

CONSTRUCTION LEADERS BORN OR MADE?

STRATEGY, STATUS QUO OR MYTH

Mark Breslin
www.Breslin.biz

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

- **BUSINESS** 4-6 ED. 3-5 IN FIELD
- **LAW** 7 ED. 3-5 IN FIELD
- **MILITARY** 0 ED. 5+ IN FIELD
- **TEACHER** 6 ED. 1+ IN FIELD
- **B. MANAGER** 0 ED. 10 MINUTES
- **FOREMAN** 0 ED. SINK OR SWIM
- **CONTRACTOR** DBM I KNOW EVERYTHING

HOW DID WE GET HERE?

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 CHARECTERISTICS
- 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
 - Apprenticeship Impact

LEADERSHIP ID & CULTIVATION

- **HOW DO THEY EMERGE?**
- **HOW TO ACCELERATE?**
- **APPRENTICESHIP BASED MODEL REQUIRED**
- **“GATE” PROGRAM MODEL**
- **SHORT TERM IMPACT**
- **LONG TERM IMPACT**

OUR LEADERS OF TOMMOROW

| | | |
|------------------------|-------------------|-----------------|
| TRADITIONALISTS | 75,000,000 | pre-1946 |
| BABY BOOMERS | 80,000,000 | 1946-64 |
| GEN X | 46,000,000 | 1965-81 |
| MILLENIALS | 76,000,000 | 82-2000 |

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