

WIGHTMAN PRESIDENT TRANSITION Q&A

HISTORY QUESTION FOR MATT

- How was Steve selected?
Rock paper scissors. Ok, not really. The BOD is accountable for electing officers of the company (President, Chairperson, Treasurer and Secretary). These elections are held annually at a Board of Directors (BOD) meeting after our shareholder meeting in March or April.
- Below were the key steps used to identify the best successor.
 - The BOD explored the opportunities and challenges W+ will face in next 10 years and based on that defined the accountabilities and leadership traits were needed to be successful. The BOD preferred to promote from within if we had a qualified and interested successor.
 - Identified Senior Managers (managers who manage managers) who BOD believed met 80% of the accountabilities and leadership traits.
 - BOD and President ranked each candidate for those criteria and the top candidates were interviewed by the BOD and President.
 - BOD conducted a straw vote so a transition plan could be developed. The formal vote will take place at the 4/9 BOD meeting after shareholder meeting.

GET TO KNOW YOU QUESTIONS FOR STEVE

- What was your first job?
Yacht club gas attendee – was able to interact and get to know many families around the lake.
- Who inspires you?
*My Dad. He grew up 1 of 12 kids and didn't have much growing up. He is a hard worker that always kept himself busy, didn't always love his job, but sacrificed and provided for us. I love seeing him thrive in retirement.
I am also a Lion's fan and a fan of Dan Campbell. I feel he demonstrates the importance of culture, dealing with adversity, putting players in position to succeed.*
- What is the best place to travel to for vacation?
Somewhere new...our family loves experiencing new locations. Beach vacations are our go to, but we have been branching out to other areas. (Maine, New York)
- What is your favorite thing to do when you're not at work?
Spending time with the family, doing odd jobs around the house, boating/lake time, grilling and golf.
- What's your favorite movie?
*Shawshank Redemption – great actors, story, perseverance
Also, notable – The Usual Suspects, Goodfellas, Tombstone, The Departed*
- What is the best way to communicate with you?
Face to face, phone, text, MS Teams (not email!)
- What's the most exciting part of your job today?
Interacting with the team and spending time on business strategies that move our company forward (for example, working through our recent attempt at an acquisition in Kalamazoo.)
- What is one thing you are really bad at? Good at?
Woefully bad - Dancing/singing, good at - Grilling/Bar games

FUTURE QUESTIONS FOR MATT

- Why are you stepping down as President?
Right decision and time for the company and me.
 - *Company – Planned change is healthy. The skills and experience needed for the past 10 years are different than the next 10. I'm honored to have led the company in defining who we wanted to be and how we were going to get there. Building cohesive teams, developing a market sector strategy, and managing our business with the same expertise we manage projects were passions of mine and I'm proud of the impact that has had on our clients and team. I am confident Steve, and the BOD are better suited to lead the company on this next leg of our journey.*
 - *Me – I like variety and believe life is made of seasons.*
 - *My 1st 10-year season was learning how to be a good engineer. My 2nd 10 years was focused on project and client management and my last 10 was about planning and building the teams and organization we needed to be reach our success factors.*
 - *I'm excited to start my 4th season with all of you. I am also continuing to lose my vision which makes portions of my job difficult and creates some urgency for me to do some things outside of work while I can.*
- What is your best and highest use?
Attracting talent, mentoring project and client managers, winning and delivering big hairy projects, tackling business related initiatives.
- What will your position be after Steve becomes president? Who will you report to and who will report to you?
My position as Special Projects Coordinator will be focused on my highest and best uses noted above. I will report to Kevin as that is the department where most of my time will be spent and manage people as he feels are appropriate.
- Are you feeling anxious or fearful about this change? Excited?
Excited and a little sad. Excited to see how it has created opportunity for Brian to lead the BOD, Lee to join the BOD, Steve to grow and others to fill the gaps they created in taking on new roles. Sad that I will not be part of the business planning and strategy sessions with BOD. But that is ok, I have trust in the people involved to make great decisions with my investment in W+.
- Will you be selling back stock?
None in 2024 but will start when I am not adding value to the firm commensurate with my ownership. I'm only 56, have a lot more to give, love what I do and the people I'm doing it with.
- How long do you plan to work?
I don't have a set timeframe. This is not retirement for me. I plan to work full time as long as I am challenged, have an impact and the passion and health to show up. I'm not wired to slow down or sit on the couch.
- How will you support Steve on his first day as President and how will you ensure that employees go to him for the right issues?
I'm going to get out of his way and let him lead. I plan to take a 6-week furlough starting 4/10 to create a purposeful absence for Steve and the team to start working together and for me to travel. When I return, I will support him as he sees the need and continue to be a voice for our vision and strategy. I'm planning to take another 6-week furlough in the fall more for personal time to see some of the country while I still can.
- What destination are you most looking forward to visiting in your travels?

Two weeks this spring at our cabin in the Upper Peninsula (UP) making maple syrup with Kathy, Gordon, Kate, and Mitch. Then, a 7-day traverse along the Wind River High Route in August with my son and nephew followed by a backpacking trip through Yosemite with Kathy.

FUTURE QUESTIONS FOR STEVE

- Why do you want to be President?
*Dedicated my entire career to Wightman, want to continue the success we have experienced. I am very proud of what we have accomplished over the years.
I am aligned with company direction and am excited to continue our journey.*
- What have you been doing to prepare?
*I have worked a President Transition plan with Matt, HR and others.
I led the Business Planning (BP) effort this year.
I have been spending more time with Matt at 1 on 1s discussing President items (have familiarity with my previous role as Board chair)
I have "a list" that Matt has prepped...80% of the way there.
I know there will be something that comes up that wasn't in the job description.*
- Are you feeling anxious or fearful? Excited?
Yes – excited about the potential of the firm.
 - *\$50M in less than 10 years*
 - *We have great talent across the firm and am excited to see where people take their careers.**Anxious – it is a tremendous responsibility to maintain the success we have achieved, over 180 families depend on the success of Wightman.
Not fearful at all – feel I have a good understanding of what I am getting myself into, we have a great team that has supported me through the transition.*
- What is your leadership vision?
*Sustainable growth, similar to what we have achieved in recent years (conservative but persistent).
Filling out our regions with a focus on critical mass, vibrant offices, supporting our culture.
Destination to keep and hire the best talent, our recent expansions into new regions will increase our ability to do just that.
Continued pursuit of strategic clients in the sectors we serve, those that value our services and hire us repeatedly.*
- How long do you see yourself in this position?
*Good question – haven't even started the role yet, will need to settle in and see what my long-term goals are.
I will provide a couple of years notice to Board to allow for a proper transition.*
- Do you see our culture changing when you become President?
Yes. Our culture is very important to me, and one of the main reasons I have thoroughly enjoyed my time here.
 - *I want to maintain/improve the culture we have come to enjoy; we will need to continue to be creative to include all our regions. For example, Christmas parties have become a challenge due to the area we cover. It won't be easy, but we will find a way.*
- What do you see changing in the next 5 years? What will stay the same?
We have had expansion, shift in focus to filling out our regions.

- *I don't see that type of regional expansion to be sustainable in the short term, while meeting other objectives which include building vibrant teams and offices, supporting culture, training our teams, quality of our work, and profitability.*

Possible adjustments to our organizational structure as we continue to grow (Director of Operations, BD Director)

Considering changes to our BD/Ops meeting and how we engage our team. I haven't worked out the details but would like to explore options to make that meeting time more valuable for all.

A focus on PM, communication, and internal efficiencies to improve the quality of our work product to meet client expectations.

More of the same:

- *The services we provide and sectors we serve.*
- Do you plan to continue our open-door policy?
Yes. I don't think that will change at all. I do carve out blocks of time on my calendar to complete an initiative/task, but that is trumped by walk-ins. I have been coached by Matt over the years and have embraced the third chair perspective, and redirecting staff to people who can help them.
- You are an engineer in Benton Harbor focused on the government sector. How are you going to support the entire business? Will you understand the needs of other regions/teams?

Entire Business:

- *I have been on the Board of Directors for 12 years, serving as Chairman for several terms. This experience has exposed me to the entire business and services we provide.*

Regions:

- *I have made a point to travel more this past year. Need to expand that and focus on more relationship building in those regions. Expect to see me more often, whether it's stopping by desks, or going out to lunch. Matt has informed me that this role is all about people. It's a good thing I like people... I need to carve out more time to do just that.*
 - *Started that process with trips to Ft. Wayne and Plymouth recently, had targeted meetings with staff.*

Government Sector:

- *I have been in role for almost 3 years, have worked more closely with other Market Sector Leads and Nicolette over that time. I've gained substantial knowledge in who we serve and where we are successful.*

Client work:

- *Very little – striving for zero. Continue to move away from the day-to-day on projects and spend more time moving our team and the BP forward.*
- *Will be more involved with client maintenance (check-ins, dealing with issues, etc.).*
- *Supporting teams to make sure they are successful.*

OTHER QUESTIONS

- Do you know who your successor will be?
No, but excited to see how that develops in the coming years. I would expect to see a couple year overlap similar to my transition.
 - *We have talented team members that could succeed in this role.*
- Who is taking over your responsibilities such as MDOT and Government Sector Lead

Working through some of those now. Bryan Styburski will be taking over for MDOT/CE projects (has already started that transition). Some clients will remain (Dowagiac, RCKC). Many of my project/clients have been transferred in the past couple of years. I have very few projects where I am the PM.

- Do you anticipate changes in how much we spend for coaching and manager training?
I don't see major changes...I support the investment into our managers. This investment has demonstrated growth in our team's abilities.
- Do you see our organizational structure changing after you become President?
Maybe tweaks to our organizational structure as we continue to grow (Director of Operations, BD Director)