

PARTNERS IN PROGRESS

ALL IN 2020

SHEET METAL | AIR | RAIL | TRANSPORTATION
SMART





TEACHING TO LEAD

THE POWER OF ENGAGEMENT AND
INSPIRATION

MAXIM CONSULTING GROUP OVERVIEW

Management Consulting	Lean Transformations	Peer Groups	Corporate Finance Advisory
<ul style="list-style-type: none">▪ Strategic Planning▪ Operational Excellence▪ Technology Integration▪ Training & Development	<ul style="list-style-type: none">▪ Supply Chain Management▪ Design Standards▪ Enterprise Scheduling▪ Process Standardization	<ul style="list-style-type: none">▪ Electrical▪ Mechanical▪ Fire Protection▪ General Contractor▪ Heavy Civil▪ Utility	<ul style="list-style-type: none">▪ Mergers & Acquisitions Advisory▪ Equity & Debt Financing▪ Ownership Transition▪ Management Succession▪ Captive Insurance

AGENDA

Section I Setting People Up To Succeed

Section II The Path To Great Leadership

Section III Feeling The Win

Section IV Process, Not Hope as a Strategy



**SETTING PEOPLE
UP TO SUCCEED**



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LEADERSHIP DEVELOPMENT GONE WRONG



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BOTTOM LINE

HOPE IS NOT A STRATEGY!

THE JOURNEY

The Transition From Doing to Leading



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EXAMPLE: JOURNEYMAN TO FOREMAN

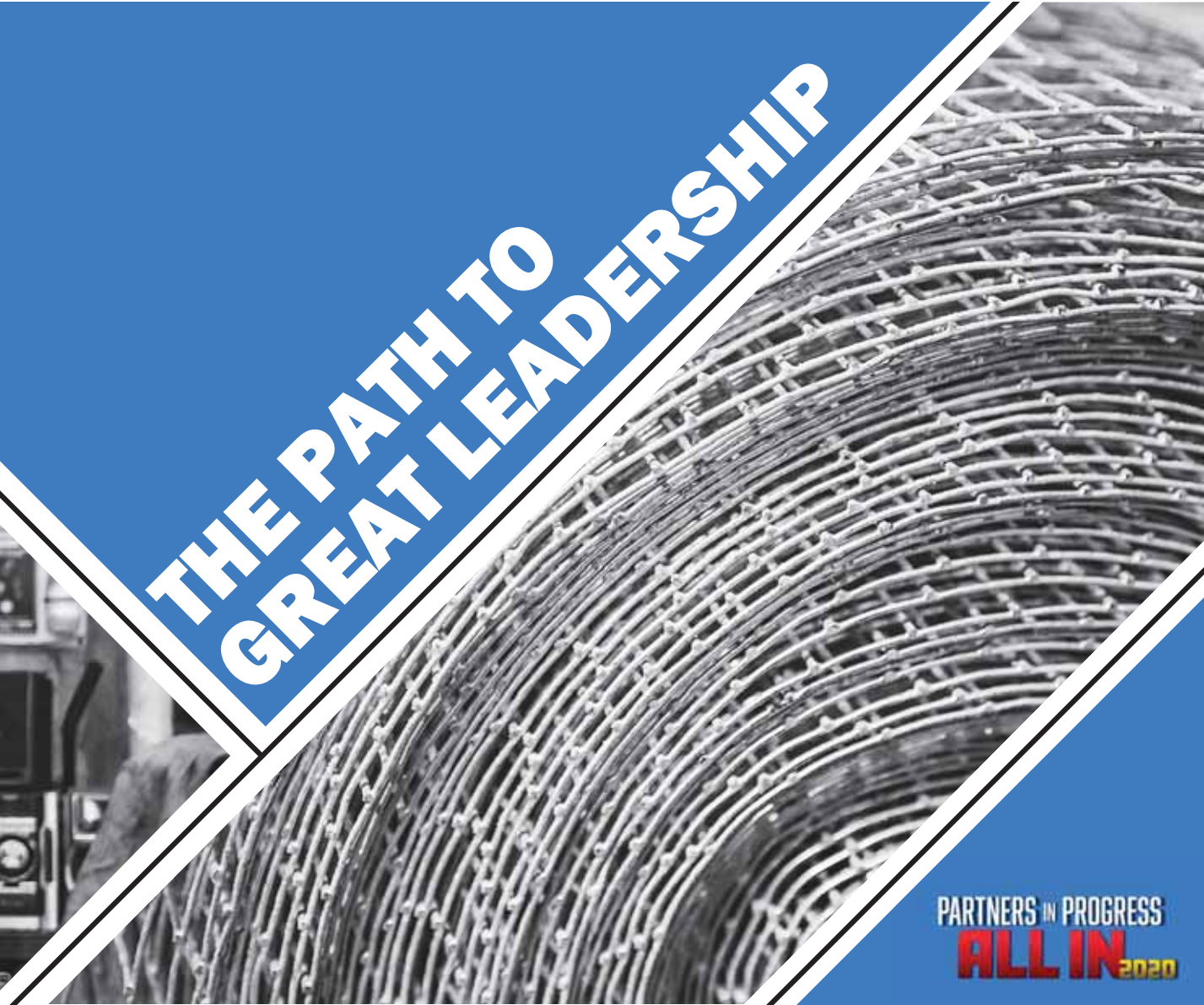
What makes a successful foreman?

Does the answer from the labor side differ than that from the management side?

Should it differ?

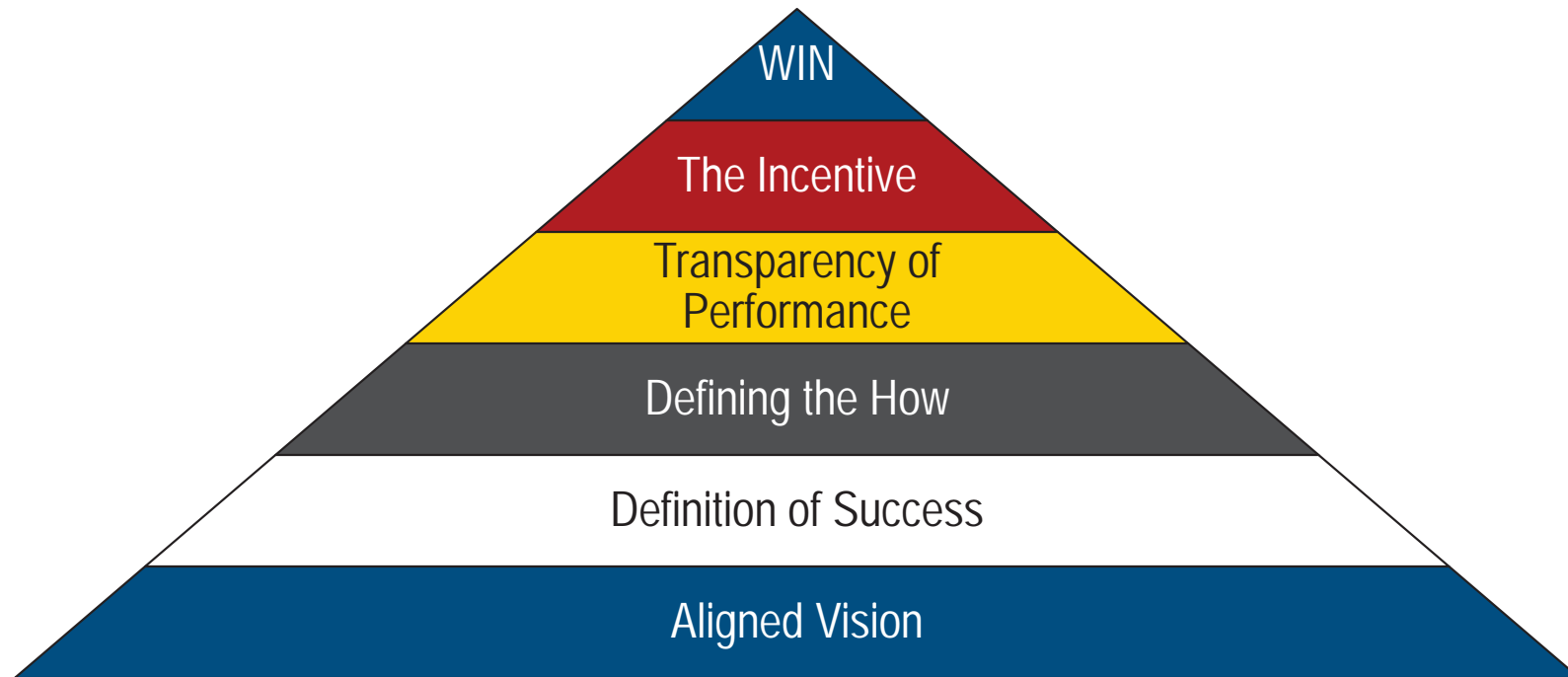


THE PATH TO GREAT LEADERSHIP



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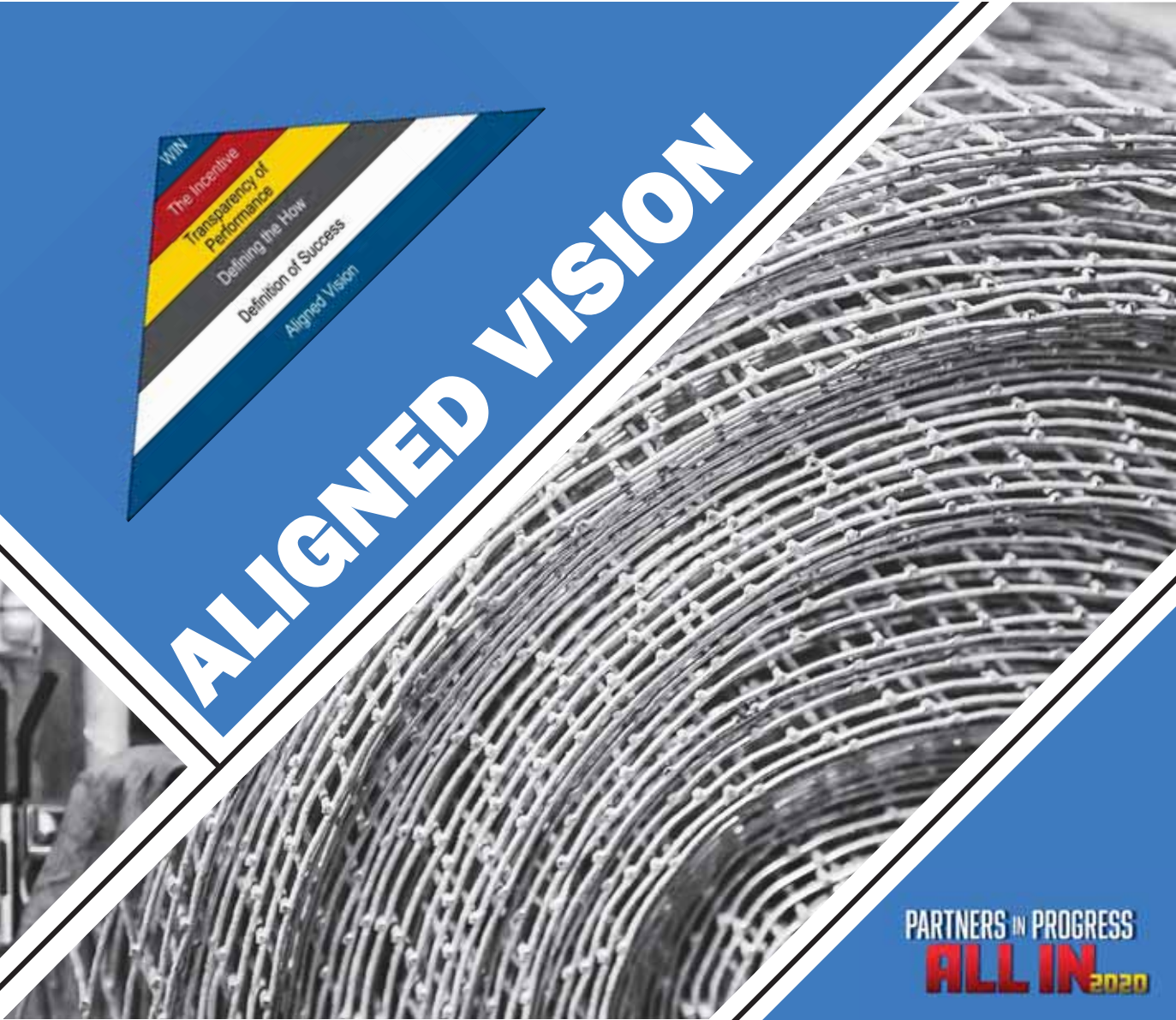
THE PATH TO GREAT LEADERSHIP



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ALIGNED VISION



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ALIGNED VISION – TIME AND QUANTITY REPORTING

The Why BEFORE The How

NOT

The How BEFORE The Why

WEEKLY TIME SHEET NO PERSON TO WORK OVERTIME WITHOUT SPECIAL AUTHORIZATION. THIS TIME SHEET MUST BE PERSONALLY FILLED OUT AND SIGNED BY EMPLOYEE.

NAME OF EMPLOYEE _____ SUPERVISOR _____
FOR WEEK ENDING _____
DEPARTMENT _____

DAY OF WEEK	MORNING		AFTERNOON		OVERTIME		FOR OFFICE USE ONLY	
	IN	OUT	IN	OUT	IN	OUT	REGULAR HOURS	OVERTIME HOURS
MONDAY								
TUESDAY								
WEDNESDAY								
THURSDAY								
FRIDAY								
SATURDAY								
SUNDAY								
TOTAL								

AUTHORIZATION OF OVERTIME _____

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THE END GAME OF TIME/QUANTITY REPORTING

Why this is important

1. Allows us to take REAL production information from those who DO THE WORK and train our estimating staff
2. Give us part of the critical proof needed to calculate things like loss of productivity, result of acceleration, trade stacking, allowing us to get paid for these impacts (more hours on the job)

THE END GAME

What we need from the field:

1. Short Interval Plan
2. Time Reporting
3. Quantity Reporting (or % complete)
4. Daily Project Report

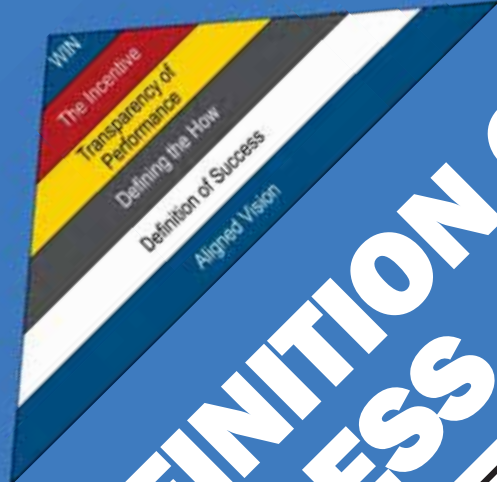


Be Prepared!

WHAT THIS WOULD GIVE US

Week of	Area	Phase Code	Description	----- Budget -----			--- Hours ---		--- Quantity ---		
				Labor	Quantity	UM	Actual	Earned	Week	To Date	% Comp
02/11/2019	00	00-00-703	DIRECT JOB SUPERVISION	2,080.00	2,080	HR	14.00	20.80	20.80	1,133.60	54.50%
		00-00-709	CLEAN UP	470.00	470	HR	9.25	11.75	11.75	279.65	59.50%
		00-00-711	SAFETY TRAINING	374.00	374	HR	9.25	0.00	0.00	374.00	100.00%
	D1	00-D1-410	D1 LIGHTING	371.00	555	EA	27.50	0.00	0.00	555.00	100.00%
	NC	00-NC-360	NC FEED WIRE #6 & LG	343.00	7,737	LF	0.00	0.00	0.00	0.00	0.00%
	P1	00-P1-350	P1 BRNCH WIRE #8 & SM	366.00	65,151	LF	131.00	93.33	16,613.50	61,893.45	95.00%
		00-P1-360	P1 FEED WIRE #6 & LG	97.00	4,309	LF	15.00	15.52	689.44	689.44	16.00%
		00-P1-410	P1 LIGHTING	277.00	146	EA	90.00	55.40	29.20	124.10	85.00%
		00-P1-440	P1 WALL DEVICES AND TRIM	269.00	351	EA	0.00	0.00	0.00	0.00	0.00%
							296.00	196.80			

Spent 296 hours. Should have spent 196.8 hours. Impact is 99.2 hours



DEFINITION OF SUCCESS



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DEFINE WHAT SUCCESS LOOKS LIKE

Success is:

1. 90%+ SIP reporting weekly
2. 90%+ daily time reporting
3. 90%+ weekly quantity reporting (or % complete)
4. 100% daily project report

Why must we define what success looks like?

DEFINE WHAT SUCCESS LOOKS LIKE



- Everyone has the need to “light up the scoreboard”
- If your players don’t know the score of the game, how can they be expected to win?
- They **MUST** know that they’ve reached the destination when they get there!



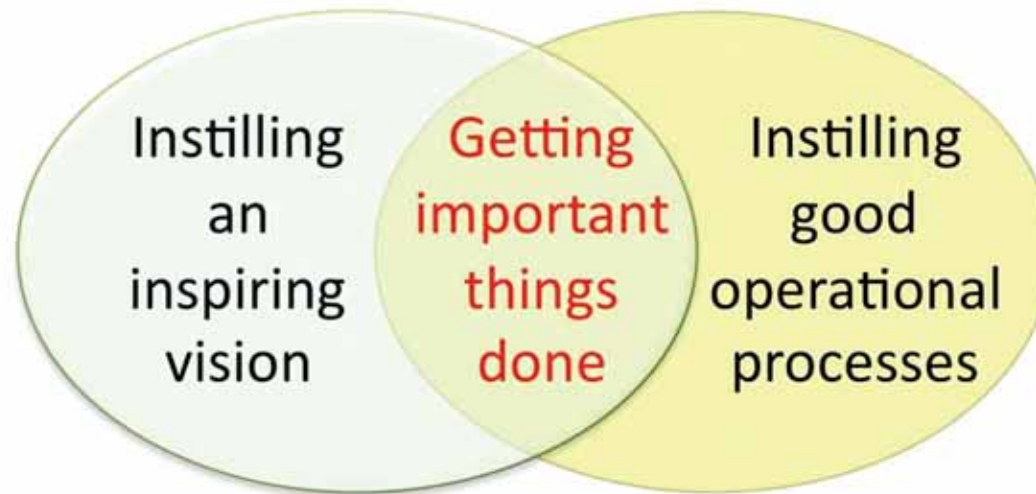
DEFINING THE HOW



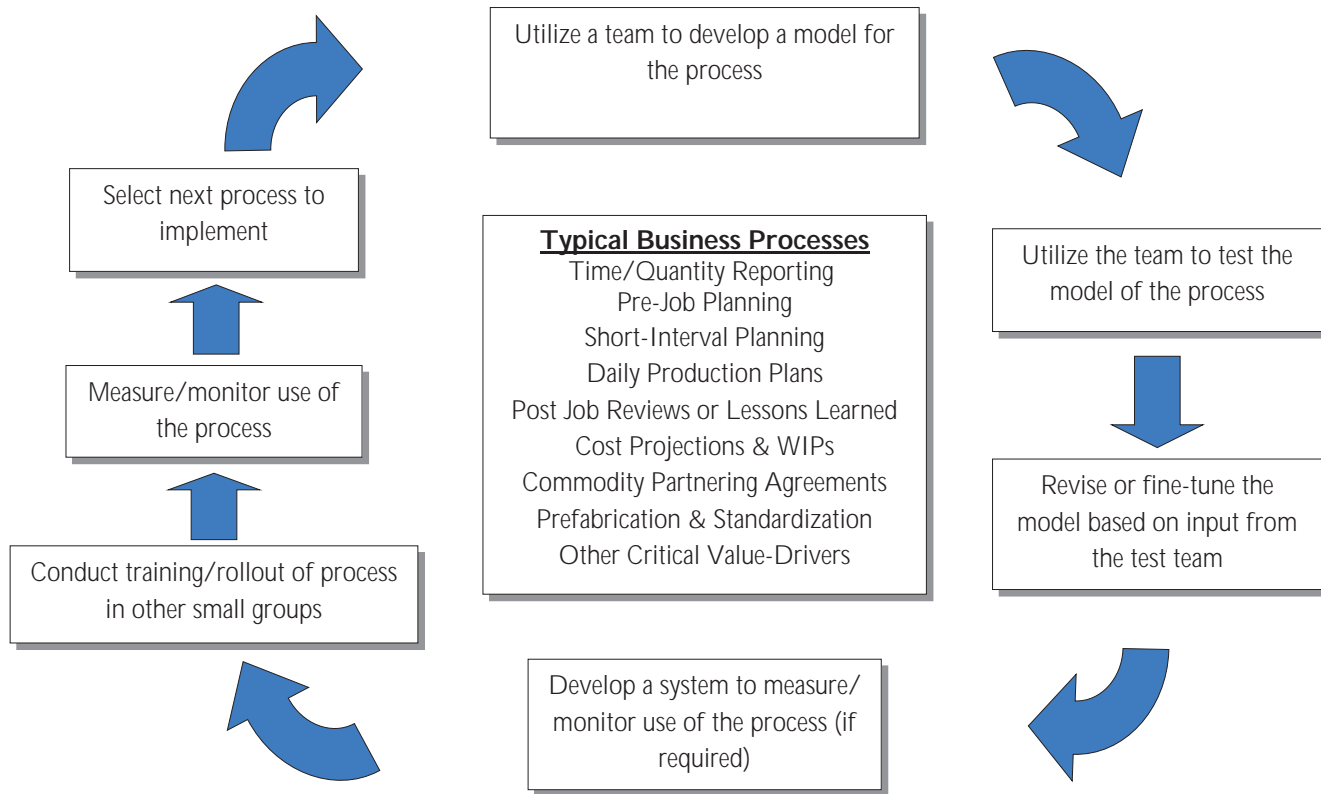
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EFFECTIVE IMPLEMENTATION – ROLE OF LEADERSHIP

Leadership & Management



DEFINING A STANDARD

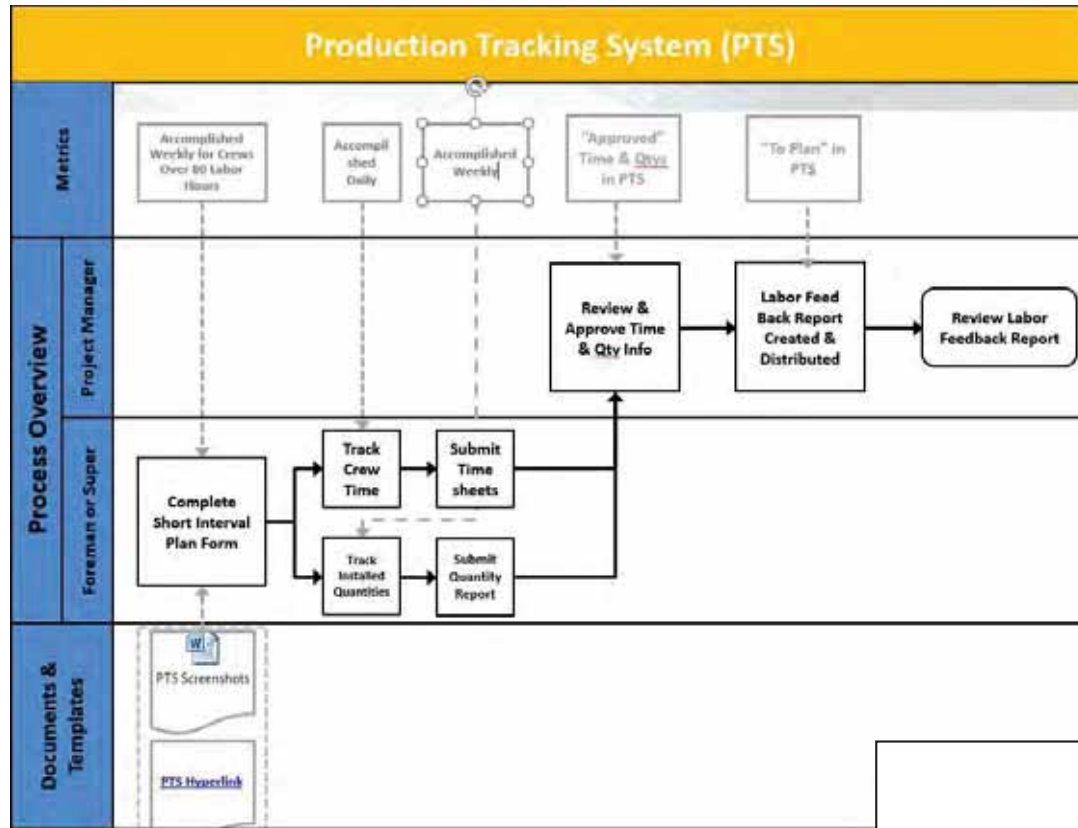


DEFINE THE HOW

Great Leaders:

1. Select a team of people involved in the process needing definition
2. Let them know what the end game is
3. Allow the team to go through the improvement initiative process
4. Allow them to define who does what step of the process based on their knowledge

DEFINE THE HOW





COMPLETE TRANSPARENCY



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TRANSPARENCY

INFORMATION

- Full disclosure
- Technology based, real time
- Examples:
 - Budget with labor information to the field
 - Done/not done/when done
 - Full productivity reporting

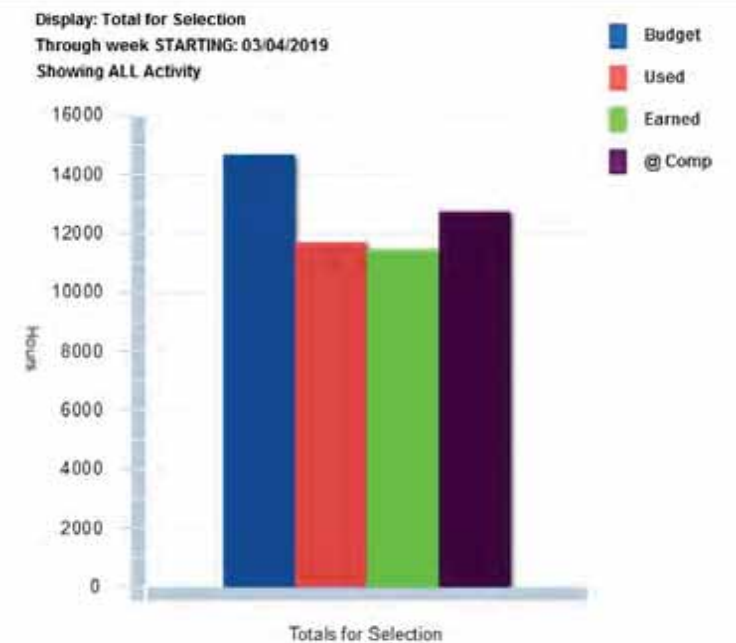
ACCOUNTABILITY

- If standards are established, you have a benchmark of expectations
- With full disclosure of budgets and labor productivity, the people who can affect the outcome have the right information, early enough to do something about it

EXAMPLE: TRANSPARENCY = HONESTY

- Production dashboards provide an easy reference for field leaders to show cost codes that are ahead and behind, and by how much.

Through week STARTING: 03/04/2019						
Phase Code	Area	% Comp	Budget	JTD Hours		@ Comp
			Hours	Used	Earned	Hours
00-00-700	00	1.75%	1,784.00	5.00	31.22	285.71
00-00-701	00	100.00%	1.00	48.75	1.00	48.75
00-00-703	00	57.50%	2,080.00	264.00	1,196.00	459.13
00-00-707	00	90.00%	102.00	128.50	91.80	142.78
00-00-708	00	100.00%	1.00	0.00	1.00	0.00
00-00-709	00	66.50%	470.00	247.50	312.55	372.18
00-00-711	00	100.00%	374.00	578.75	374.00	578.75
00-00-756	00	100.00%	1.00	103.25	1.00	103.25
00-D1-230	D1	100.00%	10.00	30.50	10.00	30.50
00-D1-240	D1	100.00%	43.00	41.25	43.00	41.25
00-D1-300	D1	100.00%	99.00	49.75	99.00	49.75
00-D1-350	D1	100.00%	7.00	7.00	7.00	7.00
Totals for Selection			14,658.00	11,695.50	11,438.16	12,749.35





THE INCENTIVE



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THE INCENTIVE

GREAT LEADERS ANSWER: WHAT'S IN IT FOR ME?



Why should I care?

- Stability
- Backlog
- More consistency
- Newer trucks/tools/equipment
- Keep or increase market share
- Easier time negotiating increases
- Keeping union contractors and workers busy
- Incentive compensation



FEELING THE WIN



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FEELING THE WIN

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- Allowing this success to fuel the next
- CELEBRATE the positive, coach the negative
- Leaders reinforce the feeling of a win

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FEELING THE WIN

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"...When teams of individuals are put together to work, it becomes necessary for the group to understand what a win is. Allowing them the vision to SEE what they are striving for so that it feels real and attainable. To check in, coach, and reinforce positive progress is to become a great leader. Having a very clear definition of the end game allows the group to understand when THEY have won. ...To celebrate as a group and recognize its accomplishments is so important..."

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FEELING THE WIN

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"...Allowing a team to slave toward an unknown goal is unfair and cruel. The best leaders allow their teams to carve the path, but also ensure that they KNOW where they are headed, and how to define when they arrive. A great leader never misses an opportunity to celebrate a win with their team, ensuring that this success provides the engagement and the fuel to reach for the next."

Excerpt from blog post by Stephane McShane 2/5/20

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**PROCESS, NOT
HOPE AS A STRATEGY**



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GREAT LEADERS

- Understand the strategy of what they want their organizations to be
 - What markets, what customers, what are our key differentiators, what are our goals?
- Have defined a structure that will support the strategy and goals established
- Create repeatable systems and processes to allow for both responsibility and authority
- Encourage a culture of trust, mentoring, training, and leadership development
- Ensure that the right person is sitting in the right seat in the organization
- Lead by inspiration, engagement, and motivation, not threat and intimidation

ARE YOU ALL IN?

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QUESTIONS



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THANK YOU

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