Calibre

2026 Mentor-Protege Program

Mastermind Cohorts

Design Lab

Calibre Connect: One-on-One Mentoring

Growth Mindset Cohort

Mastermind Cohorts

Meets roughly every other month

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2026 Mentor-Protege Program
Mastermind Cohorts

At Calibre, we believe growth starts with curiosity. We encourage you to explore, ask questions, and actively shape your professional journey.

As part of this year's Mentor/Protégé Program, we're introducing facilitated Mastermind Cohorts—designed to support intentional growth through shared learning and connection.

A Mastermind Cohort is a small, trusted group that meets regularly to set goals, exchange ideas, and solve real challenges together. Through structured conversations and a rotating "hot seat" for focused problem-solving, cohorts offer new perspectives, surface blind spots, and create accountability—while strengthening community across Calibre.

Rules of Engagement:

- Participants will be assigned to one mastermind cohort.
- Employees will not be grouped with direct supervisors.
- Mastermind cohorts provide a safe space for open conversation. All conversations must remain confidential and respectful.
- Meetings follow a simple, facilitated format to keep conversations focused and productive.
- The first meeting will be facilitated by a certified coach. Subsequent meetings will be led by the cohort.
- "Hot Seat" problem-solving. One member at a time brings a real challenge to the group for deeper, collaborative brainstorming.
- Cohort members practice shared accountability by supporting one another, offering perspective, and helping to turn insight into action.
- Participation is voluntary. The mentorship program is an unpaid investment in personal and professional development.
- Participation must not interfere with your ability to complete your work.

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2026 Mentor-Protege Program Mastermind Cohorts

Sample "Hot Seat" Topics (bring a specific example with you!):

- How can I project more authority?
- How can I influence a project if I'm not the PM or formal lead?
- How do I balance technical excellence with efficiency?
- How do I shift from being a "doer" to a "leader"?
- Help me develop some strategies for prioritizing my work.
- How do I bring up [this] difficult issue with my client while preserving trust?
- Help me learn how to give constructive feedback in a way that preserves my relationships with [staff/supervisor/team].
- How can I prevent myself from feeling defensive when I receive feedback?
- Help me learn to let go of tasks while ensuring quality and accountability.
- How can I stop being a perfectionist?
- Help me develop my confidence.
- Help me learn how to estimate how long a task should take.
- I want more feedback, but I don't want to be annoying.
- Help me work through my imposter syndrome.
- How do I navigate days when focus, motivation, or creativity feel low?
- How do I work effectively with personality styles that clash with mine?
- How can I pick up my momentum after a tough project or feedback cycle?
- Help me find strategies for work/life balance.
- I feel spread thin between work and home. How can I start saying no?

Design Lab

Meets once per month

Calibre

2026 Mentor-Protege Program
Design Lab

Design Lab is a mentor–protégé experience designed to strengthen design excellence through hands-on, collaborative problem solving. Meeting once a month, participants are presented with a design prompt developed by a Principal or Project Manager, grounded in real-world engineering challenges. Prompts vary in complexity—some are intended to be worked through together during the one-hour session, while others invite deeper exploration outside the meeting—reflecting the way meaningful design work unfolds in practice.

Each session culminates in a facilitated design conversation, where the Principal or Project Manager shares their approach and leads a thoughtful discussion of alternatives. Together, the cohort examines different design solutions, weighing tradeoffs, constructability, risk, creativity, and long-term performance. The focus is not on finding a single "right" answer, but on understanding how strong design decisions are made and how curiosity and collaboration elevate outcomes.

Design Lab builds technical confidence, encourages creative thinking, and reinforces Calibre's commitment to design quality and continuous learning. By creating space to explore ideas, ask questions, and learn from one another, this cohort helps bring out the best in our engineers.

This program will require homework for participants to tackle design challenges on their own time. The required time may range from 1-8 hours.

Sample Topics (not a comprehensive or definitive list):

- Incorporating walls into surfaces
- Grading with drainage in mind - overflow pathways and considerations
- Detail drafting, tools, best practices, and tricks
- Exhibit preparation
- Exploring different softwares to enhance communication of design intent
- Accessibility Reviews
- Concept vs SD vs DD vs CD
- Cross Discipline Learning and Research

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2026 Mentor-Protege Program Design Lab

Rules of Engagement:

- **We show up with respect, curiosity, and a shared commitment to bringing out the best in our designs—and in each other.**

- This program will require homework for participants to tackle design challenges on their own time. The required time may range from 1-8 hours.
- The topic/challenge will be sent out in advance.
- We challenge ideas, not people. All designs are open for discussion, critique, and refinement. Feedback is directed at the work - not the individual. Feedback is offered with the shared goal of improving quality and outcomes.
- Constructive challenge is expected. Participants should anticipate thoughtful questions, alternative perspectives, and challenges to assumptions. These discussions are a core feature of the cohort and reflect how strong design decisions are developed in practice.
- Feedback is professional, specific, and supportive. When offering feedback, be clear and respectful. Focus on what is working, what could be improved, and why. Pair critique with curiosity, and frame comments in a way that supports learning and growth.
- Curiosity before judgment. Ask questions before drawing conclusions. Seek to understand the intent, constraints, and reasoning behind a design choice, especially when you might approach the problem differently.
- Multiple solutions are valid. Design problems rarely have a single “right” answer. The goal is not consensus or comparison, but learning from diverse approaches, tradeoffs, and decision-making paths.
- Everyone participates. All voices matter. Participants are encouraged to contribute ideas, ask questions, and engage in discussion, regardless of role, tenure, or discipline.
- Respect the learning space. This cohort is a safe environment for exploration, iteration, and imperfect ideas. What is shared in the session stays in the session, unless explicitly agreed otherwise.
- Participation is voluntary. The mentorship program is an unpaid investment in personal and professional development.
- Participation must not interfere with your ability to complete your work.
- Participants may work independently or may opt to brainstorm with others.

Growth Mindset Cohort

Meets roughly once every other month

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2026 Mentor-Protege Program
Growth Mindset Cohort

Great professionals are not defined solely by what they know today—but by their willingness to keep learning, stretching, and growing over time. The Growth Mindset Cohort is designed for Calibre staff who want to invest in their long-term development and who see curiosity, effort, and courage as essential parts of professional excellence.

A growth mindset is more than positivity or motivation. It's the choice to go the extra mile—to learn a new technique on your own time because you know it will make you better tomorrow. It's the discipline to think beyond short-term convenience and focus on long-term capability. It's the courage to try something unfamiliar, ask questions that feel uncomfortable, and step into challenges that stretch your confidence. It's understanding that feedback is critical to growth and hearing constructive criticism with an open, and not defensive, mindset.

This cohort will meet monthly to explore ideas that challenge how we think about learning, performance, and potential. Together, participants will discuss thoughtfully selected articles, podcasts, videos, and books, and occasionally engage with internal or external speakers who bring fresh perspectives on growth, resilience, mastery, and leadership. The emphasis is not on perfection, but on progress—on learning from effort, setbacks, and experimentation.

The Growth Mindset Cohort is for those who want to take ownership of their growth, who understand that excellence is built over time, who crave feedback, and who are willing to invest in themselves for the benefit of their teams, their clients, and their future at Calibre. This is an opportunity to sharpen not just technical skills, but the habits and mindset that support a meaningful, resilient, and impactful career.

"Individuals with a growth mindset are more likely to thrive in the face of difficulty and continue to improve."
~ PMC

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2026 Mentor-Protege Program
Growth Mindset Cohort

Rules of Engagement:

- **We show up with respect, curiosity, and a shared commitment to bringing out the best in our designs—and in each other.**

- Come with an open mind and a willingness to learn. Be curious, not certain.
- Discomfort is a signal, not a stop sign. Feeling challenged, uncertain, or stretched is expected. Lean into moments of discomfort as opportunities for growth.
- Effort matters more than perfection. This cohort values effort, reflection, and follow-through over polished outcomes. Try something new and learn.
- Take ownership of your own growth. Mentorship is what you make of it.
- We challenge ideas, not people. Constructive challenge does not criticize an individual but, rather, focuses on ideas, behaviors, or approaches.
- Discussion must be professional, respectful, and grounded in shared learning.
- Be vulnerable and listen generously. Be prepared to share.
- Apply what you learn. The cohort content may be theoretical, but participants should actively look for ways to test ideas, apply new approaches, or shift habits between meetings.
- Respect the group - come prepared, present, and engaged.
- Participation is voluntary. The mentorship program is an unpaid investment in personal and professional development.
- Participation must not interfere with your ability to complete your work.
- Participants may work independently or may opt to brainstorm with others.

Calibre Connect: One to One Mentoring

Calibre Connect: One-to-One Mentoring

Calibre Connect

General Objectives

- Provide one-on-one mentoring opportunities
- Provide more intimate mentoring
- Build one-on-one relationships across the company
- Build diverse skillsets for our team members
- Provide staff with senior level interaction in addition to their direct supervisor

One on One mentoring is scheduled by request of the protege.

Reach out to a mentor!

My mentoring focus: I'd be most helpful on big picture goals and challenges.
My motto is "Those who seek a better life" ~ Jim Rohn.

Business owner, creative artist, and passionate futurist, Greg has 40+ years of engineering experience. He has a background with helping engineers: recognize their best skills, identify site problems, see the bigger picture, blend passion with engineering, and handle crucial or heated conversations. Greg's goal as a mentor is to inspire greatness.

My mentoring focus: Networking, follow up, and being a partner versus a consultant.
My motto is "Connect, Listen, Serve."

Engineer turned business developer, Jon has 20 years of experience developing business from industry relationships. He brings a persistence to business development that has resulted in growth in all of Calibre's markets. Jon's goal as a mentor is to empower engineers to strengthen their sales skills.

My mentoring focus: Technical growth and precision. Details drawn to scale; street, storm, and sanitary alignments; grading and drainage.
My motto is "let's do this together - let's dive in and solve the problem."

Calibre's most senior engineer with more than 45 years of experience, Russ has a keen eye for detail. He has a background with bringing projects from design through construction, identifying problems, and collaborating with construction teams to bring projects to fruition. Russ' goal as a mentor is to guide his proteges through complex problems and situations.

My mentoring focus: Building confidence, finding your voice, and navigating change.
My mottos are "If you're going to do something, do it right" and "Leave people better than you found them and serve with love."

Emily is Calibre's most senior communicator. She has built a career on transparent communication, confidence building, and vulnerability. Her greatest skillsets include establishing trust and vulnerability with stakeholders and teammates, active listening, reading between the lines, and developing (or transforming) written content.

My mentoring focus: Goal setting. Imposter Syndrome. Leading from the middle.
My mottos are: Hard work pays off; Change is the only constant; and You are the architect of your life.

Emelia is a civil and environmental engineer and project manager with 18 years of experience delivering complex projects. She has grown into leadership roles requiring strong coordination, accountability, and technical judgment. Emelia values continuous learning, service-oriented leadership, and commitment to growing alongside others.

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