COMMUNICATE

COMMIT

DELIVER

2018
TEAM BUILDING

Creating A Winning Culture
# MAXIM CONSULTING GROUP OVERVIEW

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AGENDA

TOPICS

Section I  What is Aligned Vision
Section II  The “Bottom Up” Philosophy
Section III  Subject Matter Experts to Drive Change
Section IV  Change Is Hard – Making it Happen
Section 1: Answering The “Why”
Vision Statements are created to align a team’s efforts.

Labor and management must have aligned vision to reach common goals.

**ALIGNED VISION**
“Exceeding the demands of the electrical construction industry with innovative approaches and a 70-year tradition of excellence.”

Who is involved with this? Labor and/or management?

What are their roles?

Management + Labor = SUCCESS.
THE BOTTOM UP PHILOSOPHY

Section 2: Engagement At Its Finest
THE COMPLEXITY OF CONSTRUCTION
OPERATIONS IN DETAIL
BEWARE OF TOP DOWN DICTATORS
ENGAGED CHANGE MANAGEMENT

Typical Business Processes

- Job Planning
- Short-Interval Planning
- Daily Production Plans
- Post Job Reviews or Lessons Learned
- Cost Projections & WIPs
- Commodity Partnering Agreements
- Prefabrication & Standardization
- Other Critical Value-Drivers

Select next process to implement

Measure/monitor use of the process

Conduct training/rollout of process in other small groups

Utilize a team to develop a model for the process

Utilize the team to test the model of the process

Revise or fine-tune the model based on input from the test team

Develop a system to measure/monitor use of the process (if required)
EXAMPLE: PRECONSTRUCTION PLANNING

• Who is on the process improvement team?
• Who from labor? Who from management?
SUBJECT MATTER EXPERTS

• Becomes your subject matter experts (SMEs)

• Internal training/implementation force with the RIGHT trainers at the RIGHT levels
Section 3: Partnering for Success
WHY USE SUBJECT MATTER EXPERTS?

Should the CFO train Field Superintendents?

Why or why not?
WHO PROVIDES TRAINING?

- For Management and Staff?
- For Project Managers?
- For Field Leaders?

Choose wisely!
DEFINING A NEW PATH FORWARD

NOT THIS!
TRANSFERRING KNOWLEDGE

Mentoring
TRANSFERRING KNOWLEDGE

Visual
TRANSFERRING KNOWLEDGE

Video

- GoToMeeting
- Demo Builder
- Formal Videotaping
- Online Education
Advantages

• Engaged group of management and labor that works as the implementation team

• Respected by their peers

• Knowledge of the “why” and “how” of the process

Success tip: Tie metrics into the Incentive Compensation Program
HOW TO TRAIN

- Right Instructors
- Small Groups
- Interactive
- Workbooks
- Repository of Training Materials
- Testing for Knowledge
Section 4: Change is Hard – Making it Happen
REAL CHANGE

From basic improvement to cultural change
BREAKING THE FAILURE CYCLE

**KEY ATTRIBUTES**
- In this phase employees will begin to demonstrate requested behavior and work changes.
- Technical systems can be fully implemented.

**Phase 1**
- In this phase employees will most likely act like they never heard of or are too busy to make the requested changes.
- Management uses phrases not actions.

**Phase 2**
- In this phase employees will show both passive and open resistance to the requested change.
- Management will put Lean Leadership on the last to do list.

**Phase 3**
- In this phase employees may demonstrate low morale and little concern for work quality.
- Management will revert back to scare tactics.
REMOTING THE OBSTACLES OF CHANGE

73% of organizations FAIL at deploying change after year 1 due to the following reasons (not limited to):

- Lack of Discipline
- Frustration
- Impatience (Tactical $)$
- Anger
- Mistrust of the process
- Behavior change to complex
- Lack of Accountability

CHANGE MUST BE PACED:
- Creating a change platform and sense of urgency
- Implementing quick wins to gain momentum
- Coaching to ensure transition from disbelief to confidence
- Coaching to achieve more than was thought possible
PATHWAY TO SUCCESS

- Define Operating Standards Utilizing Cross Functional Teams of Labor and Management
- Create Us WITH Them, not Us Vs. Them. Create Teams of Cross Functional Engagement
- Document Processes Using Visual Media and Technology For Future Reference
- Train Well, Train Often Utilizing Internal SMEs
**PATHWAY TO SUCCESS**

- Establish Mentoring or Follow Up Process
- Establish Expectations and Metrics
- Incentivize Behaviors
QUESTIONS?
THANK YOU

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CONFERENCE EVALUATION

• Please complete this Breakout Session Evaluation available on the PINP Conference App

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