PROFILES IN COURAGE
ECONOMICS, POLITICS, RISK & REALITY

MARK BRESLIN
WWW.BRESLIN.BIZ
PROFILE IN COURAGE: TRUTH TELLING

“IF YOU DON’T LIKE CHANGE
YOU ARE GOING TO LIKE IRRELEVANCE EVEN LESS.”

Gen. Eric Shinseki
US Army Chief of Staff
MACRO ECONOMIC: NATIONAL

- UNION MARKET SHARE: 13-15%
- COMPETATIVE MARKETS: PUBLIC WORKS, PLAS, MAJOR METRO AREAS
- GEOGRAPHY: LA, SF, SEATTLE, LV (STRIP ONLY) ST. LOUIS, CHICAGO, BOSTON, NY, SELECT MKTS MIDWEST & EASTERN SEABOARD
- 75% UNION TRADESMEN IN 13 STATES
MACRO MARKET TRENDS

- DENIAL & STALLING
- LOSS OF RESIDENTIAL
- LOSS OF LITE COMMERCIAL
- NON UNION GAINS BONDING & $$
- L-M BLAME, CONFLICT & DELAY
- LOSS OF MID-RISE, PUBLIC WORKS
- REACTIVE AND LATE RESPONSE
- PERMENENT LOSS OF MARKETSHARE
CHALLENGES & CHOICES

CHALLENGE RESPONSE THEORY
– TOYNBE’S NOBEL PRIZE

CHANGE RESPONSE CHOICES
– DENIAL
– STALL
– ANALYSIS
– STRATEGY
– ACTION
“We don’t get a chance to do that many things, so every one should be really excellent. This is our one life. So it better be damn good. It better be worth it.”

- Steve Jobs, Apple CEO
GAME PLAN: HERE AND NOW

- HARVARD BUSINESS SCHOOL ANALYSIS
- WHAT YOU DO NOW DETERMINES THE FUTURE
PROFILE IN COURAGE:
LONG TERM CHOICE

JEFF BEZOS: GROWTH BEFORE PROFIT
CRITICAL STRATEGIES
APPRAOCH

WHAT CAN YOU CONTROL?
WHAT CAN’T YOU CONTROL?
INTERNAL VS. EXTERNAL
PROACTIVE VS. REACTIVE
COURAGEOUS LEADERSHIP IN ACTION

- PRO-ACTIVE VS REACTIVE
- REALITY VS DENIAL RESPONSE
- PRAGMATIC VS POLITICAL
- SHOWING OTHERS VS. WAITING FOR OTHERS
- REACHING FOR UNITY VS BLAME
PROFILE IN COURAGE
FOCUS ON WHAT YOU CAN CONTROL

SIR ERNEST SHACKLETON
LEADERSHIP AGAINST THE ODDS
BUILT ON UNITY

NO OUT. NO COMPROMISE. NO GIVING UP.
WHAT’S NEXT?

- Economics forced this change
- What does the team do next?
- How to build on success?
- What do the contractors do?
- Where do we start?
COURAGEOUS LEADERSHIP

ECONOMICS

VS.

POLITICS
CLASH OF THE TITANS

CONTRACTORS = ECONOMIC SYSTEM
– MEASURE DOLLARS, PROFIT, LOSS
– DON’T GET UNION CHALLENGES

– UNIONS = POLITICAL SYSTEM
  MEASURES VOTES, MEMBERS, HOURS
  DON’T GET CONTRACTOR CHALLENGES

HOW DO WE ALL SUCCEED ECONOMICALLY & POLITICALLY?
CHANGE = WIIFM = ENGAGEMENT

A Basic Element of Human Nature
  – Self Interest Changes Behavior

A Basic Law of Business & Commerce
  – Economic & Operational ROI
FIRST THINGS FIRST

- ECONOMIC CHALLENGES
- POLITICAL CHALLENGES
- COMPETITION CHALLENGES
- OWNER-END USER CHALLENGES

- BUY-IN & COMMITMENT IS FIRST
LEADING OUR THIRD PARTNER

MANAGEMENT

LABOR

RANK AND FILE
THE CHALLENGES

- R & F Don’t Understand the Business
- R & File Don’t Get the Challenges
- Rank and File = Not Engaged
- Rank and File Do Not Have A “Why”
- How Does This Impact Economics & Politics?
THE ENGAGEMENT
STARTING LINE

WHAT DO THEY NEED TO KNOW TO CHANGE BEHAVIORS AND BECOME FULL PARTNERS?

WHAT DOES IT TAKE FOR THEM TO SAY “HEY WHATEVER WE NEED TO DO, WE’RE BEHIND YOU…”
REALITY

BUILDING ON SUCCESS
LEADING THE NATION
PROFILE IN LEADERSHIP
“FAILURE IS NOT AN OPTION”

GENE KRANZ & APOLLO 13
TEAM EFFORT = RESULTS
RELENTLESS DETERMINATION

TRY EVERYTHING. REINVENT NOW.
THE LEADERSHIP RULE
OF 20-60-20

- TOP 20% PERFORMERS
- MIDDLE 60%
- BOTTOM DRAGGING 20%
THE NAYSAYER B.S.

- DON’T NEED TO CHANGE
- “BACK IN THE DAY”
- S – I – D
- MESSING WITH TRADITION
- “YOU F--KING SELL OUTS”
- THIS IS HOW WE ALWAYS DID IT
- AFRAID TO RISK OR FAIL
LEADING THE THIRD INDUSTRY CULTURAL CHANGE

- THE FIRST TWO CULTURAL CHANGES?
- WHY DID THEY OCCUR?
- WHAT IS THE THIRD CULTURAL CHANGE?

ACCOUNTABILITY & PERFORMANCE
CULTURAL CHANGE = ACCOUNTABILITY

WHAT BEHAVIORS DID WE CHANGE THE FIRST TWO TIMES?

HOW DID WE DO IT?
ACCOUNTABILITY
– MAKING IT A PRIORITY
– LABOR & MANAGEMENT
– NO COMPROMISES

WHAT WERE THE RESULTS?
ACCOUNTABILITY & PERFORMANCE

- Changing Union Leader Metrics
- Changing Contractor Reactive Strategy
- Changing Field Behaviors
- Engagement = Performance
  - Breaking Old Habits, Images & Stereotypes
    - Operational & Economic Impact
    - Union Political Impact
    - Delay or Prevent Change Impact
    - Productivity & Buy-In Impact on Future Workforce
WHY IS ENGAGEMENT IMPORTANT?

LEADERS INFLUENCING THE 20 – 60 – 20 =

– POSITIVE ECONOMIC IMPACT
– POSITIVE OPERATIONAL IMPACT
– POSITIVE UNION POLITICAL IMPACT
– POSITIVE BARGAINING IMPACT
A SHARED VISION
THE THREE C’S

- COMPETITION
- COSTS
- COMMITMENT
OUR COMPETITION

- WHAT IS THE MARKET SHARE?
- WHAT IS THE LONG TERM TREND?
- HOW DOES THIS IMPACT THEM PERSONALLY?
- WHAT ADVANTAGES DOES COMPETITION HAVE?
- WHAT DO THEY HAVE TO DO PERSONALLY?
OUR COSTS

- COST OF SELF
- COST OF LABOR
- AVG. NET PROFITS
- VARIABLES THAT IMPACT COSTS
ENGAGEMENT: COMMITMENT

WHAT DO WE STAND FOR?
- PROFESSIONALISM
- ACCOUNTABILITY
- PRODUCTIVITY

WHAT IS IN IT FOR YOU?

WHAT IS AT RISK?

HOW DO WE COMMUNICATE THIS?
WHEN EVERYONE GETS IT
ENGAGING AND MOTIVATING
RANK AND FILE

- Understand Business Lifecycle: Reality
- Declining Market Share & Membership
- Their Personal Role and Responsibility
- Market Trends, Growth & Survival
NEW TEAM METRICS

- **MARKET SHARE** GAINS OR LOSS (WHY IT’S IMPORTANT)
- **HOURS WORKED** (DETERMINES EARNINGS)
- **SHARED REWARDS VS CONSEQUENCES**
A COMPETATIVE PERFORMANCE CULTURE

- From (Ideological) Entitlement to (Economic) Responsibility
- Total Political Support for their Leaders
- Visible Efforts by the Contractors
- A Foundation for Contractor and End-User Expectations
- A Business & Economics Performance Story
STRATEGIES AND TOOLS

LEADING

THE NATION
COURAGEOUS LEADERS
GREATNESS AT A PRICE

ADVERSITY, OPPOSITION, SUCCESS.
ACTION PLAN

- UNION MEMBER ENGAGEMENT, EDUCATION AND SUPPORT
- MAXIMIZE COMPETITION CULTURE
- CONTRACTOR ACTIONS NECESSARY
- ATTACKING MARKETS WE’RE LOSING
- SECURING MARKETS WE’VE GOT
MANAGEMENT

- FOCUS ON WHAT YOU CAN CONTROL
- MANAGE POSITIVE
- THE RIGHT THINGS FOR THE RIGHT REASONS
MENTORING

THE SEEDS OF SUCCESS
FOUNDATION FOR THE FUTURE
A BOTTOM LINE STRATEGY
YOUR GIFT TO THE INDUSTRY
THE BEST PART OF YOUR JOB
COURAGEOUS LEADERS
DO THE RIGHT THING FOR OTHERS

WITHIN OURSELVES IS THE POWER TO INSPIRE

TEAM HOYT
WWW.BRESLIN.BIZ

TOOLS
RESOURCES
TRAINING