

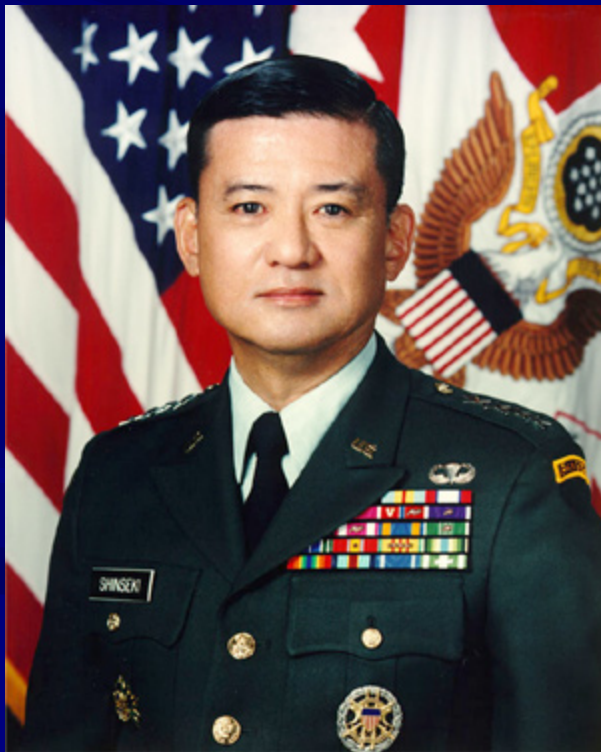
PROFILES IN COURAGE

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

COURAGEOUS LEADERS

EMBRACE RISK & INNOVATION

“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 APPROACH

- 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



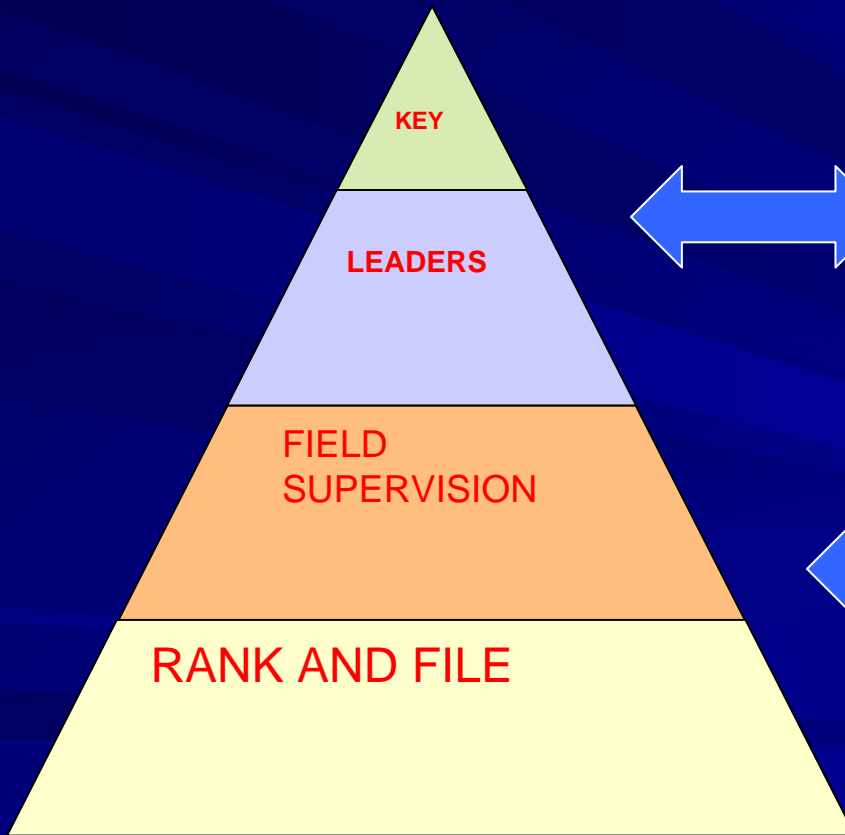
■ RANK AND
FILE

THE CHALLENGES

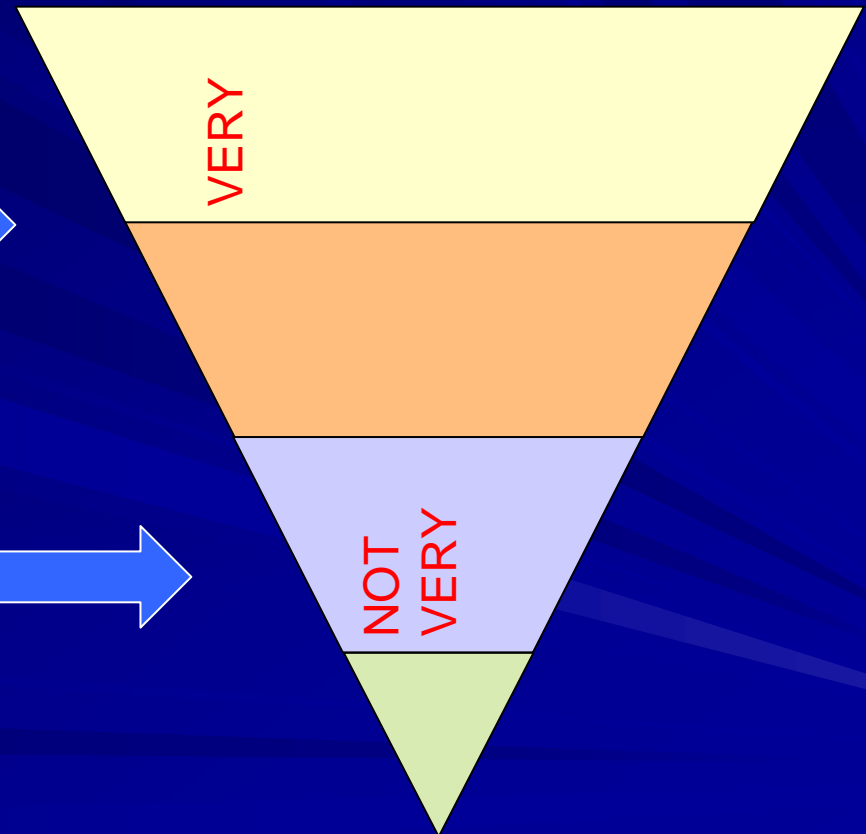
- R & F Don't Understand the Business
- R & File Don't Get the Challenges
- Rank and File = Not Engaged
- Rank and File Do Not Have A "Why"
- How Does This Impact Economics & Politics?

INFORMATION VS ENGAGEMENT

LEVELS OF INFORMATION



LEVELS OF ENGAGEMENT



THE ENGAGEMENT STARTING LINE

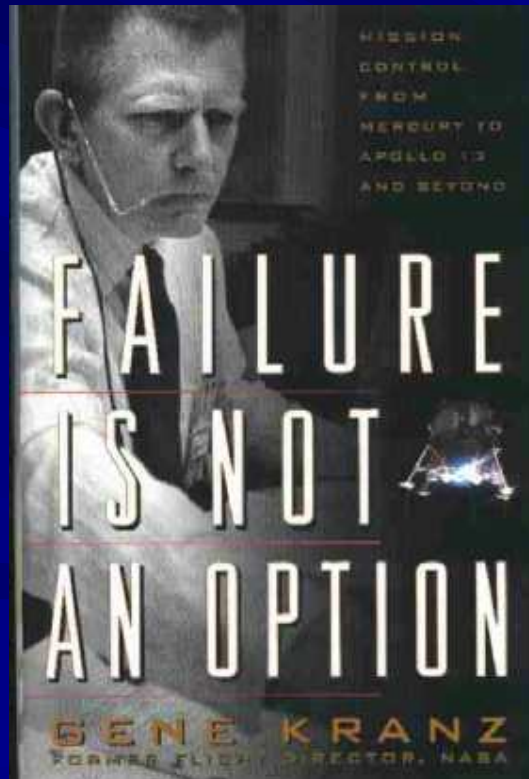
- **WHAT DO THEY NEED TO KNOW TO CHANGE BEHAVIORS AND BECOME FULL PARTNERS?**
- **WHAT DOES IT TAKE FOR THEM TO SAY “HEY WHATEVER WE NEED TO DO, WE’RE BEHIND YOU...”**

REALITY

**BUILDING ON SUCCESS
LEADING THE NATION**

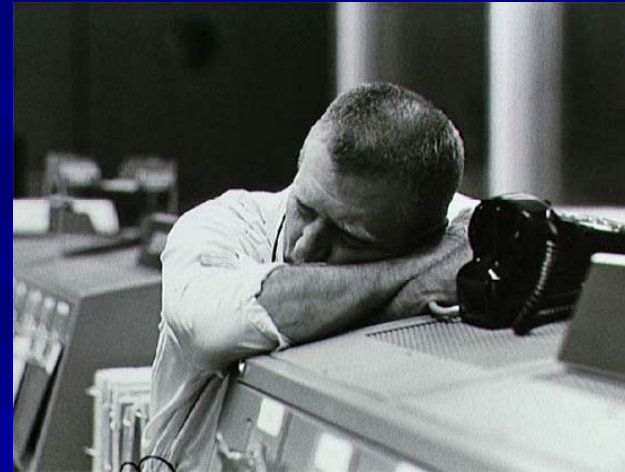
PROFILE IN LEADERSHIP “FAILURE IS NOT AN OPTION”

- GENE KRANZ & APOLLO 13
- TEAM EFFORT = RESULTS

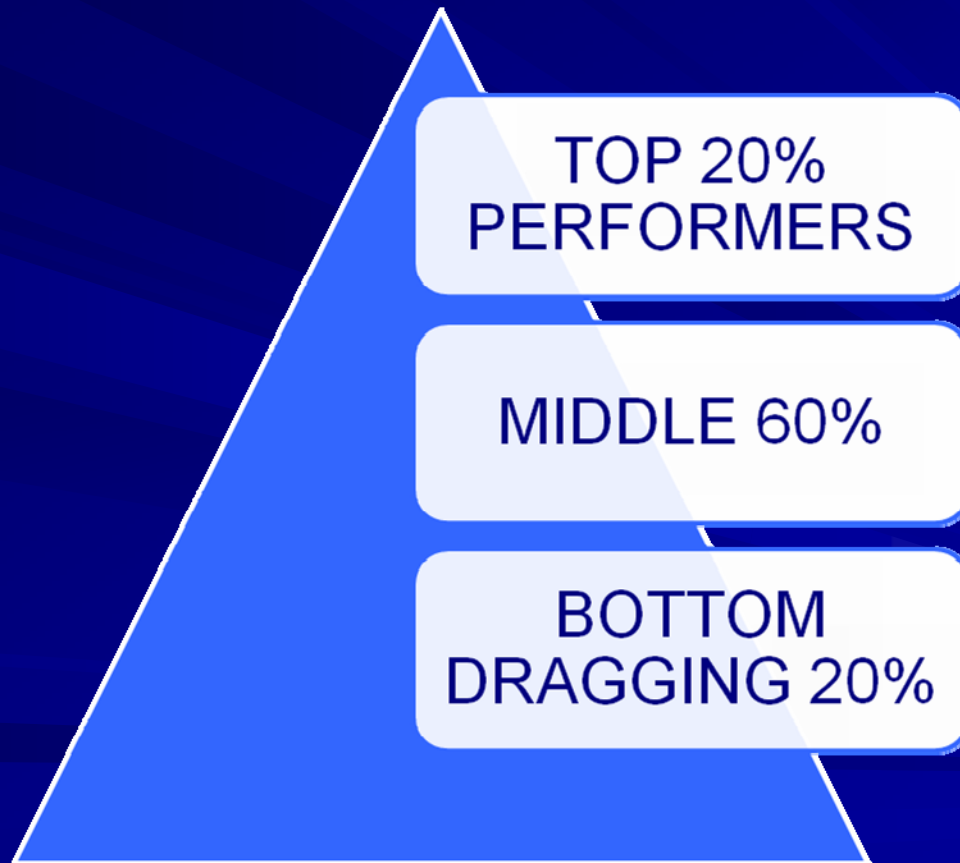


RELENTLESS DETERMINATION

■ TRY EVERYTHING. REINVENT NOW.



THE LEADERSHIP RULE OF 20-60-20



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
- Labor-Management Impact: Pensions, Bargaining & Market Share
- 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

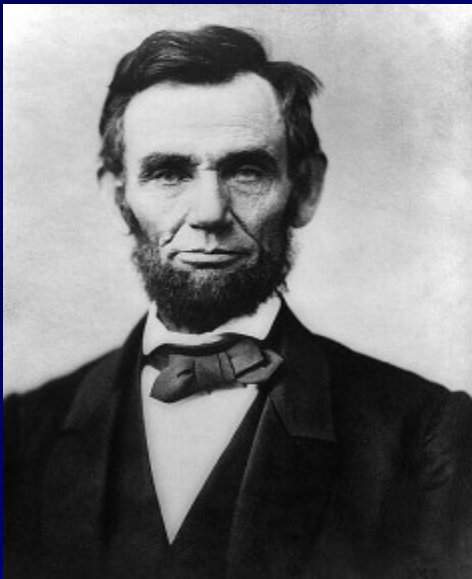
- From (Ideological) Entitlement to (Economic) Responsibility
- Total Political Support for their Leaders
- Visible Efforts by the Contractors
- A Foundation for Contractor and End-User Expectations
- A Business & Economics Performance Story

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



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TOOLS
RESOURCES
TRAINING