PARTNERS IN PROGRESS
ALL IN 2020
TEACHING TO LEAD
THE POWER OF ENGAGEMENT AND INSPIRATION
MAXIM CONSULTING GROUP OVERVIEW

<table>
<thead>
<tr>
<th>Management Consulting</th>
<th>Lean Transformations</th>
<th>Peer Groups</th>
<th>Corporate Finance Advisory</th>
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<tr>
<td>Strategic Planning</td>
<td>Supply Chain Management</td>
<td>Electrical</td>
<td>Mergers &amp; Acquisitions</td>
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<td>Operational Excellence</td>
<td>Design Standards</td>
<td>Mechanical</td>
<td>Advisory</td>
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<td>Enterprise Scheduling</td>
<td>Fire Protection</td>
<td>Equity &amp; Debt Financing</td>
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<td>Training &amp; Development</td>
<td>Process Standardization</td>
<td>General Contractor</td>
<td>Ownership Transition</td>
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<td>Management Succession</td>
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<td>Utility</td>
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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
LEADERSHIP DEVELOPMENT GONE WRONG
BOTTOM LINE

HOPE IS NOT A STRATEGY!
THE JOURNEY

The Transition From Doing to Leading
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
THE PATH TO GREAT LEADERSHIP

WIN
The Incentive
Transparency of Performance
Defining the How
Definition of Success
Aligned Vision
ALIGNED VISION – TIME AND QUANTITY REPORTING

The Why BEFORE The How

NOT

The How BEFORE The Why
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

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<th>Week of</th>
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<th>Phase Code</th>
<th>Description</th>
<th>Budget Labor</th>
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<th>Hours Earned</th>
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Spent 296 hours. Should have spent 196.8 hours. Impact is 99.2 hours
DEFINITION OF SUCCESS
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!
EFFECTIVE IMPLEMENTATION – ROLE OF LEADERSHIP

Leadership & Management

- Instilling an inspiring vision
- Getting important things done
- Instilling good operational processes

[Image of Venn diagram with overlapping circles for leadership and management functions.]
DEFINING A STANDARD

1. Utilize a team to develop a model for the process
2. Revise or fine-tune the model based on input from the test team
3. Develop a system to measure/monitor use of the process (if required)
4. Conduct training/rollout of process in other small groups
5. Measure/monitor use of the process
6. Select next process to implement

Typical Business Processes
- Time/Quantity Reporting
- Pre-Job Planning
- Short-Interval Planning
- Daily Production Plans
- Post Job Reviews or Lessons Learned
- Cost Projections & WIPs
- Commodity Partnering Agreements
- Prefabrication & Standardization
- Other Critical Value-Drivers

Partners in Progress
ALL IN 2020
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

Production Tracking System (PTS)

Process Overview
- Complete Short Interval Plan Form
  - Track Crew Time
  - Submit Time Sheets
- Track Installed Quantities
- Submit Quantity Report

Documents & Templates
- PTS Screenshots
- PTS Instructions
COMPLETE TRANSPARENCY
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.
THE INCENTIVE
GREAT LEADERS ANSWER: WHAT’S IN IT FOR ME?

- 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

Why should I care?
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
“...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...”
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
PROCESS, NOT HOPE AS A STRATEGY
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?
QUESTIONS
THANK YOU

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Director

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