ALPHA DOGS

Leading and Managing
Yourself and Others

PRESENTED BY MARK BRESLIN

Breslin
STRATEGIES INC.
ALPHA LEADERSHIP: THE OPPORTUNITY

• LEADERSHIP DEVELOPMENT IS THE ONE MOST POWERFUL METHOD OF CONTROLLING OUR MARKET AND DESTINY.

• BY LEVERAGING OUR ALPHA LEADERS CONTRACTORS CAN INCREASE PROFIT BY 5-10% & UNIONS CAN DOUBLE MEMBERSHIP IN 10 YEARS.
<table>
<thead>
<tr>
<th>Company</th>
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<th>Years</th>
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<tr>
<td>Anhauser-Busch</td>
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<td>Jose Cuervo</td>
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<td>Tattinger</td>
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<td>483</td>
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<td>Kongo Gumi Constr.</td>
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ALPHA LEADERSHIP: THE CHALLENGE

- The market says that unions and contractors are failing in leadership.
- This has resulted in an acceptance and pricing of a status quo “culture of marginal expectations & failure”.

Breslin STRATEGIES INC.
Where Do We Find the Answer?

- Government Leaders ?
- Religious & Spiritual ?
- Businesses & Corporations ?
- Sports & Teams ?
National Leadership Crisis

- National Study: 55% are Incompetent
- University of Tallahassee Study
  - 39%: Supervisor Broke Promise
  - 27%: Talked About Them to Others
  - 23%: Supervisor Blamed to Cover their Ass

- #1 Reason for Loss of Key Employees
OUR INDUSTRY LEADERSHIP ANALYSIS

• WHAT IS THE STATE OF OUR LEADERSHIP DEVELOPMENT AND TRAINING?
SHORTSIGHTED SUCCESS MEASURES

- Union Leaders: Get Re-Elected
- Contractors: Fight Fires & Make Money
- Foremen: Bring the Job In
Our Industry Crisis of Leadership

Failure to Identify Proper Success Measures

Failure to Change & Adapt Strategy & Culture

Failure to Professionalize at Every Level

• Net Impact?
  - Labor’s Market Share Demise
  - Failure Accepted in the Field
THE CONSTRUCTION ALPHA 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
THE ALPHA ANALYSIS

• What Is An Alpha Leader?
• How or Why Does One Become An Alpha?
• Is The Motivation for Leadership Always Positive?
ALPA LEADERS: THE GOOD

• What Are the Key Skills
• Characteristics
• Personality Traits

• Who Are Good Examples of Alpha Leaders?
ALPHA LEADERS: THE BAD

• What Would Be Possible Blind Spots for a Strong Alpha Leader Personality?
• Your List?
Two Sides of the Same Coin

- Confidant vs. Intimidating
- Bold & Innovative vs. Arrogant / Stubborn
- Achiever vs. Takes Others for Granted
- Aggressive & Competitive vs. Dictatorial
- Remarkable Leader vs. Self Centered SOB
HOW DID WE GET HERE?

Selecting By Personalities Not Skill Sets

– Craft Workers Become Contractors
– Journeymen Become Foremen
– Foremen = B.A. or Business Manager

• Self Taught: School of Hard Knocks
• Nobody’s Fault
THE SOLUTIONS

- LEARNING TO LEAD OURSELVES
- LEARNING TO LEAD OTHERS
LEADING YOURSELF

• How Good Are You? (The Truth)
• 29% Yes – 35% Maybe – 36% No**
• How Much Time & $ Developing You?
• What Is the Message You Are Sending?

** USA Today Poll
“Alpha’s become motivated to change when they see potential for greater influence and better business results.”
# Self Knowledge = Leadership Growth

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<th>Mean</th>
<th>Mean as a percent of possible score</th>
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<td>Cooperates and is easy to work with</td>
<td>All Data</td>
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<td>Takes initiative; is proactive</td>
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<td>Has earned your respect (is trustworthy)</td>
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<td>Team player - promotes team environment in attitude and actions (considers &quot;we&quot; instead of &quot;I&quot;)</td>
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<td>Commitment (above and beyond) to the organization (EUCA) and its mission</td>
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<td></td>
<td>Breslin, Mark</td>
<td>4.78</td>
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CONSTRUCTION SELF REFLECTION

• Unwilling to Face Failure or Need for Change?
  – YES / NO

• Reluctance to Accept Others Advice?
  – YES / NO

• Superior Self Belief (Arrogance)?
  – YES / NO

• Know I Know Everything I Need to Know?
  – YES / NO
LEADING YOURSELF

- Honest & Objective Self Assessment
- Identify Resources for Improvement
- Personal & Visible Action Plan
- Be Transparent & Committed
LEADING YOURSELF TO LEADING OTHERS

• YOU HAVE SUCCEEDED IN LEADING YOURSELF WHEN THE WAY YOU LEAD IS NO LONGER ABOUT YOU.

• NO MORE EGO NEED TO PROVE SOMETHING...

• SUCCESS IS WHEN IT IS ABOUT HELPING OTHERS
OUR CULTURE OF STATUS QUO & FAILURE

- Industry Performance Culture
  - Union: Claim Full Employment & Re-Elected?
  - Contractors: Make Money?

- Marginal Expectation & Failure
  - Operational Impact
  - Profit Impact
  - Image With Clients
  - Union Political Impact
  - Delay or Prevent Change Impact
HOME GROWN FOREMEN: PRODUCTIVITY?

- ONLY 40%+ TIME IS PRODUCTIVE TIME ON THE JOBSITE.
- CAUSE: HOME GROWN SUPERVISION?
- WHAT IS THE LOST TIME, PROFIT & OPPORTUNITY?
<table>
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<th>Birth Years</th>
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<tr>
<td>Traditionalists</td>
<td>75,000,000</td>
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<td>Baby Boomers</td>
<td>80,000,000</td>
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<td>Gen X</td>
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<td>Millennials</td>
<td>76,000,000</td>
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Leading Others

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

– Ken Blanchard
BREEDING ALPHAS & THE THREE M’S

• MANAGEMENT
• MENTORING
• MOTIVATION
FIELD LEADER AS MANAGERS

• MANAGEMENT: WHAT DO THEY NEED TO KNOW?
FIELD LEADERS AS MENTORS

- WHAT IS A MENTOR?
- WHY IS IT IMPORTANT?
- WHAT ARE THE ACTIVITIES OF A MENTOR?
FIELD LEADERS AS MOTIVATORS

• WHAT ARE THE TOP THREE WORKPLACE MOTIVATORS?

• 1
• 2
• 3
LEADERSHIP STRATEGIES: CONTRACTORS

Contractors: Change The Culture
- Workforce Filter & Leadership Culture
- Empower & Professionalize Foremen
- Communicate with Field
- Apprentice Leadership Development
LEADERSHIP STRATEGIES: UNIONS

- FROM POLITICS TO PERFORMANCE
- Change Success Measures
- Organizational Accountability
- A Culture of Responsibility
- From HANDS TO HEART AND HEAD
LEADERSHIP STRATEGIES: FOREMEN

- INCREASE PROGRAMS BY 300%
- PAY THEM MORE
- HELP THEM LEAD THEMSELVES
- GIVE THEM THE 3 M’s
- DEVELOP THE STRATEGIC RESOURCE
• 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 Fitzgerald Kennedy