

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.**

LONGEVITY PROVES LEADERSHIP EXCELLENCE

• Anhauser-Busch years	1860	148
• Jose Cuervo years	1758	251
• Tattinger years	1734	275
• Beretta Arms years	1526	483
• Kongo Gumi Constr.	578	1431

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”.**

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?**

ALPHA 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


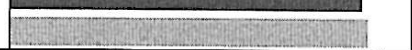


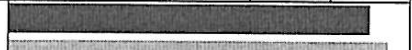
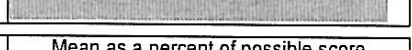
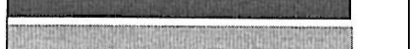
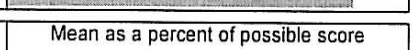
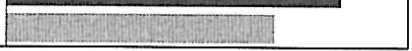
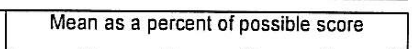


- **How Good Are You? (The Truth)**
- **29% Yes – 35% Maybe – 36% No****
- **How Much Time & \$ Developing You?**
- **What Is the Message You Are Sending?**

**** USA Today Poll**

Alpha Change Triggers

- “Alpha’s become motivated to change when they see potential for greater influence and better business results.”

SELF KNOWLEDGE = LEADERSHIP GROWTH

Questions	Data Filter	Mean	Mean as a percent of possible score
Cooperates and is easy to work with	All Data	4.50	
	Breslin, Mark	4.56	
Questions	Data Filter	Mean	Mean as a percent of possible score
Takes initiative; is proactive	All Data	4.31	
	Breslin, Mark	4.78	
Questions	Data Filter	Mean	Mean as a percent of possible score
Has earned your respect (is trustworthy)	All Data	4.60	
	Breslin, Mark	4.78	
Questions	Data Filter	Mean	Mean as a percent of possible score
Team player - promotes team environment in attitude and actions (considers "we" instead of "I")	All Data	4.42	
	Breslin, Mark	4.44	
Questions	Data Filter	Mean	Mean as a percent of possible score
Accessibility and availability	All Data	4.33	
	Breslin, Mark	3.67	
Questions	Data Filter	Mean	Mean as a percent of possible score
Commitment (above and beyond) to the organization (EUCA) and its mission	All Data	4.53	
	Breslin, Mark	4.78	

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?**

OUR LEADERSHIP NOW & TOMMOROW

TRADITIONALISTS 75,000,000 pre-1946

BABY BOOMERS 80,000,000 1946-
64

GEN X 46,000,000 1965-
81

MILLENNIALS 76,000,000 82

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