



#PINP18

# COMMUNICATE COMMIT DELIVER

2018





# TEAM BUILDING

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Creating A Winning Culture

# MAXIM CONSULTING GROUP OVERVIEW

## Management Consulting

- Strategic Planning
- Operational Excellence
- Technology Integration
- Training & Development

## Lean Transformations

- Supply Chain Management
- Design Standards
- Enterprise Scheduling
- Process Standardization

## Peer Groups

- Electrical
- Mechanical
- Fire Protection
- General Contractor
- Heavy Civil
- Utility

## Corporate Finance Advisory

- Mergers & Acquisitions Advisory
- Equity & Debt Financing
- Ownership Transition
- Management Succession
- Captive Insurance

# 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



# ALIGNED VISION

Section 1: Answering The “Why”

# ALIGNED VISION

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- Vision Statements are created to align a team's efforts
- Labor and management must have aligned vision to reach common goals



# VISION STATEMENT

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“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

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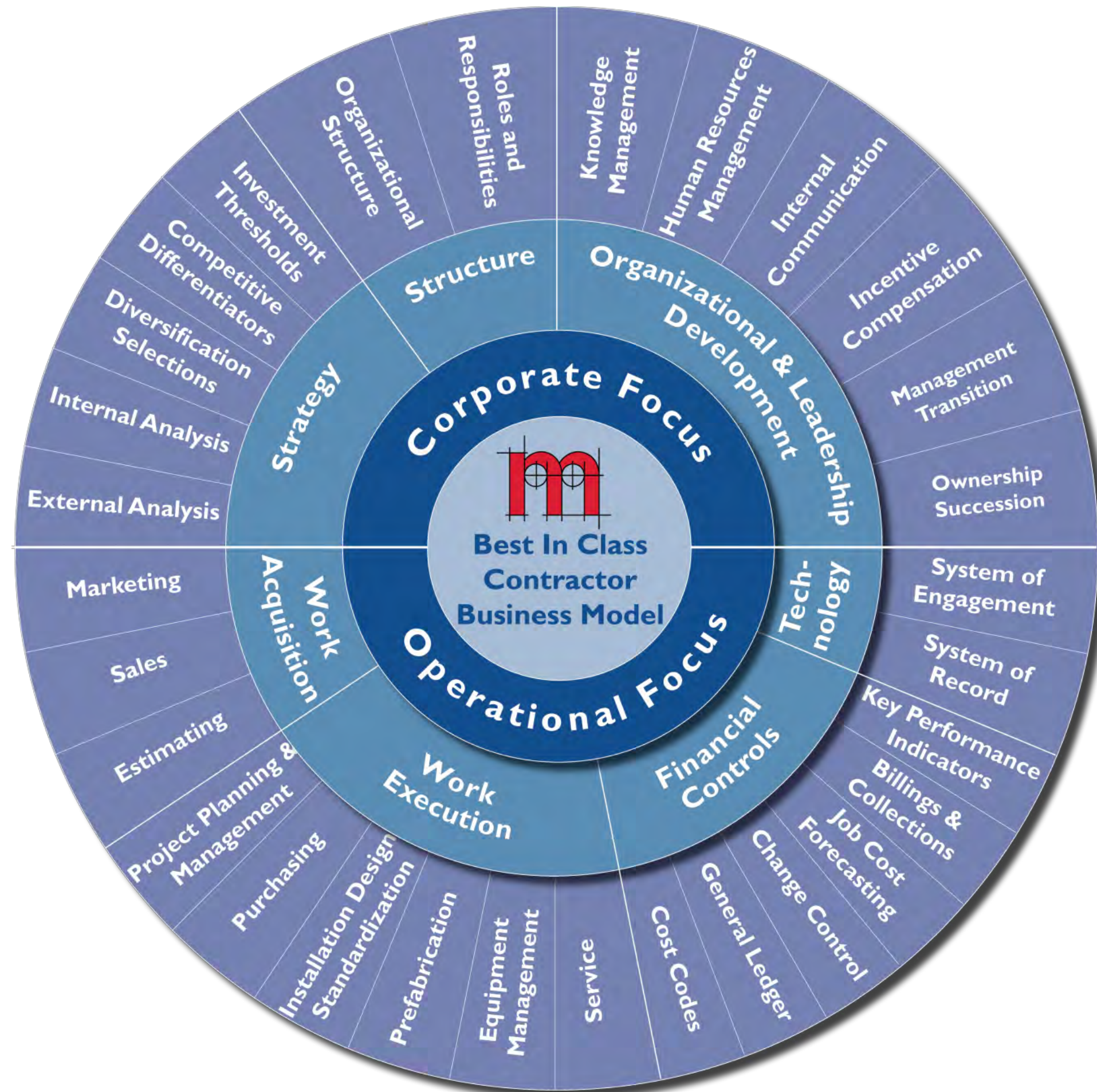
Section 2: Engagement At Its Finest



# THE COMPLEXITY OF CONSTRUCTION



# OPERATIONS IN DETAIL

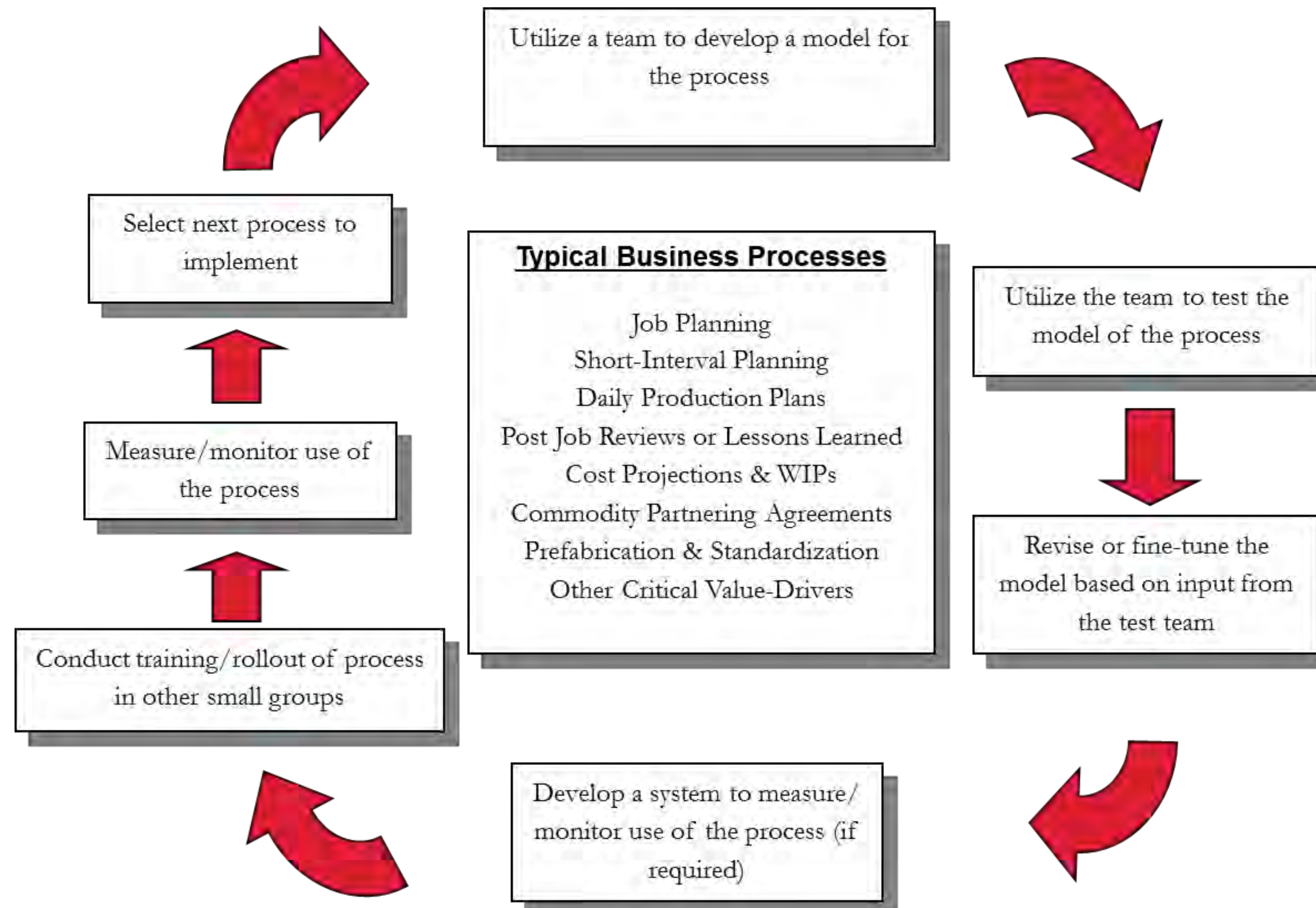


# BEWARE OF TOP DOWN DICTATORS

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# ENGAGED CHANGE MANAGEMENT



# EXAMPLE: PRECONSTRUCTION PLANNING

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- **Who is on the process improvement team?**
- **Who from labor? Who from management?**



# SUBJECT MATTER EXPERTS

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- **Becomes your subject matter experts (SMEs)**
- **Internal training/implementation force with the RIGHT trainers at the RIGHT levels**

**TEAM  
AWESOME**



# SUBJECT MATTER EXPERTS

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Section 3: Partnering for Success

# WHY USE SUBJECT MATTER EXPERTS?

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Should the CFO train Field Superintendents?

Why or why not?



# WHO PROVIDES TRAINING?

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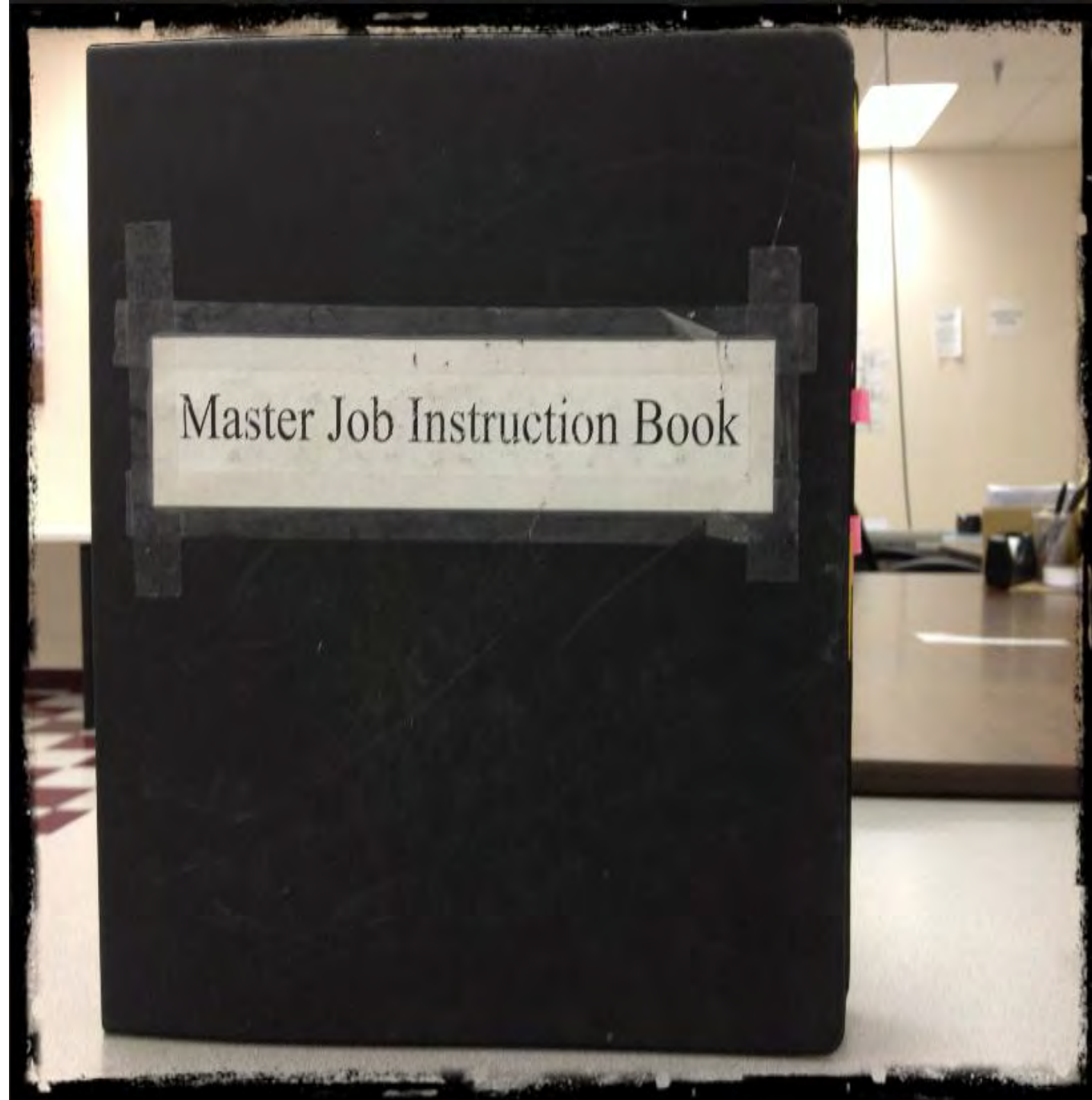
- For Management and Staff?
- For Project Managers?
- For Field Leaders?

*Choose wisely!*



# DEFINING A NEW PATH FORWARD

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**NOT THIS!**



# TRANSFERRING KNOWLEDGE

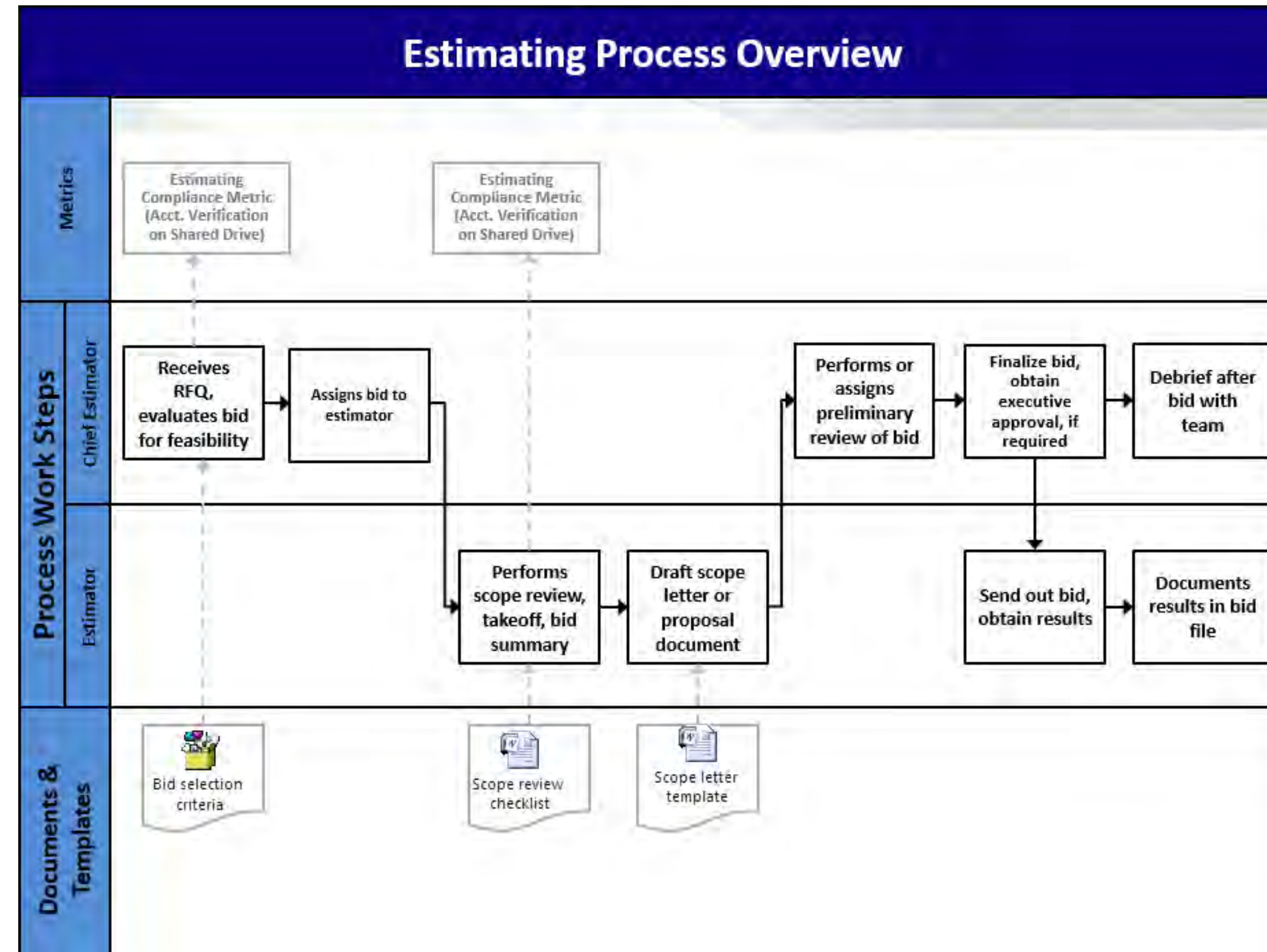


Mentoring



# TRANSFERRING KNOWLEDGE

## Visual



# TRANSFERRING KNOWLEDGE

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## Video

- GoToMeeting
- Demo Builder
- Formal Videotaping
- Online Education



# SUBJECT MATTER EXPERTS

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## 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

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- Right Instructors
- Small Groups
- Interactive
- Workbooks
- Repository of Training Materials
- Testing for Knowledge





# TEAM BUILDING

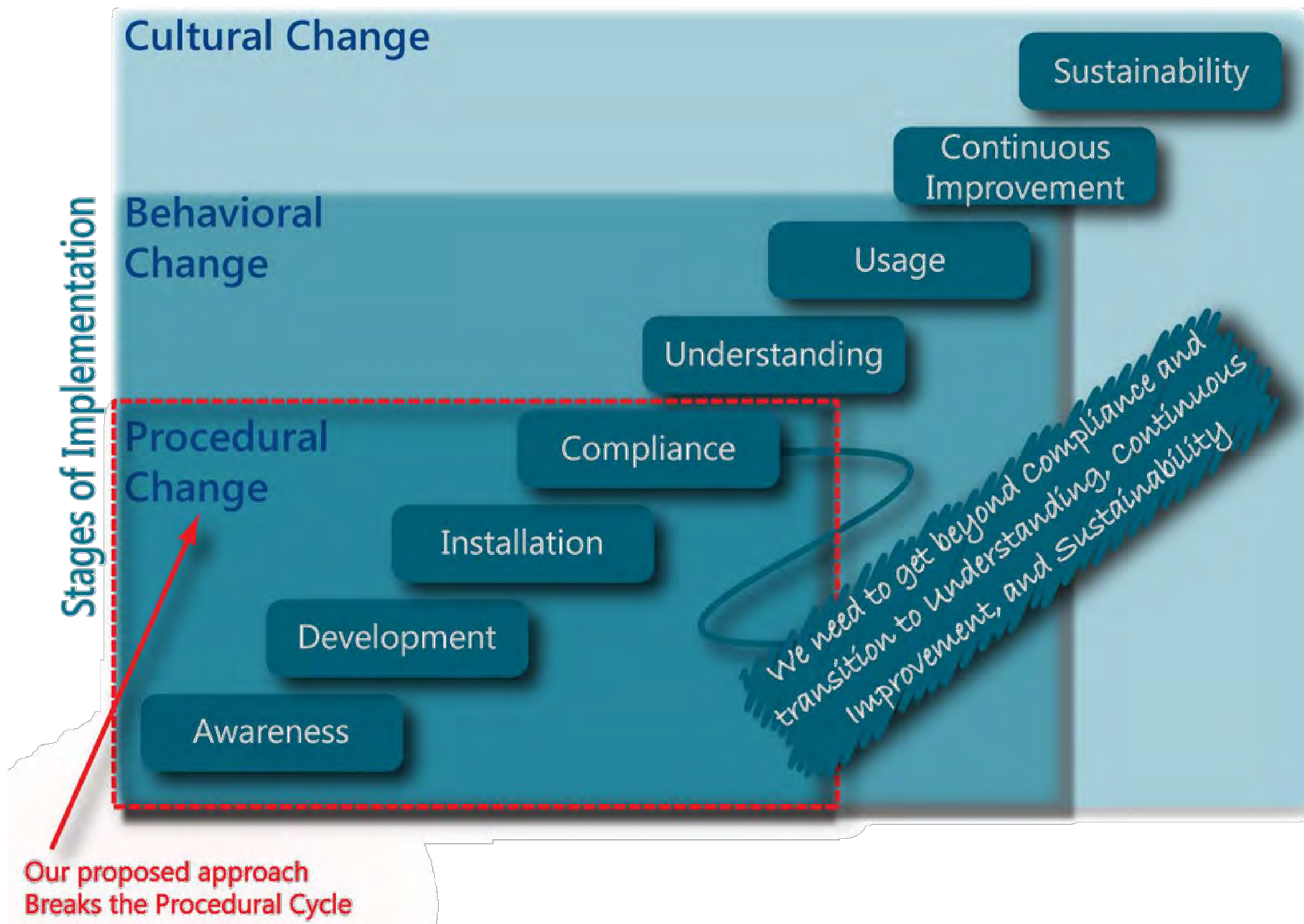
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Section 4: Change is Hard – Making it Happen



# 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 3

- In this phase employees May demonstrate low morale And little concern for work Quality
- Management will revert back to scare tactics



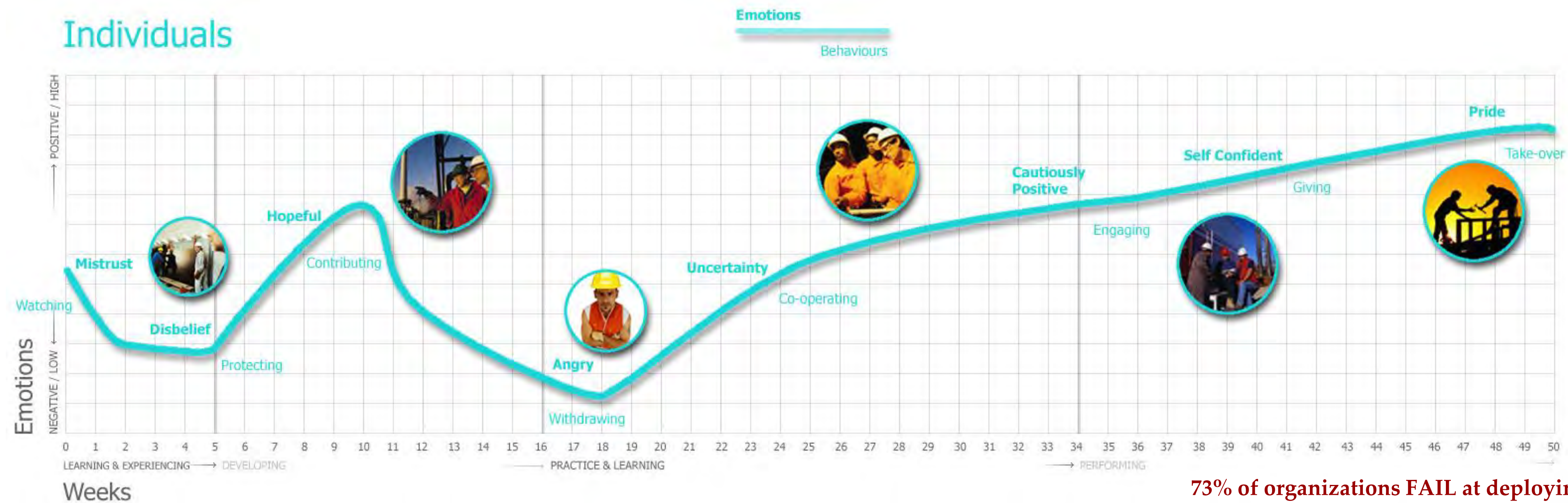
## Phase 1

- 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

# REMOVING THE OBSTACLES OF CHANGE



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

**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

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

# PATHWAY TO SUCCESS

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- 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

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- Establish Mentoring or Follow Up Process
- Establish Expectations and Metrics
- Incentivize Behaviors



# QUESTIONS?





## THANK YOU

Stephane McShane

Director

**Maxim Consulting Group, LLC**

9800 Mt. Pyramid Court, Suite 400

Englewood, CO 80112

Office: 303.688.0503

Mobile: 303.898.8440

[Stephane.mcshane@maximconsulting.com](mailto:Stephane.mcshane@maximconsulting.com)

[www.maximconsulting.com](http://www.maximconsulting.com)

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- Scroll to the bottom of each session in the Conference App to access the evaluation

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BACK Event Feed LOGIN

SESSION FEEDBACK

The presenter effectively communicated the content of the presentation

★★★★★

Submit

The content of this session was relevant and useful

★★★★★

Submit

I will use the knowledge I received in this presentation locally

☆☆☆☆☆

Submit

Comments

Please type your response.