CONSTRUCTION LEADERS
BORN OR MADE?

STRATEGY, STATUS QUO OR MYTH

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LEADERSHIP: THE CHALLENGE

• THE MARKET SAYS THAT UNIONS AND CONTRACTORS HAVE FAILED IN LEADERSHIP FOR 30 YEARS.

• THIS HAS RESULTED IN AN ACCEPTANCE AND PRICING OF A STATUS QUO CULTURE.
GOING ALL IN: BETTING ON LEADERSHIP

• LEADERSHIP DEVELOPMENT IS THE WAY TO CONTROL OUR MARKET AND DESTINY.

• THROUGH LEADERSHIP DEVELOPMENT CONTRACTORS CAN INCREASE PROFIT & UNIONS CAN DOUBLE MARKETSHARE IN 10 YEARS.
KILL THE BORN LEADER MYTH

• “Leaders are made, not born. They are made like everything else in this country, by hard work.”  
  - Vince Lombardi

• “The most dangerous leadership myth is that leaders are born. That's nonsense; in fact, the opposite is true. Leaders are made rather than born.”  
  - Warren G. Bennis
BORN WHO AND WHAT?

• BORN MECHANIC?
• BORN DENTIST?
• BORN CPA?
• BORN FIREMAN, COP OR PILOT?
# Professional Prep Time in Years

<table>
<thead>
<tr>
<th>Profession</th>
<th>Education</th>
<th>Years in Field</th>
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<tbody>
<tr>
<td>Business</td>
<td>4-6 ed.</td>
<td>3-5 in field</td>
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<tr>
<td>Law</td>
<td>7 ed.</td>
<td>3-5 in field</td>
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<tr>
<td>Military Invent</td>
<td>0 ed.</td>
<td>5+ in field</td>
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<tr>
<td>Teacher</td>
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<td>1+ in field</td>
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<tr>
<td>B. Manager</td>
<td>0 ed.</td>
<td>10 minutes</td>
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<tr>
<td>Foreman</td>
<td>0 ed.</td>
<td>Sink or Swim</td>
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<tr>
<td>Contractor</td>
<td>DBM</td>
<td>I know everything</td>
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</table>
Selecting By Personalities Not Skill Sets

- Journeymen Become Foremen
- Foremen = B.A. or Business Manager
- Contractors = Family Businesses

• Self Taught: School of Hard Knocks
• Nobody’s Fault
CASE STUDY IN LOST MARKET SHARE

• CALCULATE THE $$ VOLUME MANAGED BY ONE OF YOUR TOP FOREMEN IN A 30 YEAR CAREER.
• HOW WAS HE PREPARED TO BE THE FOREMAN?
• WHAT’S WRONG WITH THIS PICTURE?
THE PLAYER-COACH MODEL

• WHAT IS THE GOOD?
• WHAT IS THE BAD?
• DO MOST SUCCEED OR FAIL?
BORN CONSTRUCTION LEADERS

- LIST THE CHARACTERISTICS
- WHAT DOES THE BORN LEADER LOOK LIKE?
PROFESSIONAL CONSTRUCTION LEADERS

• SKILLS NECESSARY
• WHAT DOES THE PROFESSIONAL LEADER LOOK LIKE?
GAP ANALYSIS

• WHAT IS THE GAP BETWEEN THE BORN LEADER MODEL AND PROFESSIONAL MODEL?
• HOW DOES THIS IMPACT MARKET SHARE, PRODUCTIVITY AND PROFIT?
OUR INDUSTRY LEADERSHIP ANALYSIS

• WHAT IS THE STATE OF OUR LEADERSHIP DEVELOPMENT AND TRAINING?
WHAT ARE THE SOLUTIONS?

• KILL THE BORN LEADER ALPHA MYTH
• IDENTIFY LEADERS EARLY AND CULTIVATE
• RECOGNIZE THE $ & MARKET LOSS: INVEST
• USE LEADERSHIP AS OUR FOUNDATION
• CERTIFY AND USE WITH END-USERS
WHY KILL THE MYTH? $$ & MARKET SHARE LOSS

- A Failed Leadership Culture
  - Union: Claim Full Employment & Re-Elected?
  - Contractors: ONLY Make Money?
  - What % Do Not Meet Standards?
    - Slow It Down Factor

- Marginal Expectation & Failure
  - Operational Impact
  - Profit Impact
  - Union Political Impact
  - Delay or Prevent Change
  - Apprentice Impact
LEADERSHIP ID & CULTIVATION

• HOW DO THEY EMERGE?
• HOW TO ACCELERATE?
• APPRENTICESHIP BASED MODEL REQUIRED
• “GATE” PROGRAM MODEL
• SHORT TERM IMPACT
• LONG TERM IMPACT
<table>
<thead>
<tr>
<th>Generation</th>
<th>Population</th>
<th>Date Range</th>
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<tbody>
<tr>
<td>Traditionalists</td>
<td>75,000,000</td>
<td>pre-1946</td>
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<tr>
<td>Baby Boomers</td>
<td>80,000,000</td>
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<td>Gen X</td>
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<tr>
<td>Millennials</td>
<td>76,000,000</td>
<td>82-2000</td>
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APPRENTICESHIP + LEADERSHIP

• HOW DO WE COMBINE THESE?
• WHAT ARE THE BENEFITS?
PROFESSIONAL LEADERS

- “The key to successful leadership today is influence, not authority.”

– Ken Blanchard
THE FOUNDATION: PROFESSIONAL MANAGERS

- WHAT DO THEY NEED TO KNOW?
- WHAT DO THEY NEED TO DO DIFFERENTLY?
- WHAT SKILL SETS NEED DEVELOPMENT?
- HOW IS PERFORMANCE MEASURED IN THIS REGARD?
TAKING IT HOME

• WHAT COULD WE DO NOW?
• WHAT DO WE ALREADY HAVE READY OFF THE SHELF?
• WHAT DO WE NEED TO ADD?
LEADERSHIP MENTORS

• WHAT IS A LEADERSHIP MENTOR?
  – FOR A YOUNG CONTRACTOR?
  – NEW BUSINESS MANAGER?
  – NEW FOREMAN?

• WHY IS IT CRITICALLY IMPORTANT?

• WHAT ARE THE ACTIVITIES OF A MENTOR?
BORN CONSTRUCTION MOTIVATORS

• HOW DO BORN LEADERS MOTIVATE THEIR TEAMS OR CREWS?
PROFESSIONAL MOTIVATORS

• WHAT ARE THE BEST WORKPLACE MOTIVATORS?

• 1
• 2
• 3
LEADERSHIP STRATEGIES: CONTRACTORS

Contractors: Change The Culture

- Engage Your Workforce
- Create a Leadership Culture
- Invest In & Professionalize Foremen
- Apprentice Leadership Development
LEADERSHIP STRATEGIES: UNIONS

• FROM POLITICS TO PERFORMANCE
• Embrace Change: Kill Status Quo
• Don’t Leave New Guys Hanging
• Extensive Training and Support System
• Longer Terms for Bus. Managers
• Promote A Culture of Accountability
LEADERSHIP STRATEGIES: FOREMEN

• The $ ONE BILLION SOLUTION
• HELP THEM LEAD THEMSELVES
• DEVELOP THE STRATEGIC RESOURCE SO CONTRACTORS CAN GROW
• “It is time for a new generation of leadership, to cope with new problems and new opportunities. There is a new world to be won.”

- John F. Kennedy