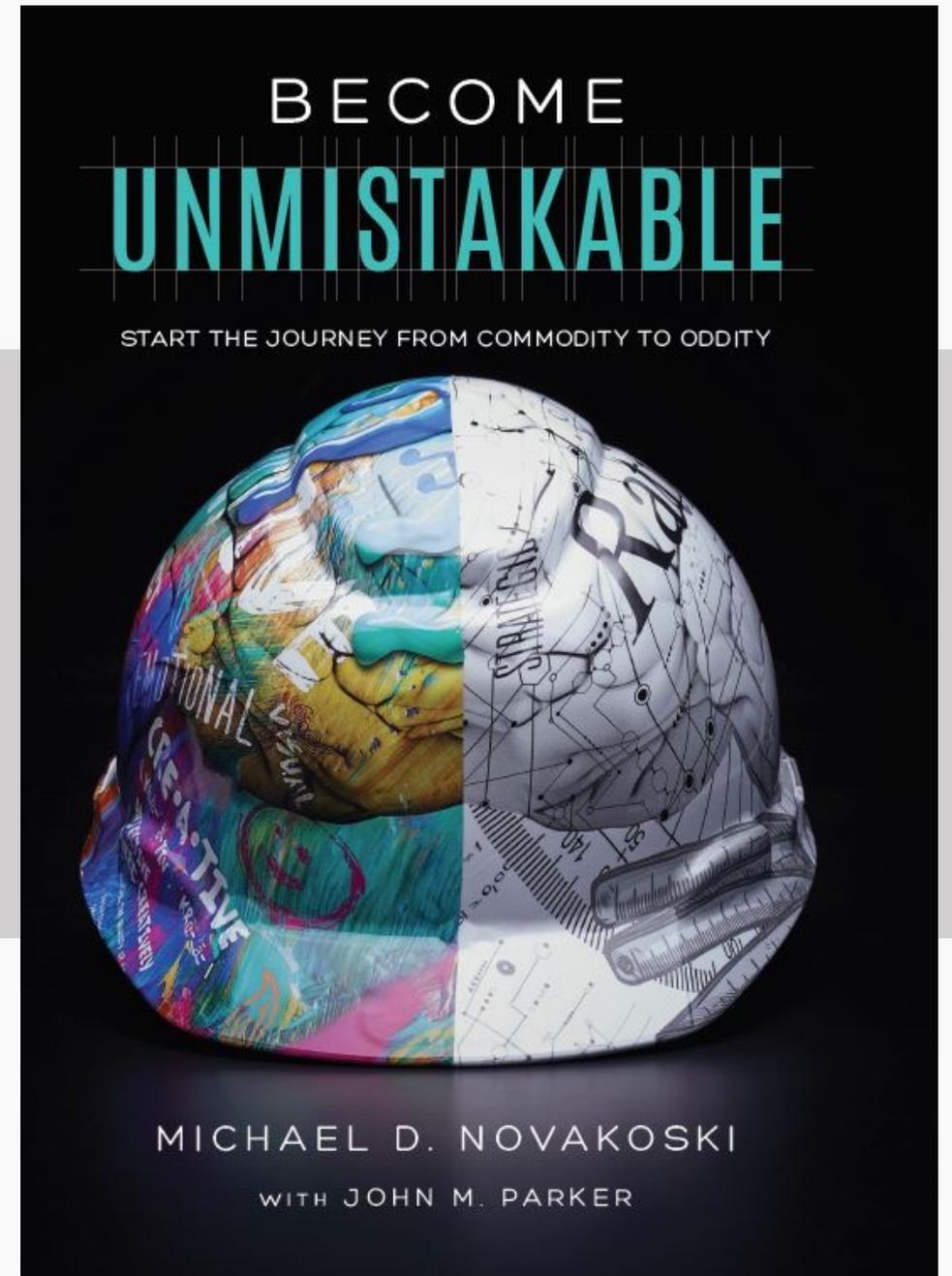
Mike Novakoski

President / CEO at
EV Construction

Founding Partner at
Become Unmistakable



**We've learned
so much!**



WARNER BROS.  FAMILY ENTERTAINMENT

THE WIZARD OF OZ





Longing
for
something
better?



HORRIBLE BOSSES



**BILL
LUMBERGH**
Office Space



**MIRANDA
PRIESTLY**
The Devil Wears Prada



**MARGARET
TATE**
The Proposal



**TONY
SOPRANO**
The Sopranos

BE AWARE OF
THE TOGGLE.

KNOW WHEN
TO SWITCH IT.

RIGHT BRAIN

Intuitive
Emotional
Visceral
Cognitive
Creative
Spatial
Approximate
Artistic

LEFT BRAIN

Analytical
Mathematical
Pragmatic
Scientific
Black & White
Sequential
Practical
Detailed



How can
we
integrate
some of
these
ideas for
you?



So, what are we going to talk about today?

01 The EV Story

02 Corporate ABS™

03 The Talent Sieve

04 Blueprint for Success

05 uMap™

06 Cultural Transformation

THE EV STORY

OUR JOURNEY



FAST FACTS

\$150M
Regional Presence

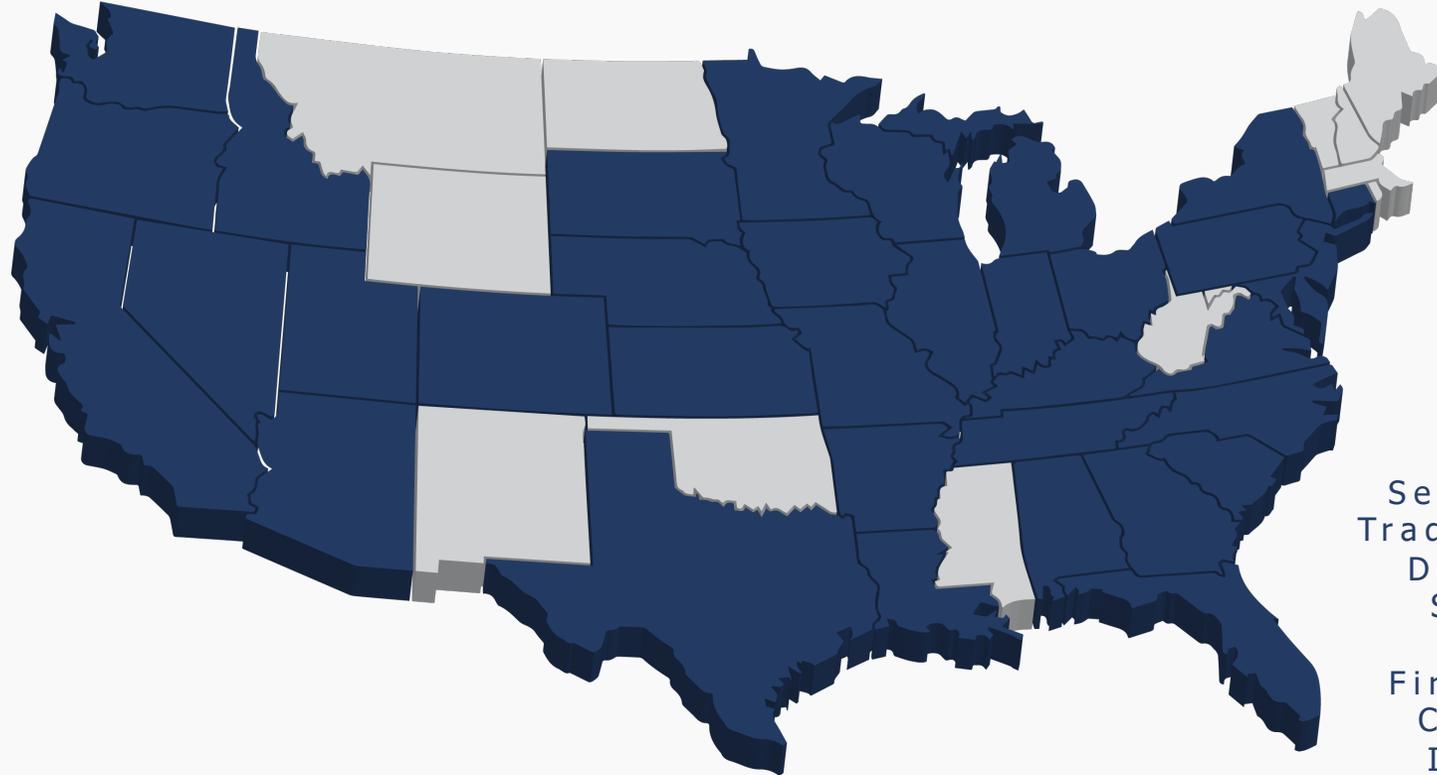
\$300M
National Presence

77
Years in Business

200+
Employees

14
Years without a
Lost Time Injury

Where We've Worked

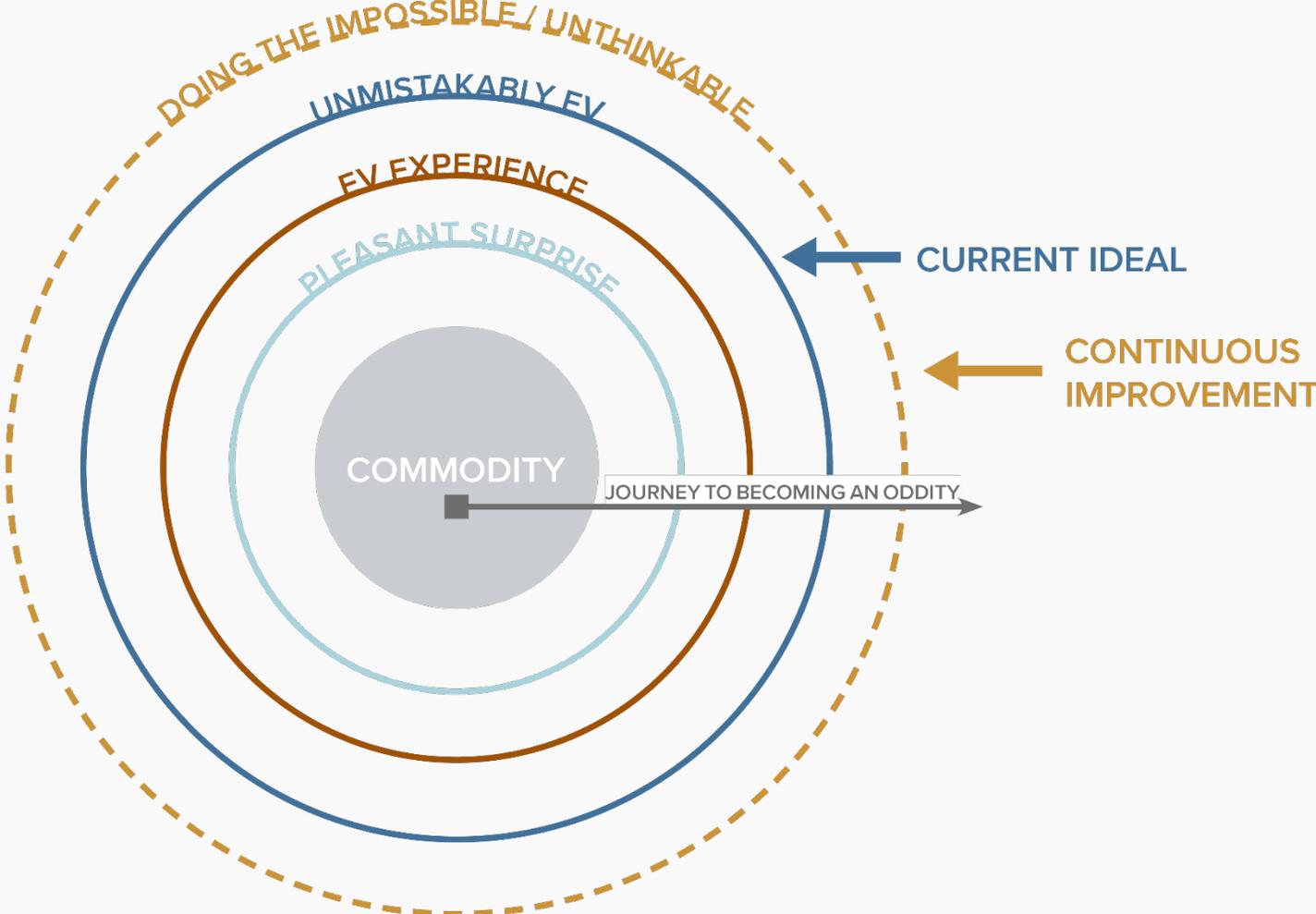


Self-Perform
Trade Divisions
Demolition
Sitework
Steel
Firestopping
Carpentry
Interiors
Painting

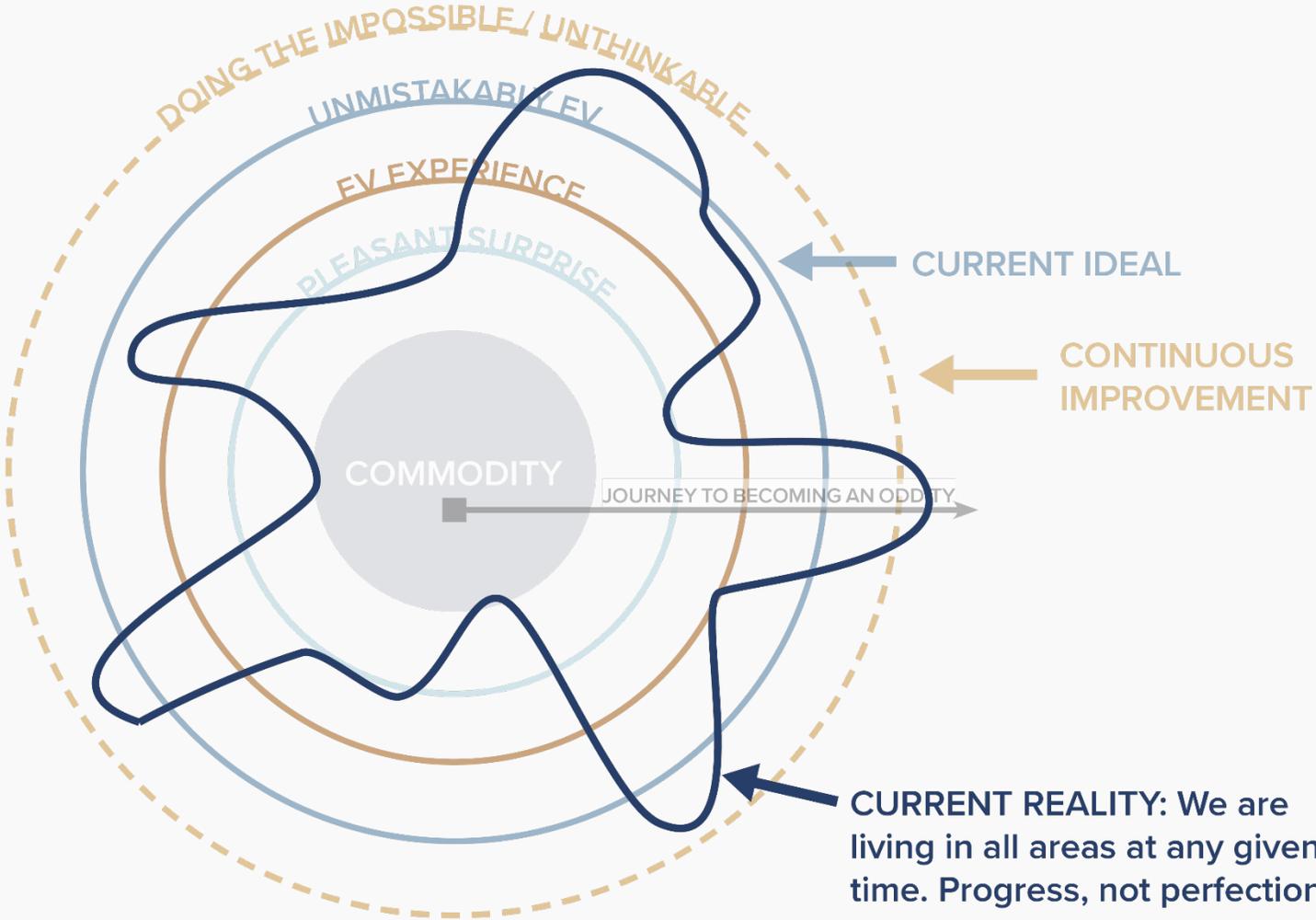
FOCUS ON THE JOURNEY, NOT THE DESTINATION

Greg Anderson

THE JOURNEY FROM COMMODITY TO ODDITY



THE JOURNEY FROM COMMODITY TO ODDITY



INSIDE OUR WALLS



**Take off
your
armour**



MEANINGFUL, MEMORABLE, UNMISTAKABLE

An Unmistakable Retreat



2023 PAINTED PICTURE



- WE BRING OUR CULTURE OUTSIDE THE WALLS TO MAKE THE WORLD A BETTER PLACE
- WE LEVERAGE TECHNOLOGY TO MAKE EVERYONE FEEL CLOSE, NO MATTER WHERE THEY ARE

- OUR CULTURE SCALES WITH OUR SIZE & TRAVELS WELL WITH OUR BUSINESS

★ SCALING CULTURE

PROTECT AT ALL COST.

- WE PROPERLY BALANCE PROCESS/SYSTEMS WITH THE HUMAN CONNECTION
- OUR PEOPLE ARE OUR TOP PRIORITY, EVEN IF A TASK IS NOT



★ EVOLVING TALENT

BE THE BEST WITH THE BEST.

- WE HAVE SUBJECT MATTER EXPERTS FOR ALL ASPECTS OF OUR SAFETY PROGRAM
- HIGHLY EFFECTIVE LEADERSHIP EXISTS IN ALL DIVISIONS
- THERE ARE ADVANCEMENT PATHWAYS FOR EVERYONE
- WE ENCOURAGE HEALTHY LIVING



- EXPANDED LEADERSHIP OF NATIONAL OPERATIONS



★ INFUSING EXCELLENCE

GOOD ENOUGH... ISN'T.

- PRECON DELIVERABLES FAR EXCEED THE COMPETITION'S
- WE HAVE A ROBUST TRADE CONTRACTOR RATING SYSTEM

- PM'S & FM'S ARE INDISTINGUISHABLE IN THEIR DELIVERY
- SAGE & PROCORE SYSTEMS ARE FULLY INTEGRATED

- PRECON LEADS THE WAY IN 'SAFETY BY DESIGN'

- WE HAVE A STRONG CULTURE OF ACCOUNTABILITY
- THERE IS SEAMLESS COMMUNICATION BETWEEN ALL OPERATIONS & ACCOUNTING

- WE EFFECTIVELY USE TECHNOLOGY TO BE BIGGER THAN WE ARE

- WE HAVE ROBUST BUSINESS DEVELOPMENT KPI'S



★ BUILDING RESILIENCY

PREPARE FOR THE FUTURE... NOW.

- KNOWN FOR SAFETY, QUALITY & OUR CENTRAL FOCUS ON EMPLOYEES



- WE HAVE 10 NEW, LONG TERM ACCOUNTS IN 2023

- ACCOUNTING IS 'DEFAULTED' TO AUTOMATION

- WE ENCOURAGE THE DEVELOPMENT OF SECONDARY SKILL SETS FOR EVERYONE.

- BROAD BRAND EXCELLENCE

- WE PROMOTE THE STRENGTH OF ALL SERVICE OFFERINGS



- GROWTH RELIES ON FLAWLESS EXECUTION

- WE HAVE AN OFFICE OUTSIDE OF MICHIGAN

- ROBUST TRAVELING SELF-PERFORMED TRADE TEAMS

★ BREAKING BOUNDARIES

OPPORTUNITY IS KNOCKING...

- STANDARDIZED PRECON PROCESS FOR ALL PROJECTS, MARKETS & LOCATIONS

- THEY WILL KNOW WHAT WE DO, WITHOUT EXPLANATION

- WE HAVE 10 FM'S/PM'S THAT LIVE OUTSIDE OF MICHIGAN



- WE HAVE EXPANDED 'ALIVE365' IN SIZE AND IMPACT

- DEDICATED SAFETY RESOURCE FOR NATIONAL OPERATIONS

- WE OFFER BILINGUAL SUPPORT TO OUR TEAM/PARTNERS



SAVORING OUR SUCCESSES





IT WAS THE
BEST
OF TIMES

Nolan Hendrix
02.05.2016

IT WAS THE
WORST
OF TIMES





OUTSIDE OUR WALLS



RESPECT & ACKNOWLEDGMENT



CONTRACTOR ROUNDTABLES

1. Welcome (5)
2. Communication Starter (20)
3. Participant Updates & Sharing (60)
4. Host Topic (30)
5. Address "Parking Lot" (25)
6. Conclusion (10)
7. Determine Next Host

Total: 2.5 Hours



AVOIDING FINES OR CHERISHING TIMES?

I LOVE when my mom / dad / grandma / grandpa comes home safe because...
Then we can eat donuts together and snuggle!!



Name Maddie Jenema

Age 11



ALIVE365™

100+

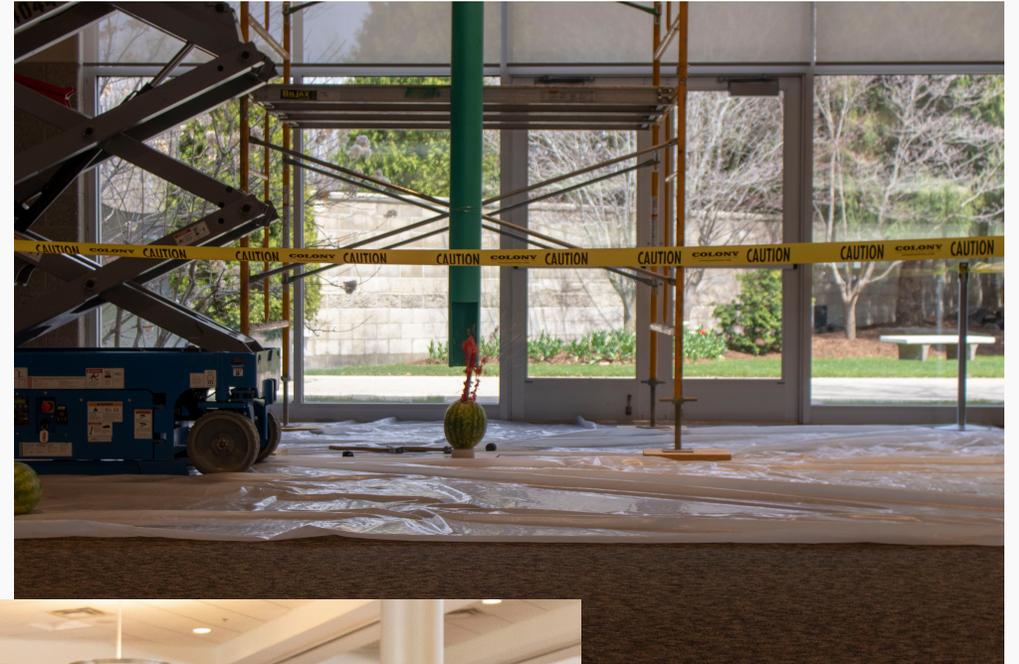
Companies have taken
advantage of the free safety
week training

2,000

People have participated

\$200,000

Invested to help train trade
partners in the industry



UNMISTAKABLE MEMBER OF OUR COMMUNITY



BROADLY IMPACT YOUR COMMUNITY



CONSTRUCTION

evconstruction1945



CINCINNATI BENGALS

HOW IT WORKS:

Locate your business name on the chart. Follow the row and column up to the corresponding numbers located on the top and left side of the grid. These numbers represent the last digit of the possible score of each team in the game. If your digits match the last number of the score at the end of that quarter, you win! Follow us during the game for real-time updates on our Facebook page.

For the winner for each quarter and the final score, we'll be donating \$500 to your organization. If your nonprofit shares our Facebook post or you create your own regarding the game before February 13 AND you win, we'll double your donation to \$1,000! If there's an organization that wins twice (or more) we'll do a random drawing at the end of the game. You'll have five chances to win!

				1	2	3	4	5	6	7	8	9	0	3
			1	7	2	1	6	5	8	4	9	0	3	
		2	1	4	3	9	8	6	0	5	2	7		
		3	0	2	4	8	9	6	3	1	5	7		
		4	6	5	9	4	2	7	8	1	3	0		
9	7	7	5	Bethany Christian Services	Grand Rapids Community Foundation	Critter Barn	Children's Advocacy Center	Big Bothers Big Sisters of the Lakeshore	Compassionate Heart Ministry	Kenzies Be Café	First Tee of West Michigan	Community Foundation of Holland/Zeeland	Bridge Youth Center	
3	0	5	2	First Tee of West Michigan	Community Foundation of Holland/Zeeland	Junior Achievement of the Michigan	Down Syndrome Association of West Michigan	Outdoor Discovery Center Network	Children's Advocacy Center	Boys and Girls Club of Greater Holland	Down Syndrome Association of West Michigan	Grand Rapids Community Foundation	Kids' Food Basket	
2	4	3	8	Camp Geneva	Kenzies Be Café	Boys and Girls Club of Greater Holland	Grand Rapids Children's Museum	Bridge Youth Center	First Tee of West Michigan	Kids Hope USA	Critter Barn	Outdoor Discovery Center Network	Compassionate Heart Ministry	
7	8	0	4	Escape Ministries	Big Bothers Big Sisters of the Lakeshore	Escape Ministries	Kids Hope USA	Community Foundation of Holland/Zeeland	Ready for School	Camp Geneva	Ready for School	Boys and Girls Club of Greater Holland	Grand Rapids Community Foundation	
4	6	2	0	Down Syndrome Association of West Michigan	Junior Achievement of the Michigan	Children's Advocacy Center	Grand Rapids Community Foundation	Ready for School	Big Bothers Big Sisters of the Lakeshore	Ready for School	Grand Rapids Children's Museum	Bethany Christian Services	Outdoor Discovery Center Network	
8	1	6	1	Bethany Christian Services	First Tee of West Michigan	Kenzies Be Café	Bridge Youth Center	Critter Barn	Escape Ministries	Junior Achievement of the Michigan	Bridge Youth Center	Kids Hope USA	Down Syndrome Association of West Michigan	
0	2	9	6	Kids' Food Basket	Bridge Youth Center	Down Syndrome Association of West Michigan	Boys and Girls Club of Greater Holland	Compassionate Heart Ministry	Outdoor Discovery Center Network	Community Foundation of Holland/Zeeland	Children's Advocacy Center	Kenzies Be Café	Grand Rapids Children's Museum	
1	5	4	3	Community Foundation of Holland/Zeeland	Grand Rapids Children's Museum	Kids' Food Basket	First Tee of West Michigan	Grand Rapids Community Foundation	Bethany Christian Services	Ready for School	Outdoor Discovery Center Network	Camp Geneva	Junior Achievement of the Michigan	
5	9	8	7	Boys and Girls Club of Greater Holland	Compassionate Heart Ministry	Camp Geneva	Escape Ministries	Kids Hope USA	Junior Achievement of the Michigan	Big Bothers Big Sisters of the Lakeshore	Kids' Food Basket	Critter Barn	Children's Advocacy Center	
6	3	1	9	Critter Barn	Kids Hope USA	Bethany Christian Services	Kids' Food Basket	Camp Geneva	Grand Rapids Children's Museum	Kenzies Be Café	Escape Ministries	Compassionate Heart Ministry	Big Bothers Big Sisters of the Lakeshore	





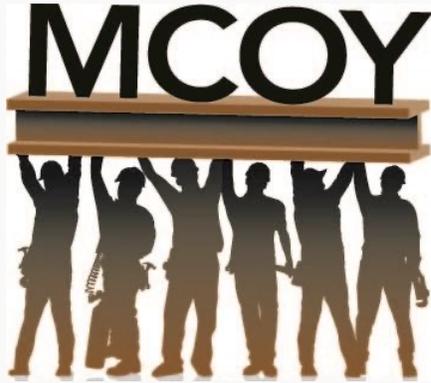
HOLLAND PARADE OF LIGHTS



ELTINGA
VEHICLES

THIRD PARTY VALIDATION





MI CONTRACTOR OF THE YEAR CRITERIA

Bid Ethics & Practice
Safety
Jobsite Supervision
Communication
Schedule Coordination
Project Relations
Lien Process
Administrative Procedures
Payment Terms
Quality Workmanship



BEST & BRIGHTEST CRITERIA

Recruitment, Selection & Orientation
Employee Enrichment, Engagement & Retention
Compensation, Benefits & Employee Solutions
Diversity & Inclusion
Employee Education & Development
Communication & Shared Vision
Work Life Balance
Employee Achievement & Recognition
Community Initiatives
Culture
Leadership
Strategic Company Performance

AWARD WORTHY



MICHIGAN CONTRACTOR OF THE YEAR

2012 & 2016 Winner
2018 & 2019 – 2nd Runner Up
2021 – 1st Runner Up



BEST & BRIGHTEST

13 West Michigan Awards
11 West Michigan Elite
2 West Michigan Best of the Best
9 National Awards
3 National Elite

WHAT

CRITERI

A

WOULD YOU BE RATED ON?



MANAGING YOUR CULTURAL FITNESS

CORPORATE ABS™





A·B·S
Artifacts, Beliefs, Stories

**ARE YOU
FIT FOR
BUSINESS?**

ARTIFACTS



BELIEFS



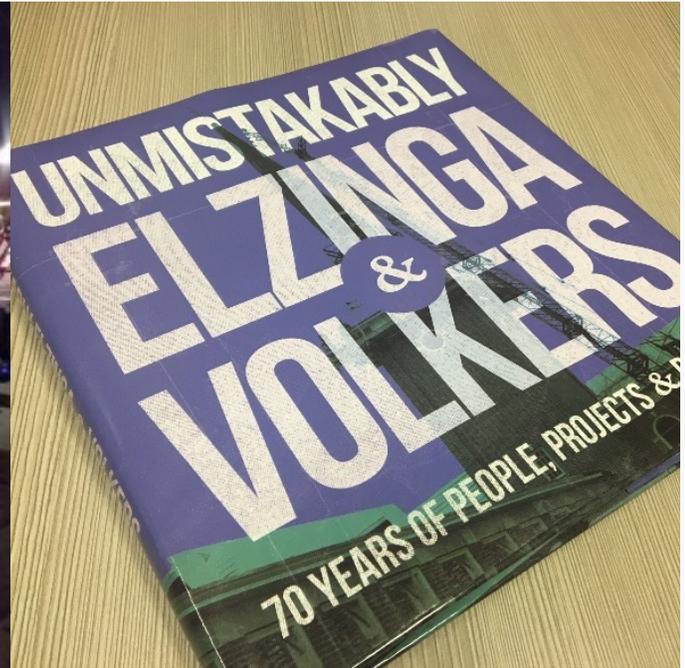
We are our
brother's
keeper

Built around
people



Humble.
Hungry.
Smart.

STORIES



THE EMPLOYEE JOURNEY

THE TALENT SIEVE
BLUEPRINT FOR SUCCESS
uMap™ & THRIVE365

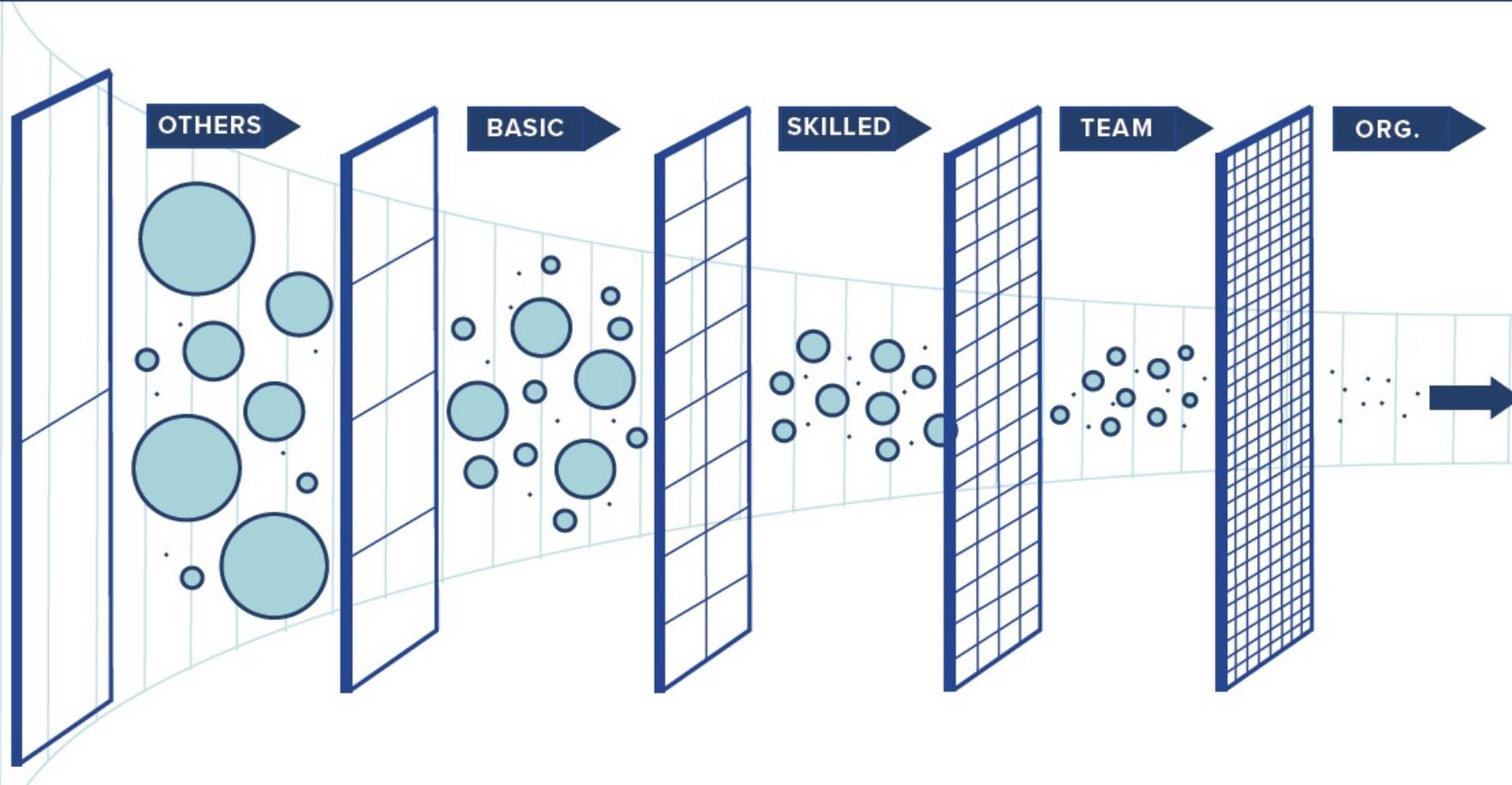


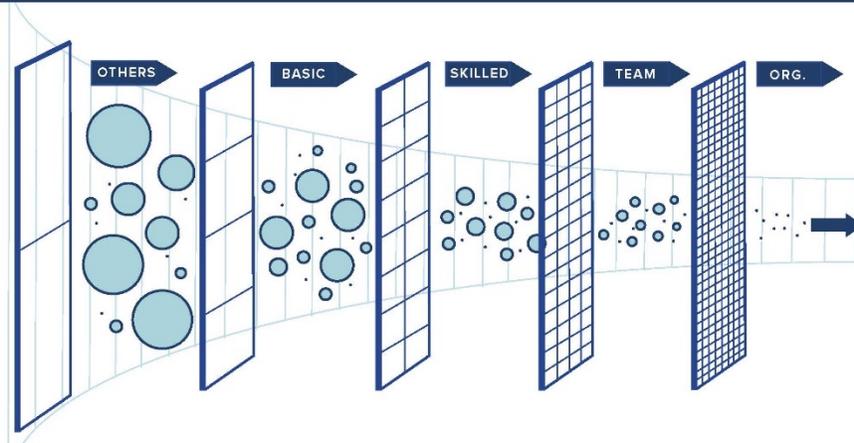
THE TALENT SIEVE

GROWING THROUGH YOUR ORGANIZATION

TALENT SIEVE

Right Brain Version





	BASIC QUALITIES TO BE AN EV EMPLOYEE	TECHNICAL / HIGHLY SKILLED	EFFECTIVE TEAM LEADER	ORGANIZATIONAL LEADER
EDUCATION	<ul style="list-style-type: none"> • Competition would consider "overqualified" for their position 	<ul style="list-style-type: none"> • Educational moonlighter 	<ul style="list-style-type: none"> • "Yoda" • Leads individual teams to self-discover, learn and grow 	<ul style="list-style-type: none"> • Insatiable appetite for learning • Looked up to as a "Sage"
COMMUNITY	<ul style="list-style-type: none"> • History of engagement in their community • "Spirit of Giving" 	<ul style="list-style-type: none"> • Supports issues outside of themselves in their community 	<ul style="list-style-type: none"> • "Norma Rae" • Engages a group of people for a cause and rallies around them 	<ul style="list-style-type: none"> • Fills "the Chair" on non-profit boards
BRAND/ TRAITS	<ul style="list-style-type: none"> • Hungry (willing to learn) • Humble yet confident • Willing to put 100 lbs in their 50 lb bag 	<ul style="list-style-type: none"> • Middle of a Tug-Of-War between peers • Bleeds blue 	<ul style="list-style-type: none"> • Respected & admired • Takes responsibility; more blame and less praise than they deserve 	<ul style="list-style-type: none"> • Enthusiasm unknown to mankind
RELATIONSHIPS	<ul style="list-style-type: none"> • Others would enjoy spending time with this person outside of work 	<ul style="list-style-type: none"> • Respected by peers for intellectual aptitude • AAA mindset – willing to help and protect others 24/7 	<ul style="list-style-type: none"> • Has raving fans • Captains the boat, but will also pick up an oar and row 	<ul style="list-style-type: none"> • Demands excellence from themselves before others • Others feel important around them • Entrepreneurial spark plug
SKILLS	<ul style="list-style-type: none"> • They know what they don't know and share it honestly 	<ul style="list-style-type: none"> • Identifies problems invisible to others • Evolving exponentially 	<ul style="list-style-type: none"> • Excellent relationship manager; aware of own emotions and others and acts accordingly • Above average emotional quotient 	<ul style="list-style-type: none"> • High emotional quotient • Master of social and self-awareness - Picks up own and others current emotions and acts accordingly
PERSPECTIVE	<ul style="list-style-type: none"> • No blinders • Doesn't, "cut the end off the ham" • More 1099 than W2 	<ul style="list-style-type: none"> • Reads surface of crystal ball • Able to navigate in the fog 	<ul style="list-style-type: none"> • Envisions the completed maze before the journey begins 	<ul style="list-style-type: none"> • EV Kool-aid research & development
PERFORMANCE / DECISION MAKING	<ul style="list-style-type: none"> • Takes out the trash with a smile 	<ul style="list-style-type: none"> • "1950's" Blue Ribbon Recipient • Balances the checkbook • Not a bobblehead 	<ul style="list-style-type: none"> • Volunteers to lead corporate change • Creates new U/EV opportunities • Right brain <u>enabled</u> 	<ul style="list-style-type: none"> • Isn't satisfied with an "A" • Right brain <u>justified</u>
MISC. / OTHER	<ul style="list-style-type: none"> • "Fortifies" us 	<ul style="list-style-type: none"> • Engaged and promotes EV • Functions well from "boots on the ground" to "10k ft." 	<ul style="list-style-type: none"> • Connects today's challenges with tomorrow's goals (20k ft. view) 	<ul style="list-style-type: none"> • "On" 24/7, yet well balanced

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 MISC. / OTHER	<ul style="list-style-type: none"> • "Fortifies" us 	<ul style="list-style-type: none"> • Engaged and promotes EV • Functions well from "boots on the ground" to "10k ft." 	<ul style="list-style-type: none"> • Connects today's challenges with tomorrow's goals (20k ft. view) 	<ul style="list-style-type: none"> • "On" 24/7, yet well balanced

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RELATIONSHIPS	<ul style="list-style-type: none"> • Others would enjoy spending time with this person outside of work 	<ul style="list-style-type: none"> • Respectful • Intellectually • AAA mind • and professional 	<ul style="list-style-type: none"> • No blinders • Doesn't, "cut the end off the ham" • More 1099 than W2 	<ul style="list-style-type: none"> • Excellence from before others • Important around them • Original spark plug
SKILLS	<ul style="list-style-type: none"> • They know what they don't know and share it honestly 	<ul style="list-style-type: none"> • Identifies • Finds 	<ul style="list-style-type: none"> • No blinders • Doesn't, "cut the end off the ham" • More 1099 than W2 	<ul style="list-style-type: none"> • Emotional quotient • Social and • Picks up own • Present emotions and accordingly
PERSPECTIVE	<ul style="list-style-type: none"> • No blinders • Doesn't, "cut the end off the ham" • More 1099 than W2 	<ul style="list-style-type: none"> • Reads surface of crystal ball • Able to navigate in the fog 	<ul style="list-style-type: none"> • No blinders • Doesn't, "cut the end off the ham" • More 1099 than W2 	<ul style="list-style-type: none"> • EV Kool-aid research & development
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• No blinders
 • Doesn't, "cut the end off the ham"
 • More 1099 than W2

	BASIC QUALITIES TO BE AN EV EMPLOYEE	TECHNICAL / HIGHLY SKILLED	EFFECTIVE TEAM LEADER	Supports issues outside themselves in their community
 EDUCATION	<ul style="list-style-type: none"> • Competition would consider "overqualified" for their position 	<ul style="list-style-type: none"> • Educational moonlighter 	<ul style="list-style-type: none"> • Leads in self-discovery 	<ul style="list-style-type: none"> • Middle of a Tug-Of-War between peers • Bleeds blue
 COMMUNITY	<ul style="list-style-type: none"> • History of engagement in their community • "Spirit of Giving" 	<ul style="list-style-type: none"> • Supports issues outside of themselves in their community 	<ul style="list-style-type: none"> • "No one" for a cause 	<ul style="list-style-type: none"> • Respected by peers for intellectual aptitude
 BRAND/ TRAITS	<ul style="list-style-type: none"> • Hungry (willing to learn) • Humble yet confident • Willing to put 100 lbs in their 50 lb bag 	<ul style="list-style-type: none"> • Middle of a Tug-Of-War between peers • Bleeds blue 	<ul style="list-style-type: none"> • Respected & admired • Takes responsibility, blame and less praise than they deserve 	<ul style="list-style-type: none"> • Demands excellence from themselves before others • Others feel important around them • Entrepreneurial spark plug
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• Middle of a Tug-Of-War between peers

• Bleeds blue

• Respected by peers for intellectual aptitude

	BASIC QUALITIES TO BE AN EV EMPLOYEE	TECHNICAL / HIGHLY SKILLED	EFFECTIVE TEAM LEADER	ORGANIZATIONAL LEADER
 EDUCATION	<ul style="list-style-type: none"> • Competition would consider "overqualified" for their position 	<ul style="list-style-type: none"> • Educational moonlighter 	<ul style="list-style-type: none"> • "Yoda" • Leads individual teams to self-discover, learn and grow 	<ul style="list-style-type: none"> • Insatiable appetite for learning • Looked up to as a "Sage"
 COMMUNITY	<ul style="list-style-type: none"> • History of engagement in their community • "Spirit of Giving" 	<ul style="list-style-type: none"> • Supports issues outside of themselves in their community 	<ul style="list-style-type: none"> • "Norma Rae" • Engages a group of people for a cause and rallies around them 	<ul style="list-style-type: none"> • Fills "the Chair" on non-profit boards
 BRAND/ TRAITS	<ul style="list-style-type: none"> • Hungry (willing to learn) • Humble yet confident • Willing to put 100 lbs in their 50 lb bag 	<ul style="list-style-type: none"> • Middle of a Tug-Of-War between peers • Bleeds blue 	<ul style="list-style-type: none"> • Respected & admired • Takes responsibility; more blame and less praise than they deserve 	<ul style="list-style-type: none"> • Enthusiasm unknown to mankind
 RELATIONSHIPS	<ul style="list-style-type: none"> • Others would enjoy spending time with this person outside of work 	<ul style="list-style-type: none"> • Respected by peers for intellectual aptitude • AAA mindset – willing to help and protect others 24/7 	<ul style="list-style-type: none"> • Has raving fans • Captains the boat, but will also pick up an oar and row 	<ul style="list-style-type: none"> • Demands excellence from themselves before others • Others feel important around them • Entrepreneurial
 SKILLS	<ul style="list-style-type: none"> • They know what they don't know and share it honestly 	<ul style="list-style-type: none"> • Identifies problems invisible to others • Evolving exponentially 	<ul style="list-style-type: none"> • Excellent relationship manager; aware of own emotions and others and acts accordingly • Above average emotional quotient 	<ul style="list-style-type: none"> • High
 PERSPECTIVE	<ul style="list-style-type: none"> • No blinders • Doesn't, "cut the end off the ham" • More 1099 than W2 	<ul style="list-style-type: none"> • Reads surface of crystal ball • Able to navigate in the fog 	<ul style="list-style-type: none"> • Envisions the completed maze before the journey begins 	<ul style="list-style-type: none"> • Has raving fans • Captains the boat, but will also pick up an oar and row
 PERFORMANCE / DECISION MAKING	<ul style="list-style-type: none"> • Takes out the trash with a smile 	<ul style="list-style-type: none"> • "1950's" Blue Ribbon Recipient • Balances the checkbook • Not a bobblehead 	<ul style="list-style-type: none"> • Volunteers to lead corporate change • Creates new UEV opportunities • Right brain <u>enabled</u> 	<ul style="list-style-type: none"> • Excellent relationship manager; aware of own and others
 MISC. / OTHER	<ul style="list-style-type: none"> • "Fortifies" us 	<ul style="list-style-type: none"> • Engaged and promotes EV • Functions well from "boots on the ground" to "10k ft." 	<ul style="list-style-type: none"> • Connects today's challenges with tomorrow's goals (20k ft. view) 	<ul style="list-style-type: none"> • "On" 24/7, yet well

they deserve

• Has raving fans

• Captains the boat, but will also pick up an oar and row

• Excellent relationship manager; aware of own and others

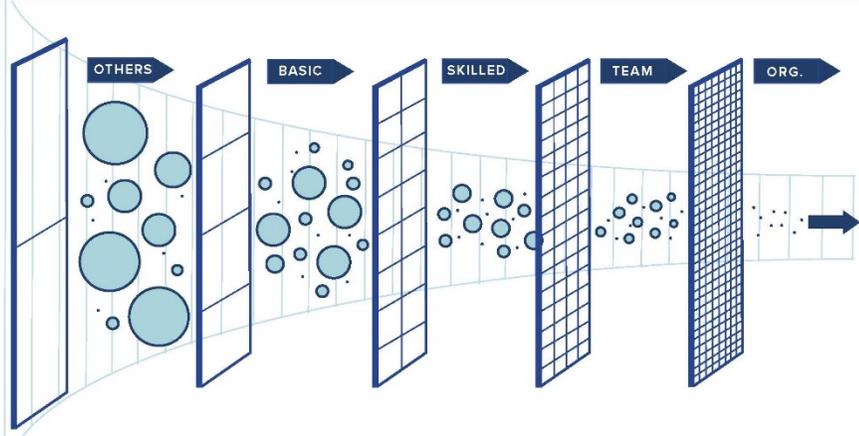
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 RELATIONSHIPS	<ul style="list-style-type: none"> • Others would enjoy spending time with this person outside of work 	<ul style="list-style-type: none"> • Non-profit board 	<ul style="list-style-type: none"> • Entrepreneurial spark plug 	<ul style="list-style-type: none"> • Entrepreneurial spark plug
 SKILLS	<ul style="list-style-type: none"> • They know what they don't know and share it honestly 	<ul style="list-style-type: none"> • Enthusiasm unknown to mankind 	<ul style="list-style-type: none"> • High emotional quotient • Master of social and self-awareness • Picks up own and others current emotions and acts accordingly 	<ul style="list-style-type: none"> • High emotional quotient • Master of social and self-awareness • Picks up own and others current emotions and acts accordingly
 PERSPECTIVE	<ul style="list-style-type: none"> • No blinders • Doesn't "cut the end off the ham" • More 1099 than W2 	<ul style="list-style-type: none"> • EV Kool-aid research & development 	<ul style="list-style-type: none"> • EV Kool-aid research & development 	<ul style="list-style-type: none"> • EV Kool-aid research & development
 PERFORMANCE / DECISION MAKING	<ul style="list-style-type: none"> • Takes out the trash with a smile 	<ul style="list-style-type: none"> • "1950s Recipient of the Best of the Best Award" • Balances the checkbook • Not a bobblehead 	<ul style="list-style-type: none"> • Demands excellence • Creates new UEV opportunities • Right brain <u>enabled</u> 	<ul style="list-style-type: none"> • Isn't satisfied with an "A" • Right brain <u>justified</u>
 MISC. / OTHER	<ul style="list-style-type: none"> • "Fortifies" us 	<ul style="list-style-type: none"> • Engaged and promotes EV • Functions well from "boots on the ground" to "10k ft." 	<ul style="list-style-type: none"> • Connects today's challenges with tomorrow's goals (20k ft. view) 	<ul style="list-style-type: none"> • "On" 24/7, yet well balanced

• Enthusiasm unknown to mankind



TALENT SIEVE

Right Brain Version

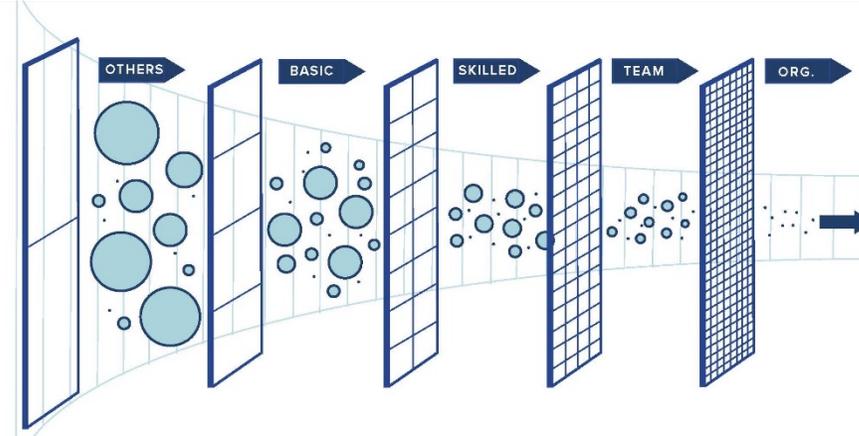


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TALENT SIEVE

Left Brain Version

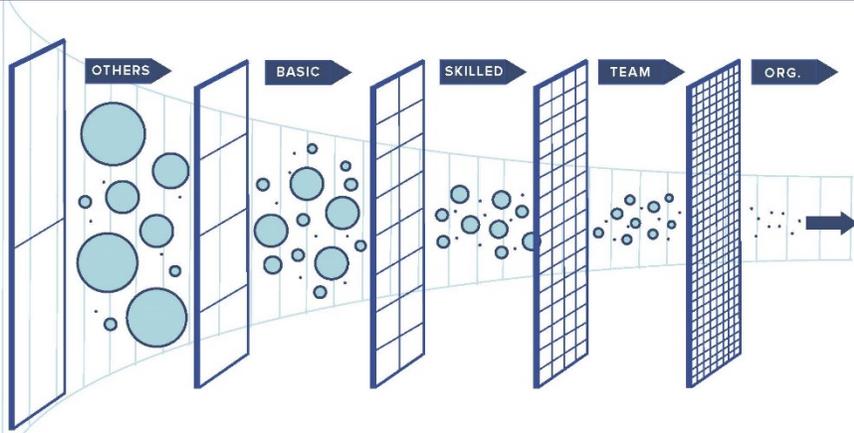


	BASIC QUALITIES TO BE AN EV EMPLOYEE	TECHNICAL / HIGHLY SKILLED	EFFECTIVE TEAM LEADER	ORGANIZATIONAL LEADER
EDUCATION	<ul style="list-style-type: none"> • Needs to be a little sharper than what the job requires 	<ul style="list-style-type: none"> • Works extra hours to advance their knowledge base 	<ul style="list-style-type: none"> • Teacher • Helps others learn 	<ul style="list-style-type: none"> • Lifelong learner and admired by those around them for their knowledge base
COMMUNITY	<ul style="list-style-type: none"> • Cares about their community and their actions reflect that 	<ul style="list-style-type: none"> • Active in their community 	<ul style="list-style-type: none"> • Has a passion for change and leads it 	<ul style="list-style-type: none"> • Serves outside causes in leadership roles
BRAND/ TRAITS	<ul style="list-style-type: none"> • Gladly takes a heavy workload; is humble and energetic 	<ul style="list-style-type: none"> • Loyal to the company and is a highly regarded member of the team 	<ul style="list-style-type: none"> • Someone people can count on; doesn't point the finger at others and takes blame for failures 	<ul style="list-style-type: none"> • Contagious energy
RELATIONSHIPS	<ul style="list-style-type: none"> • Friendly, likable and approachable 	<ul style="list-style-type: none"> • People like and respect them; willing to assist in any way at any time 	<ul style="list-style-type: none"> • Everyone loves to work with this person; demonstrates they can roll up their sleeves and work alongside anyone to get the job done 	<ul style="list-style-type: none"> • Polished, cares about others and encourages entrepreneurial activities
SKILLS	<ul style="list-style-type: none"> • Recognizes what he/she doesn't know and is eager to learn 	<ul style="list-style-type: none"> • Has an uncanny ability to see problems that others can't; learns very quickly 	<ul style="list-style-type: none"> • Has solid relationships and knows how to navigate social situations extremely well 	<ul style="list-style-type: none"> • Exceptional soft skills and ability to read the room and act accordingly
PERSPECTIVE	<ul style="list-style-type: none"> • Has a broad view of what's in front of them and questions the things that don't make sense 	<ul style="list-style-type: none"> • Able to step back and evaluate the situation; can execute tasks with minimal direction 	<ul style="list-style-type: none"> • Can clearly see the beginning and end of a challenge and the work that must take place in between 	<ul style="list-style-type: none"> • Is the creator of new and innovative programs
PERFORMANCE / DECISION MAKING	<ul style="list-style-type: none"> • Willing to do any task regardless of job title 	<ul style="list-style-type: none"> • Is an "A" player, detail oriented and believes in healthy conflict 	<ul style="list-style-type: none"> • Likes to be a part of moving the company forward in a positive direction; uses soft skills well and is creative at delivering the Unmistakably EV promise 	<ul style="list-style-type: none"> • Believer in continuous improvement and has mastered soft skills/right brain management style to be highly effective
MISC. / OTHER	<ul style="list-style-type: none"> • Adds value to the team 	<ul style="list-style-type: none"> • Truly believes in the company and can't say enough good things about it! Is equally good at daily tasks as they are at broader challenges 	<ul style="list-style-type: none"> • Can pinpoint changes that need to be made today that will help positively impact EV tomorrow 	<ul style="list-style-type: none"> • Committed at the highest level to both work and family



TALENT SIEVE

Right Brain Version

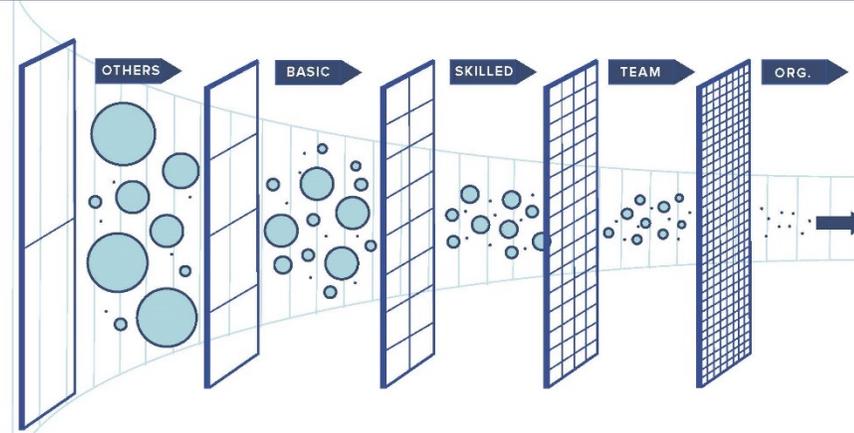


	BASIC QUALITIES TO BE AN EV EMPLOYEE	TECHNICAL / HIGHLY SKILLED	EFFECTIVE TEAM LEADER	ORGANIZATIONAL
EDUCATION	• Competition would consider "overqualified" for their position	• Educational moonlighter		
COMMUNITY	• History of engagement in their community • "Spirit of Giving"	• Supports issues of themselves in their	• Takes out the trash with a smile	
BRAND/ TRAITS	• Hungry (willing to learn) • Humble yet confident • Willing to put 100 lbs in their 50 lb bag	• Middle of a between • Bleed		
RELATIONSHIPS	• Others would enjoy spending time with this person outside of work	• Respected intellectual • AAA mindset – and protect o	• "Fortifies" us	• E • F
SKILLS	• They know what they don't know and share it honestly	• Identifies problems to others • Evolving exponential		
PERSPECTIVE	• No blinders • Doesn't "cut the end off the ham" • More 1099 than W2	• Reads surface of corporate change • Able to navigate		
PERFORMANCE / DECISION MAKING	• Takes out the trash with a smile	• "1950s Gibson • Promotes the checkbook • Not a bobblehead	• Volunteers to lead corporate change • Creates new EV opportunities • Right brain enabled	• Isn't satisfied with an "A" • Right brain justified
MISC. / OTHER	• "Fortifies" us	• Engaged and promotes EV • Functions well from "boots on the ground" to "10k ft."	• Connects today's challenges with tomorrow's goals (20k ft. view)	• "On" 24/7, yet well balanced



TALENT SIEVE

Left Brain Version



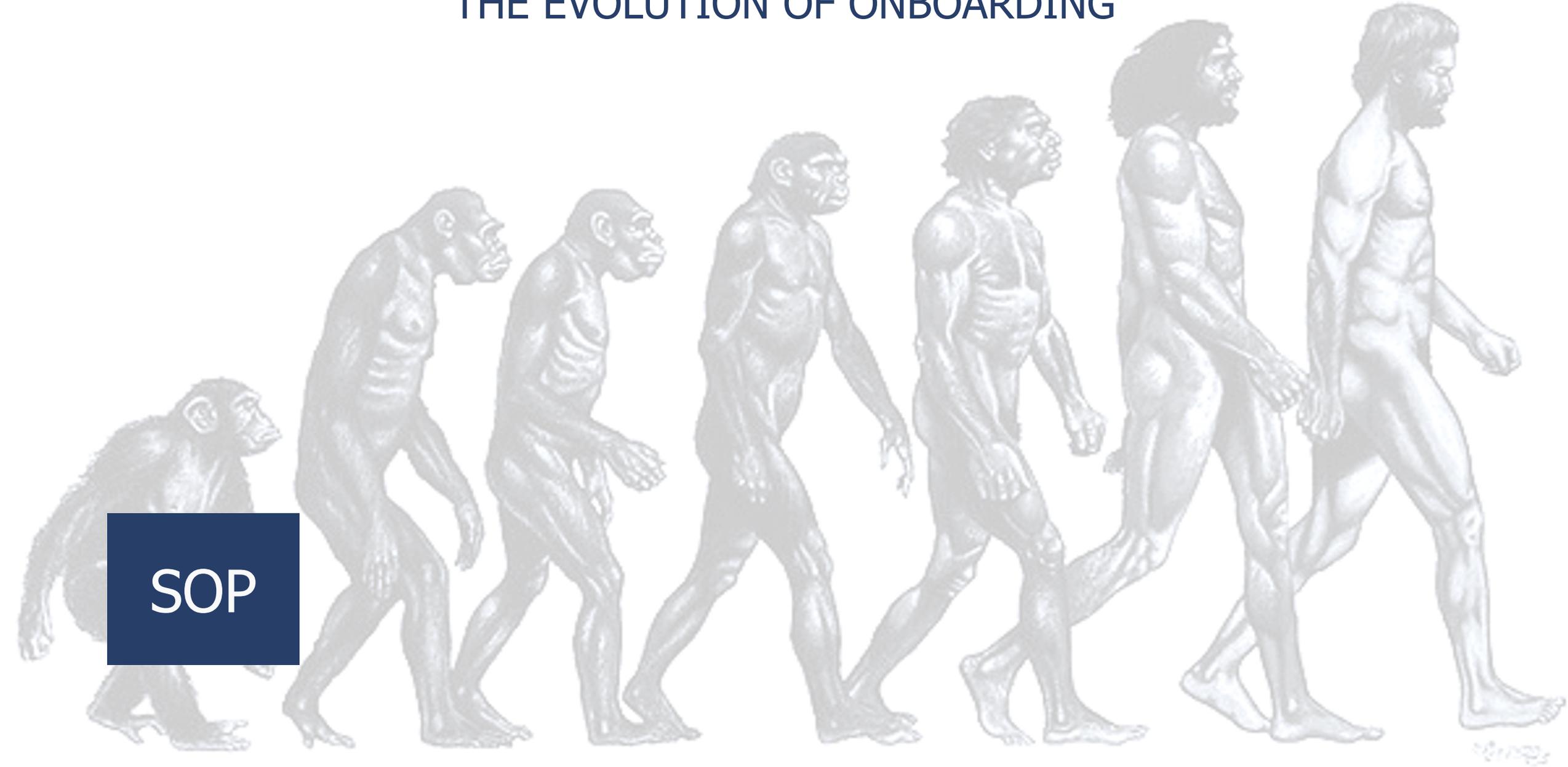
	BASIC QUALITIES TO BE AN EV EMPLOYEE	TECHNICAL / HIGHLY SKILLED	EFFECTIVE TEAM LEADER	ORGANIZATIONAL
EDUCATION	• Needs to be a little sharper than what the job requires	• Works extra hours on their knowledge		
COMMUNITY	• Cares about their community and their actions reflect that	• Actively	• Willing to do any task regardless of job title	
BRAND/ TRAITS	• Gladly takes a heavy workload; is humble and energetic	• Loyalty • High		
RELATIONSHIPS	• Friendly, likable and approachable	• People willing	• Adds value to the team	t
SKILLS	• Recognizes what he/she doesn't know and is eager to learn	• Has an uncanny ability to learn very		
PERSPECTIVE	• Has a broad view of what's in front of them and questions the things that don't make sense	• Able to step back and evaluate • Can evaluate • Must take		
PERFORMANCE / DECISION MAKING	• Willing to do any task regardless of job title	• "A" player, detail oriented and believes in healthy conflict	• Likes to be a part of moving the company forward in a positive direction, uses soft skills well and is creative at delivering the Unmistakably EV promise	• Believer in continuous improvement and has mastered soft skills/right brain management style to be highly effective
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BLUEPRINT FOR SUCCESS

ONBOARDING IN AN UNCOMMON WAY

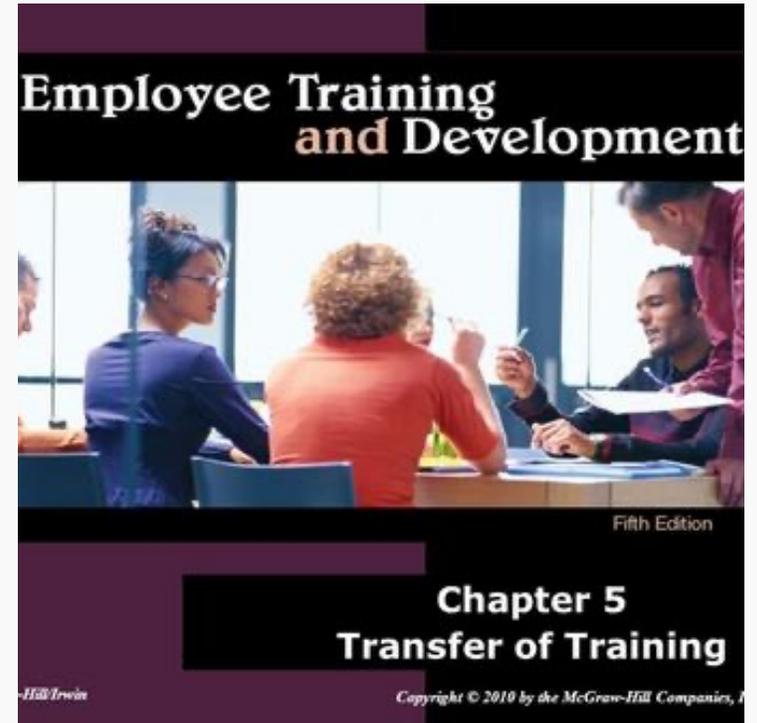
THE EVOLUTION OF ONBOARDING

SOP

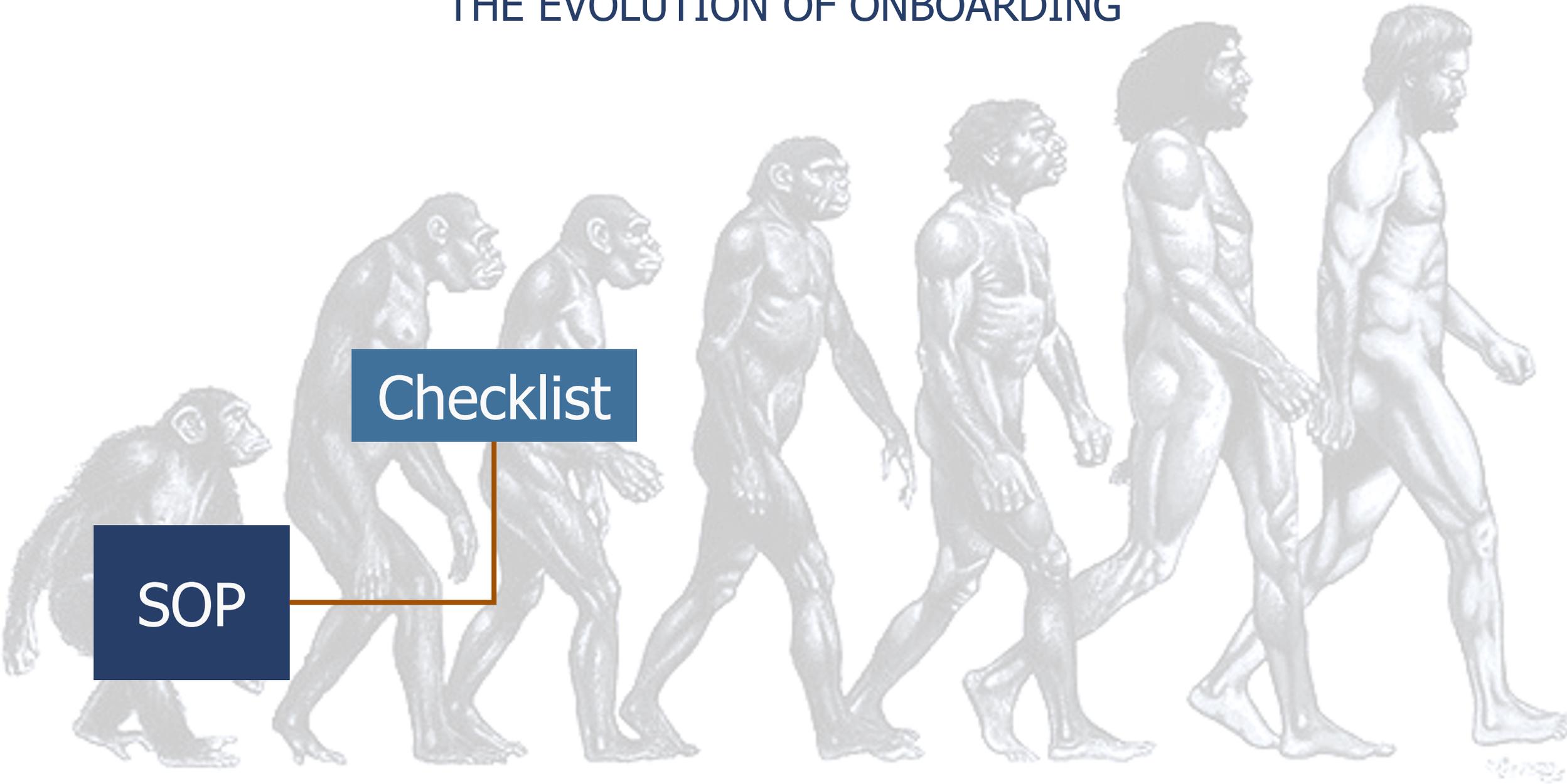


THE OLD WAY

TRAINERS, MANUALS & VIDEOS



THE EVOLUTION OF ONBOARDING



SOP

Checklist

THE NEW HIRE CHECKLIST



Name: Caleb Benedict	Hire Date: 6/18/18
Title: General Trades Laborer	Cell #: 231-288-7589

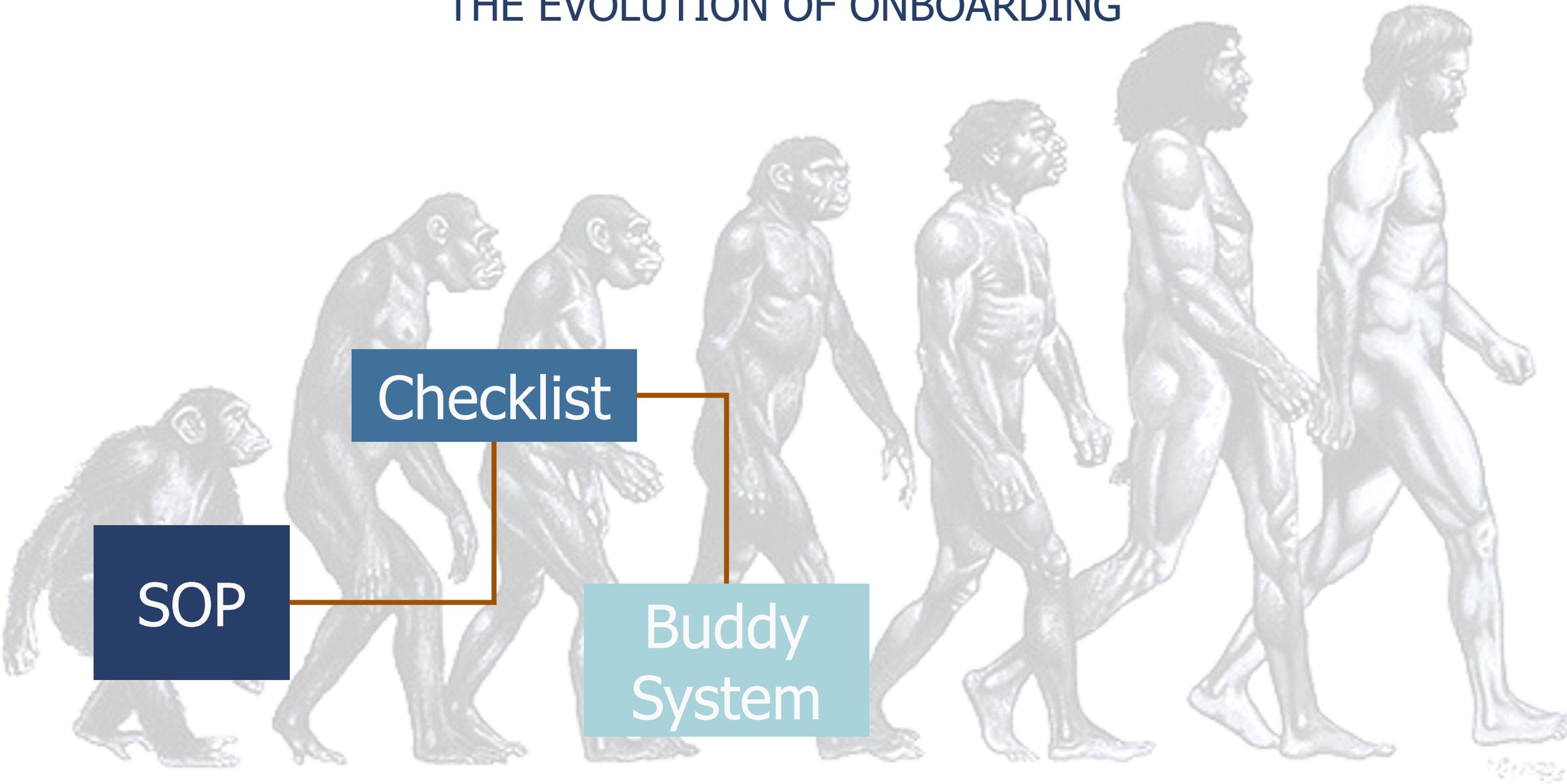
ALL EMPLOYEES			
Item		Person Responsible	Completion Status
Title / Rate of Pay		Tammy K.	
Physical / Drug Test		Tammy K.	
Notification of New Hire		Tony R.	
Photograph		Marketing	
Employee Info Packet		Tammy K.	
Benefit Information		Tammy K.	
Company Gifts		Morgan W.	
Employee #		Tammy K.	
Contact Lists		Norma F.	
Hard Hat / Safety Glasses / Ear Protection		Morgan W.	
Safety Skills		Jamie S.	
Background Check		Tammy K.	
Create Email Account		Morgan W.	
Welcome E-mail		Marketing	

FIELD MANAGERS & OFFICE EMPLOYEES			
Item		Person Responsible	Completion Status
Laptop Setup (email, signature, groups)		Morgan W.	N/A
Mailbox (warehouse or office)		Norma F.	N/A
Cell Phone (provided or reimbursed)		Jenna G.	N/A
Vehicle (provided or reimbursed)		Tony R.	N/A
Business Cards		Marketing	N/A
Press Release		Marketing	N/A
Professional Photograph		Marketing	N/A
Resume		Marketing	N/A
Timesheet		Office Buddy	N/A
Update Org. Chart		Morgan W.	N/A

FIELD MANAGERS			
Item		Person Responsible	Completion Status
Manuals (Site Superintendent, Quality Standards, MSDS)		Brian W. / Rachel A.	N/A
Cards (fuel, home depot, lowe's, menards)		Jamie S.	N/A

OFFICE EMPLOYEES			
Item		Person Responsible	Completion Status
Office Setup		Morgan W.	N/A
Desk Phone & Voicemail		Norma F.	N/A
Name Plate		Marketing	N/A

THE EVOLUTION OF ONBOARDING



SOP

Checklist

Buddy System

THE OFFICE BUDDY SYSTEM

CONGRATS! WE ARE PUTTING YOU IN CHARGE OF ANOTHER HUMAN!

You have been chosen to be an office buddy for Bryan Ray. He is starting on Monday, July 16th at 8:00 AM. His office is located in EV Group, across from Mike P.

PRIOR TO THEIR ARRIVAL:

- » Please get them a card welcoming them to the team. Also, you will need to get them a small gift. This is not something big, just a nice gesture – ie. Flowers, candy, notebook, coffee mug, etc.
- » Setup lunch on their first day with them, yourself and the 5 EC members.

DAY OF ARRIVAL:

- » You are responsible for greeting them when they arrive. You will also need to show them where their office and your office is located, where the closest restroom is, and where the breakroom is.
- » Review their first day schedule.
- » Walk them down to Rachel's office so she can review the Blueprint for Success program.
- » Check in throughout the day to see if they have any questions.

FOLLOW-UP:

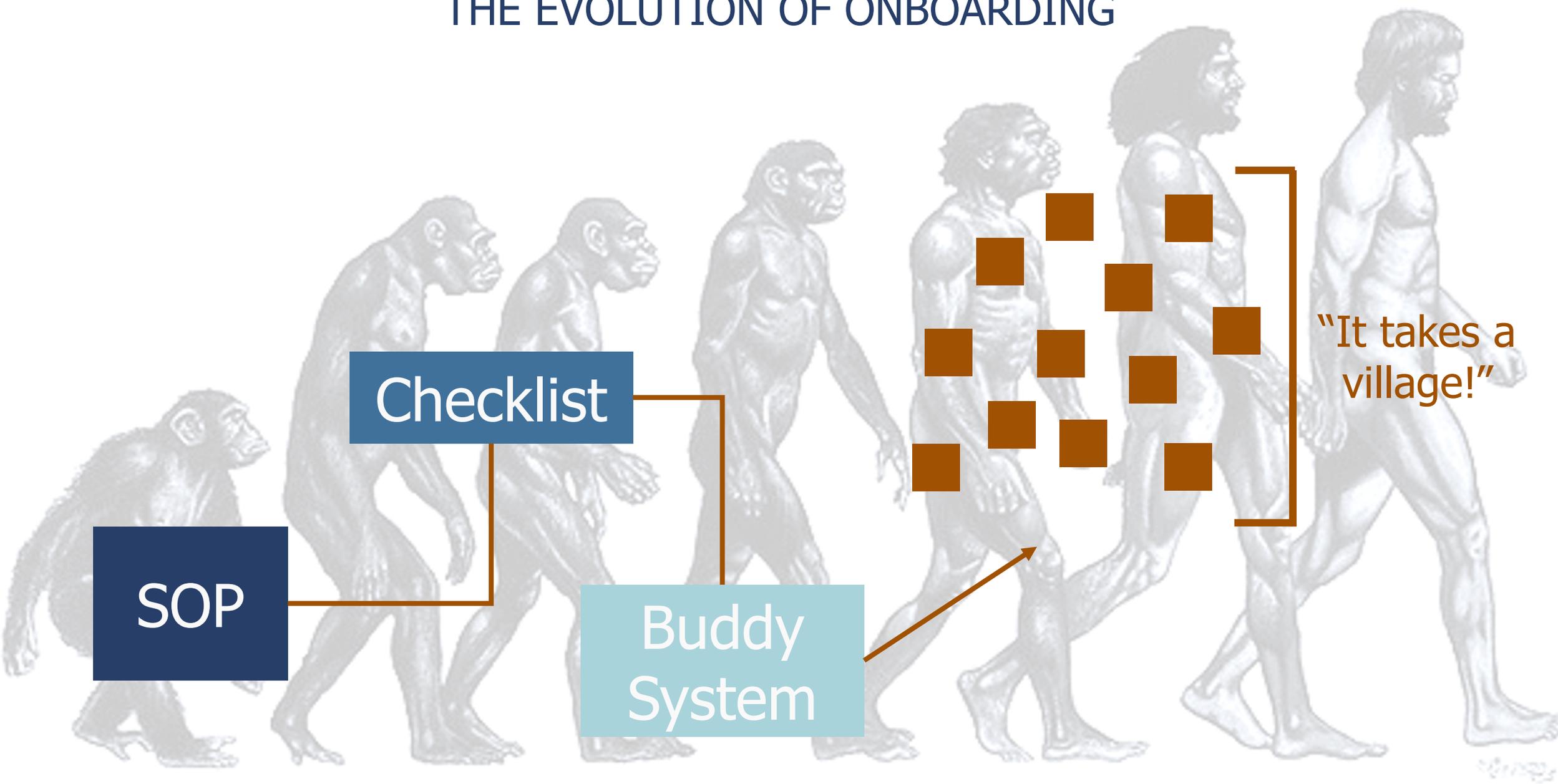
- » Check in at least once a day through the first week.
- » Setup a lunch meeting after 30 days to see how things are going.

“THE ROPES”

- » What do most people do for lunch?
- » Should I be early for meetings?
- » Casual Fridays and what that means at EV.



THE EVOLUTION OF ONBOARDING



SOP

Checklist

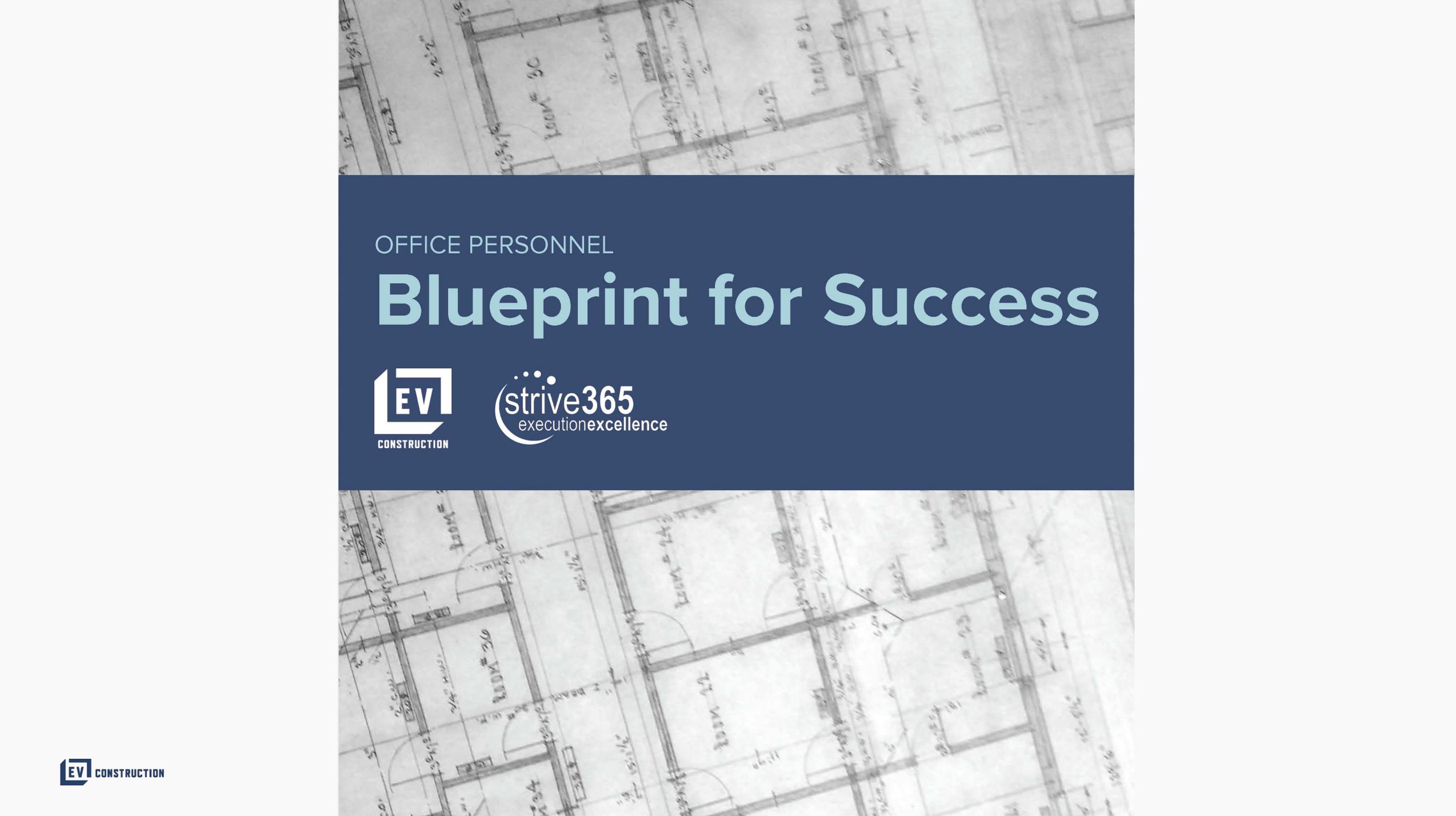
Buddy System



"It takes a village!"

**THE NEW WAY
SUCCESS IS OWNED BY ALL
EMPLOYEES**





OFFICE PERSONNEL

Blueprint for Success





EMPLOYEE ONBOARDING Responsibility Matrix

50+
MODULES

TOOL_BOX - 101	Subject Matter Expert (SME)	Subject Matter Expert (SME)	Source of Truth
My Office	Tara Brouwer	Jeremy Brandsen	John Parker
EV Main Office	Norma Fyneweever	Stacy Chatfield	John Parker
Employee Care / Timesheets / Vacation	Tammy Kiekintveld	Kelly VanderLaan	Tammy Kiekintveld
MS Office	Whitney Wolbers	Mike O'Sullivan	John Parker
Outlook & Reoccurring Meetings	Norma Fyneweever	Tara Brouwer	John Parker
Dropbox / File Format	Layna O'Connor	Jordan Boeve	Rachel Austin
Simple In / Out	Norma Fyneweever	Kristen Hauck	Brad Giha
Know Be4 - Introduction	Kelly VanderLaan	Whitney Wolbers	Grace Silva
Know Be4	Online/NA	Online/NA	Grace Silva
Zoom Meetings	Dan Behler	Cory Loomans	Dan Behler
Expense Reports / Mileage Logs	Tami Grinwis	Tracey Dowker	Grace Silva
Bluebeam / Adobe	Jordan Boeve	Nick Novakoski	Cory Loomans
Procore Basics	Julie Cole-Bouwens	Harry Sadler	Julie Cole-Bouwens
Marketing	Alaina Ekdom	Jill Monte	John Parker
HubSpot Basics	John Parker	Max Schmidt	John Parker
EV YOUniversity	Kelsie Oswald	Cory Loomans	Joe Novakoski
Construction 101 - Delivery Methods, Preconstruction through Bidding	Instruction Team (Behler, Austin, Lesiewicz, Loomans)		Joe Novakoski
Traction - Read Pages 189 - 198	Self-Paced / NA	Self-Paced / NA	Rachel Austin
Vivid	Kelsie Oswald		Kelsie Oswald
Safety	Brian White	Kelsie Oswald	Tony Roussey
Quality	Brian White	Rachel Austin	Tony Roussey
Smart 365	Brett Lesiewicz	Rachel Austin	Brett Lesiewicz
The Hub	Eric Lammers	Anthony Davis	Morgan Weaver
Boardroom / Founders Room Technology	Brett Lesiewicz	Joe Novakoski	Brett Lesiewicz
Procore Certification	Online/NA	Online/NA	Julie Cole-Bouwens
Construction 201 - Project Award through Completion	Instruction Team (Behler, Austin, Lesiewicz, Loomans)		Joe Novakoski
Traction Tools	Rachel Austin	Cory Loomans	Rachel Austin
Business Plans	Direct Manager		Leadership Council
Preconstruction 201	Cory Loomans	Max Schmidt	Cory Loomans
Setting Up a Job on the Network	Jeremy Brandsen	Blythe Brown	Brett Lesiewicz
Self-Perform Work	Rachel Austin	Brian White	Rachel Austin
Preconstruction 301	Cory Loomans	Max Schmidt	Cory Loomans

Blueprint for Success

EV Main Office

10/01/2018

After this lesson you will be able to:

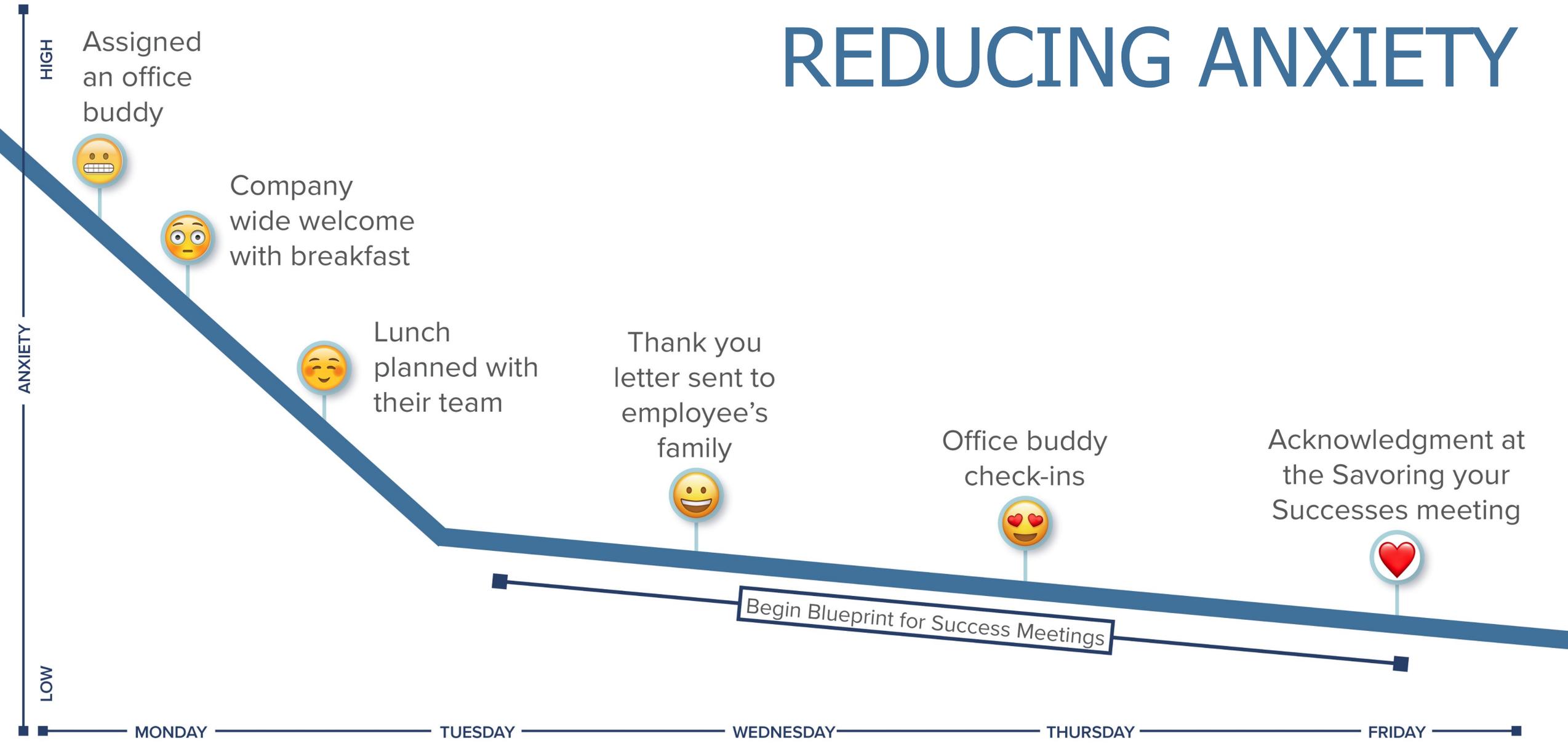
1. Know where and where not to park daily
2. Get to know general EV office etiquette
3. Locate your own office supplies
4. Utilize the company intranet EV Insite
5. Print, Scan, Copy and Fax
6. Operating the Wide Format Printer
7. Locate old prints in our archives

Handouts

1. Available parking layout
2. Office Directory and Layout
3. Extensions and Cell Phone Directory



CONNECTION & REDUCING ANXIETY



uMap™

Make work more meaningful





“ People will forget
what you said,
people will forget
what you did, but
people will never
forget how you
made them feel. ”

Maya Angelou

TOP
RESPONSIBILITIES

COMMITMENT
STATEMENT

FAVORITE
QUOTE

SUPER
POWERS

KEY
PERFORMANCE
INDICATORS

PROFESSIONAL
GOALS

IMPORTANT
PEOPLE &
PETS

FAVORITES

DEVELOPMENT
& COACHING

TRUSTED
RESOURCES

PERSONAL
GOALS



Top Responsibilities

1. Gather full understanding of the Pandemic's longer lasting impact on EV, our industry and the world around us. Leverage YPO network.
2. Prepare all areas of the company to be Resilient through future challenging times
3. Leverage the vast talent and resources within the company as we "grow into our shoes".
4. Remain closely connected to key influencers both in and outside the company. Be a beacon of light.
5. Maintain our culture as we blaze a new path in how we conduct business post-pandemic.



Key Performance Indicators

1. Write 3-5 handwritten affirmation notes each week.
2. Meet with 1 to 2 members of the Leadership Council each week for at least one hour
3. Meet new business leaders at a rate of 2 or more per month



I will provide broad vision and ideation for our collection of companies and will be careful not to dive into the day to day operations out of respect for the incredible team of leaders we have. I will make certain our brand is protected at all costs. I will be a humble servant to the men and women who need my assistance.



Professional Goals

- 1 year goal **Leadership** — Have a well-established and strongly led national construction program
- 3 year goal **Education** — Exposure to the intricacies of the development world
- 5 year goal **New Experiences** — Be a developer on our own projects



Development & Coaching

Next 12 months **Other** — Messaging to 1,000+ Audiences
 Long-term **Other** — Ongoing "30,000 ft" CEO Education

Trusted Resources

1. Ed Herrelko
2. Scott Ladd

ATTITUDE OF GRATITUDE

Mike Novakoski

Role: President & CEO

Date of Hire: 6/6/88



Important People & Pets

- Liz Novakoski My Bride Jun 14
- Noah Novakoski #1 Son May 14
- Madison Novakoski Favorite Oldest Daughter May 14
- Faith Novakoski Favorite Middle Daughter Oct 21
- KT Novakoski Favorite Youngest Daughter Feb 16
- Bella "Boo" - Bouvier des Flaundres Wife's Best Friend Dec 25
- Goose KT's "Good Boy!" Jun 25
- (8) Horses Family's Passion



Super Powers

My super powers at work are... Flying at 30,000 Feet with ideas and inspiring people with vision

My super powers at home are... I can fix just about anything!



"Do something good for somebody else... and DON'T GET CAUGHT!"

-- Unknown

Personal Goals

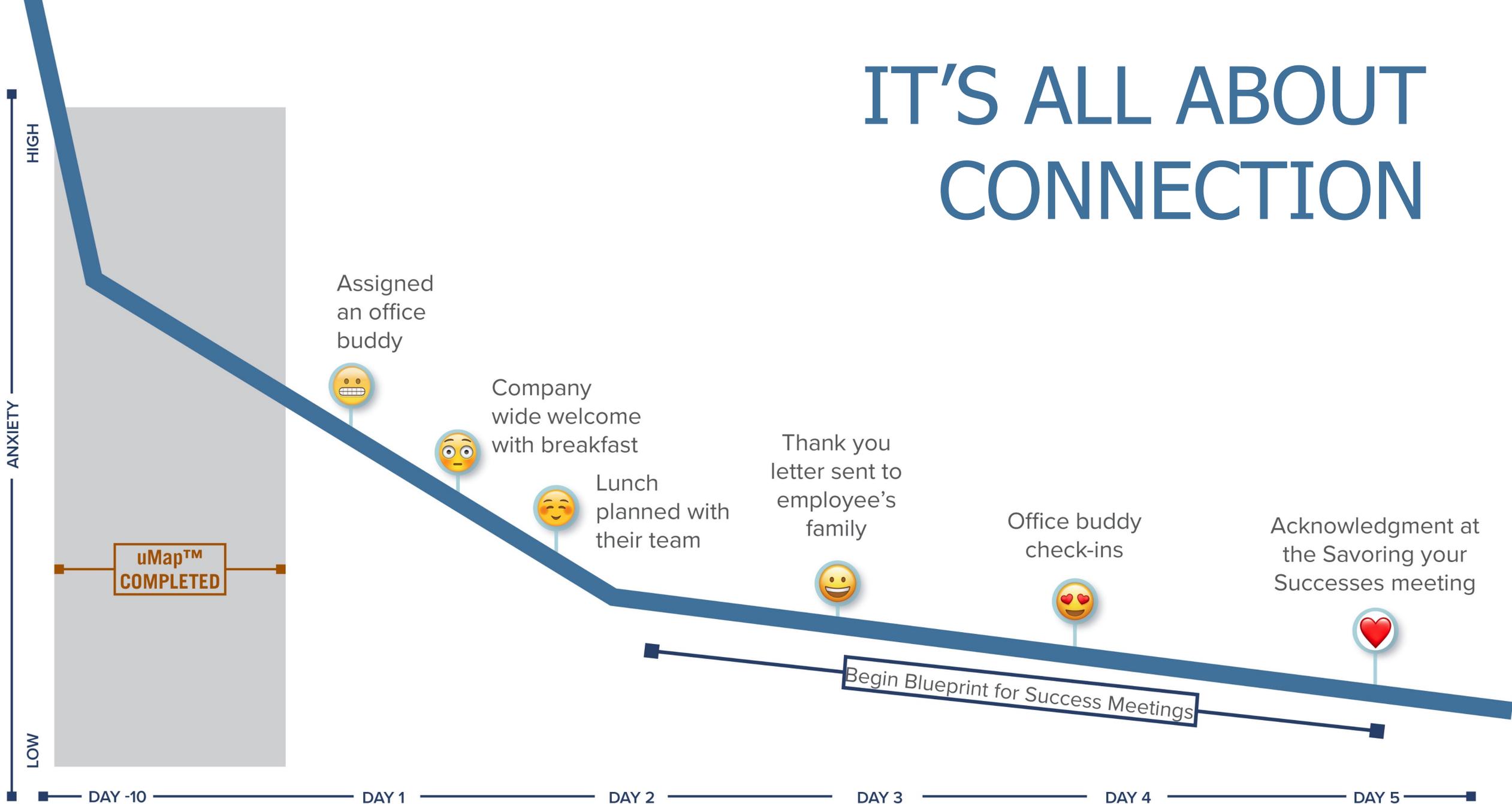
- 1 year goal **Family Experience** — Enjoy the weddings of both of our twins in 2022
- 3 year goal **Spiritual** — Write Book #3 - Topic: Meaningful Connection?
- 5 year goal **Health and Wellness** — Empty-nester who has completed the (7) most popular marathons in the world (3 down by 2021)

Favorites

Drink Fresh Squeezed OJ **Snack** Spicy Flavored Chips/Snacks **Candy** Dark Chocolate - Yum **Sport** American Football **Hobby** Woodworking
Color Yellow **Restaurant** The Chop House **Way to be recognized at work** A Hand-written Note **Method of communication** In-Person



IT'S ALL ABOUT CONNECTION



Cultural Transformation

Built Around People



For you left brainers...

Yes, it's worth it!

BETTERING OUR BOTTOM LINE

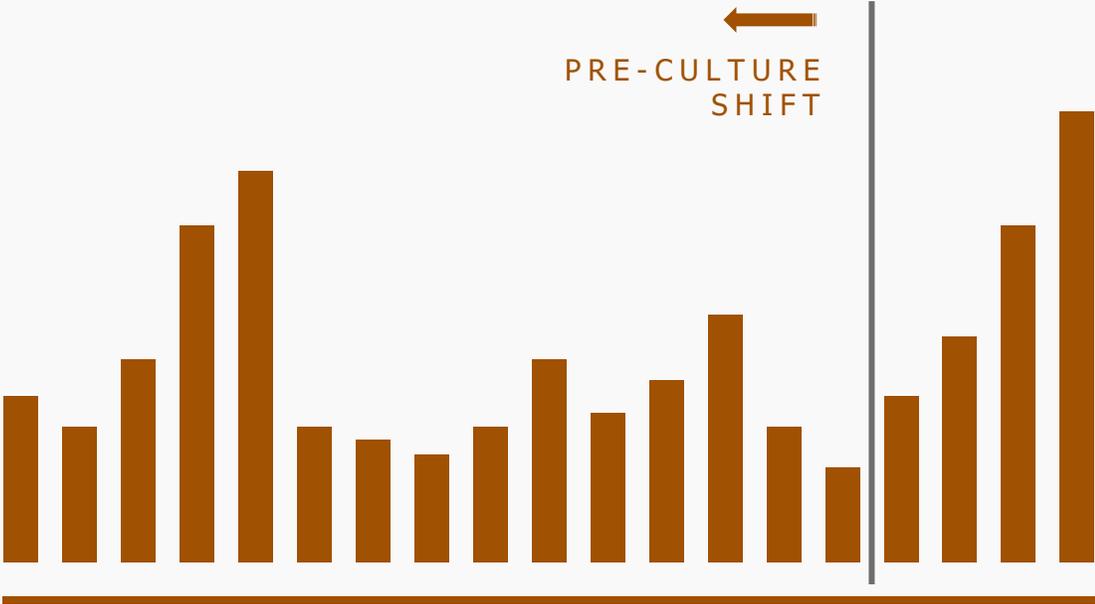
Through A Unique Business Platform

200-300% Improvement to the Bottom Line

- No outside sales force
- 95% negotiated contracts/minimal competition
- Conversation of customers to lifetime clients
- No HR department
- No recruitment challenges (virtual waiting room)
- Voluntary turnover less than 2%
- Much more engaged workforce
- All employees are look at as corporate leaders
- 14 years no lost time accidents
- Often hired when we've not low bid
- Premium is paid willingly for services

BETTERING OUR BOTTOM LINE

Through A Unique Business Platform



REVENUE



NET INCOME



**“BE OPEN TO
INSPIRATION
FROM THE
WORLD AROUND
YOU”**

MY TOWN

"MY TOWN IS THE PLACE WHERE MY HOUSE IS FOUND, WHERE MY BUSINESS IS LOCATED, AND WHERE MY VOTE IS CAST, IT IS WHERE MY CHILDREN ARE EDUCATED, AND WHERE MY NEIGHBORS DWELL, AND WHERE MY LIFE IS CHIEFLY LIVED. IT IS THE HOME SPOT FOR ME.

"MY TOWN HAS A RIGHT TO MY CIVIC LOYALTY. IT SUPPORTS ME AND I SHOULD SUPPORT IT.

"MY TOWN WANTS MY CITIZENSHIP, NOT MY PARTISANSHIP; MY FRIENDLINESS NOT MY DISSENSION; MY SYMPATHY, NOT MY CRITICISM; MY INTELLIGENCE NOT MY INDIFFERENCE.

"MY TOWN SUPPLIES ME WITH PROTECTION, TRADE, FRIENDS, EDUCATION, SCHOOLS, CHURCHES, AND THE RIGHT TO FREE MORAL CITIZENSHIP. IT HAS SOME THINGS BETTER THAN OTHERS. THE BEST THINGS I SHOULD SEEK TO MAKE BETTER; THE WORST THINGS I SHOULD HELP TO SUPPRESS.

"TAKE IT ALL IN-ALL. IT IS MY TOWN AND IT IS ENTITLED TO THE BEST THERE IS IN ME"

I ONLY WISH I KNEW WHO WROTE THIS.

J . O . WINTZELL, SR

MY TOWN

"MY TOWN IS THE PLACE WHERE MY HOUSE IS FOUND, WHERE MY BUSINESS IS LOCATED, AND WHERE MY VOTE IS CAST. IT IS WHERE MY CHILDREN ARE EDUCATED, AND WHERE MY NEIGHBORS DWELL, AND WHERE MY LIFE IS CHIEFLY LIVED. IT IS THE HOME SPOT FOR ME.
 "MY TOWN HAS A RIGHT TO MY CIVIC LOYALTY. IT SUPPORTS ME AND I SHOULD SUPPORT IT.
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 "MY TOWN SUPPLIES ME WITH PROTECTION, TRADE, FRIENDS, EDUCATION, SCHOOLS, CHURCHES, AND THE RIGHT TO FREE MORAL CITIZENSHIP. IT HAS SOME THINGS BETTER THAN OTHERS. THE BEST THINGS I SHOULD SEEK TO MAKE BETTER; THE WORST THINGS I SHOULD HELP TO SUPPRESS.

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My company is the place where _____, where my _____ is located, and where my vote _____, it is where my children _____, and where my neighbors _____, and where my life is _____. It is the home spot for me.

My company has a right to my _____. It supports me and I should support it.

My company wants my _____, not my _____; my _____ not my _____; my _____, not my _____; my _____ not my _____.

My company supplies me with _____, _____, _____, _____, _____, _____, and the _____.

It has some things better than others. The best things I should seek to _____; the worst things I should help to _____. Take is all in - all. It is my company and it is entitled to _____.

MY TOWN

"MY TOWN IS THE PLACE WHERE MY HOUSE IS FOUND, WHERE MY BUSINESS IS LOCATED, AND WHERE MY VOTE IS CAST. IT IS WHERE MY CHILDREN ARE EDUCATED, AND WHERE MY NEIGHBORS DWELL, AND WHERE MY LIFE IS CHIEFLY LIVED. IT IS THE HOME SPOT FOR ME.
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"TAKE IT ALL IN-ALL. IT IS MY TOWN AND IT IS ENTITLED TO THE BEST THERE IS IN ME"

I ONLY WISH I KNEW WHO WROTE THIS.

J . O . WINTZELL, SR

My company is the place where MY TALENTS ARE ALLOWED TO SHINE, where my SECOND FAMILY is located, and where my vote MATTERS, it is where my children ASPIRE TO WORK HARD and where my neighbors WISH THEY COULD BE. and where my life is LIFE IS ENRICHED. It is the home spot for me. A SECOND

My company has a right to my LOYALTY & DEDICATION. It supports me and I should support it.

My company wants my CREATIVE IDEAS, not my BLIND OBEEDIENCE; my HEART not my NOT JUST MY BODY; my EFFORTS BEST, not my MINIMUM REQUIREMENTS.; my SOLUTIONS not my COMPLAINTS. PERFECTION EXCELLENCE. JUST

My company supplies me with OPPORTUNITIES, CHALLENGES, GROWTH, EDUCATION., RESOURCES., TIME, and the CHANCE TO BE UNMATCHABLE. LIVE NO OTHER.

It has some things better than others. The best things I should seek to MULTIPLY; the worst things I should help to MAKE BETTER. Take is all in - all. It is my company and it is entitled to UNMISTAKABLY EV.

**“MY
COMPANY
SUPPORTS
ME”**



Key Takeaways

01 EV Story

Take time to focus on your employees/peers and know when to toggle between the left and right brain.

02 The Employee Journey

Identify ways to make hiring, onboarding, training and retaining employees unique to your organization.

03 uMap™

It is important to know your employees on a professional AND personal level to strengthen the connection.

I think I'll
miss you
most of
all...



Thank you for
allowing me to share
a part of my story.

Questions?
Contact me.

hello@mikenova.com

