

PARTNERS IN PROGRESS

ALL IN 2020

STEEL METAL / AIR / RAIL / TRANSPORTATION
SMART





TEAM DYNAMICS

UTILIZING TEAMS TO SPEED
IMPROVEMENTS AND
IMPLEMENTATION

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

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AGENDA

Section I Effective Improvement Implementation

Section II Developing Standards Using SMEs

Section III Best Practices for Successful Training

Section IV Case Studies



**EFFECTIVE
CHANGE
MANAGEMENT
ANSWERING THE “WHY”**



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IDENTIFYING THE PITFALLS OF IMPLEMENTATION

Describe the last failed implementation. Why did it fail?

- _____
- _____
- _____
- _____
- _____

ENSURING SUCCESSFUL IMPLEMENTATION

Describe a highly successful change inside of your organization. What made it successful?

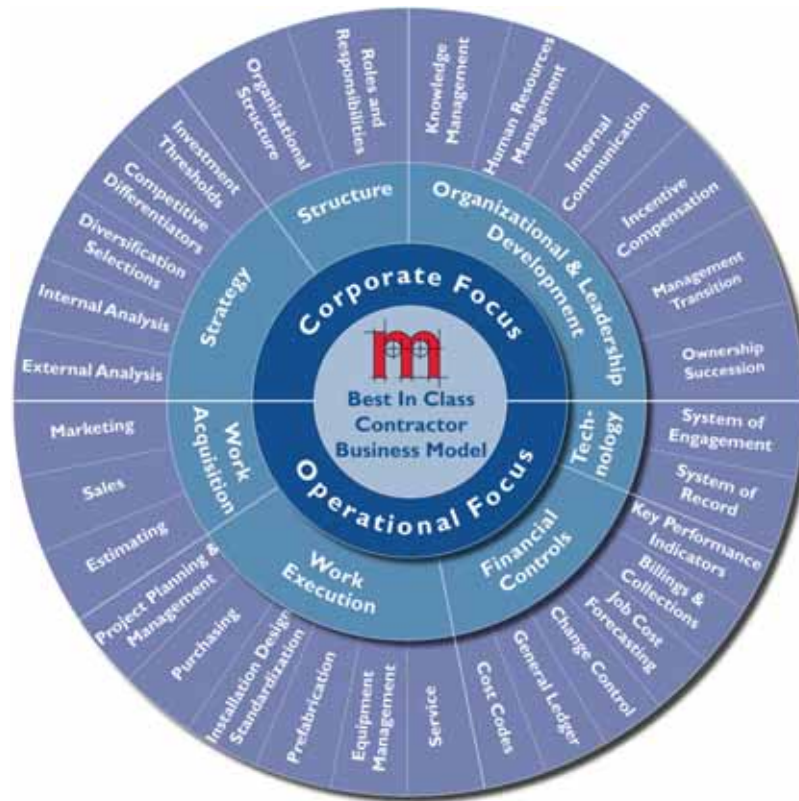
- _____
- _____
- _____
- _____
- _____

CONSTRUCTION OPERATIONS



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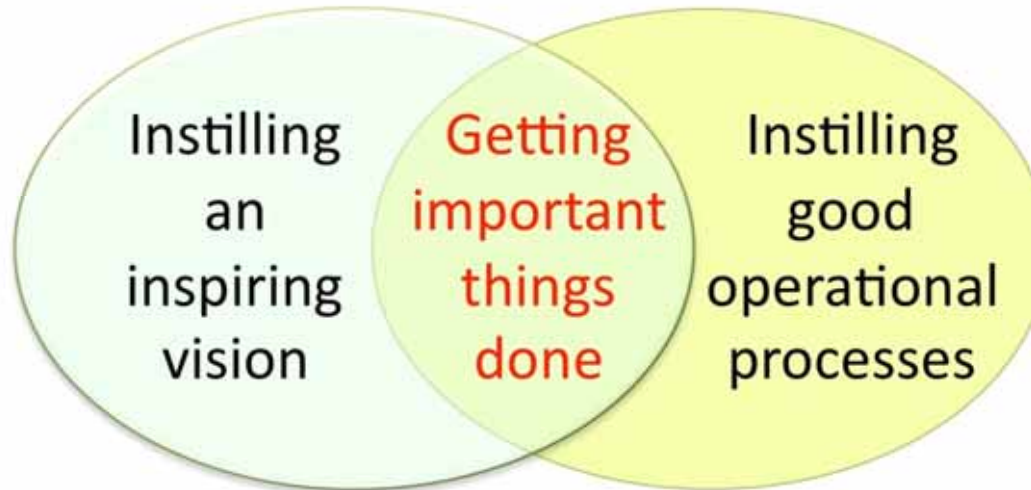
CONSTRUCTION OPERATIONS IN DETAIL



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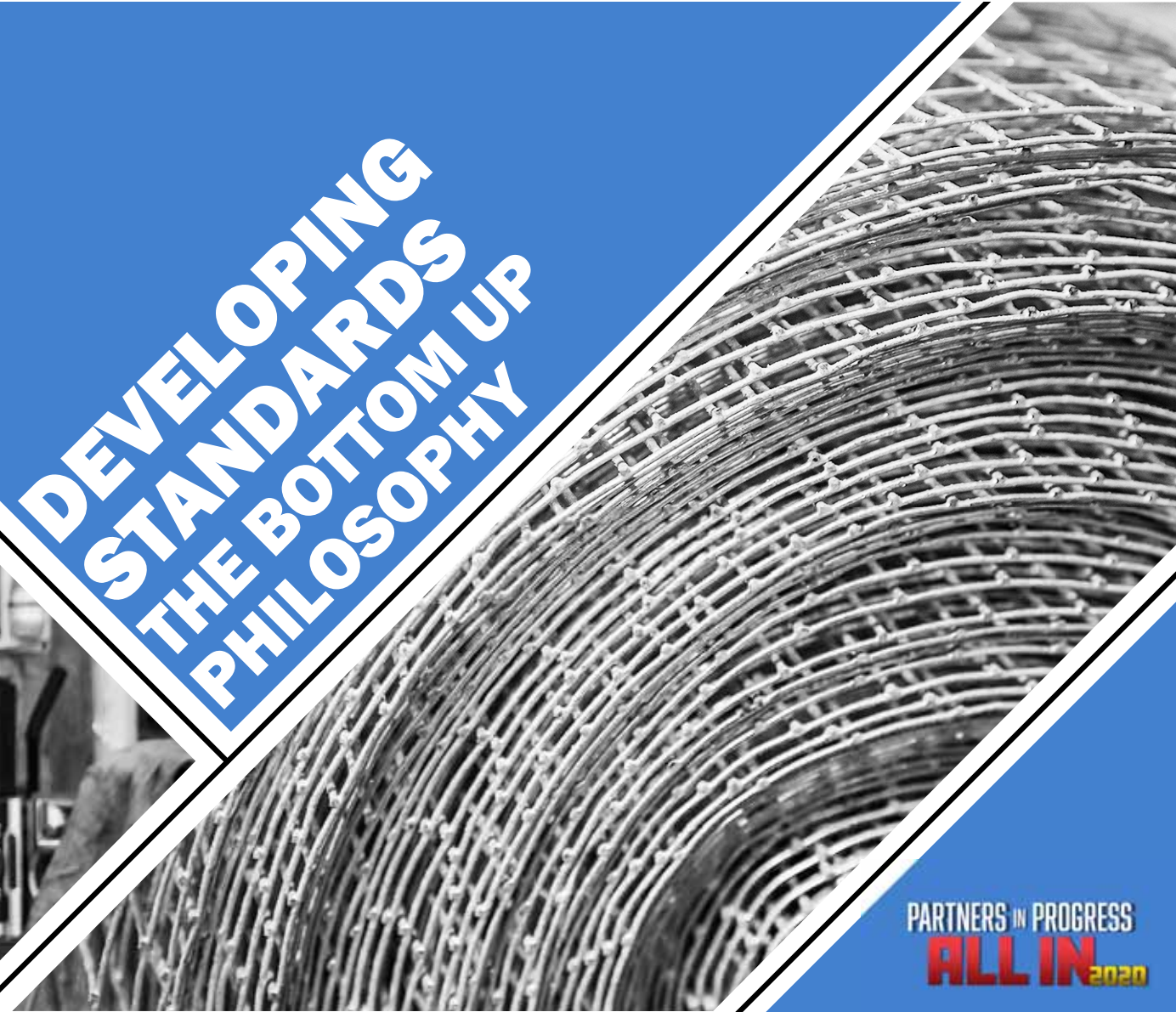
EFFECTIVE IMPLEMENTATION – ROLE OF LEADERSHIP

Leadership & Management





**DEVELOPING
STANDARDS
THE BOTTOM UP
PHILOSOPHY**



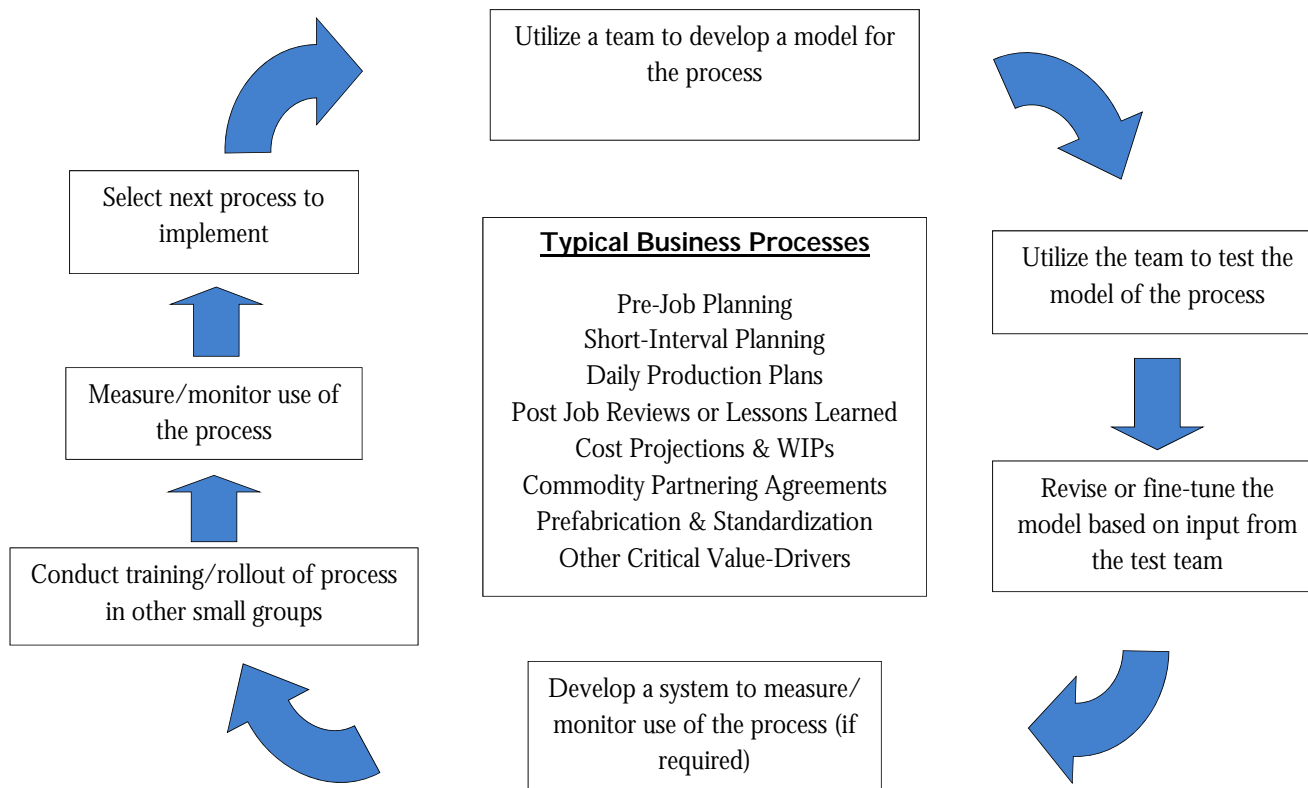
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BEWARE OF TOP DOWN DICTATORSHIP

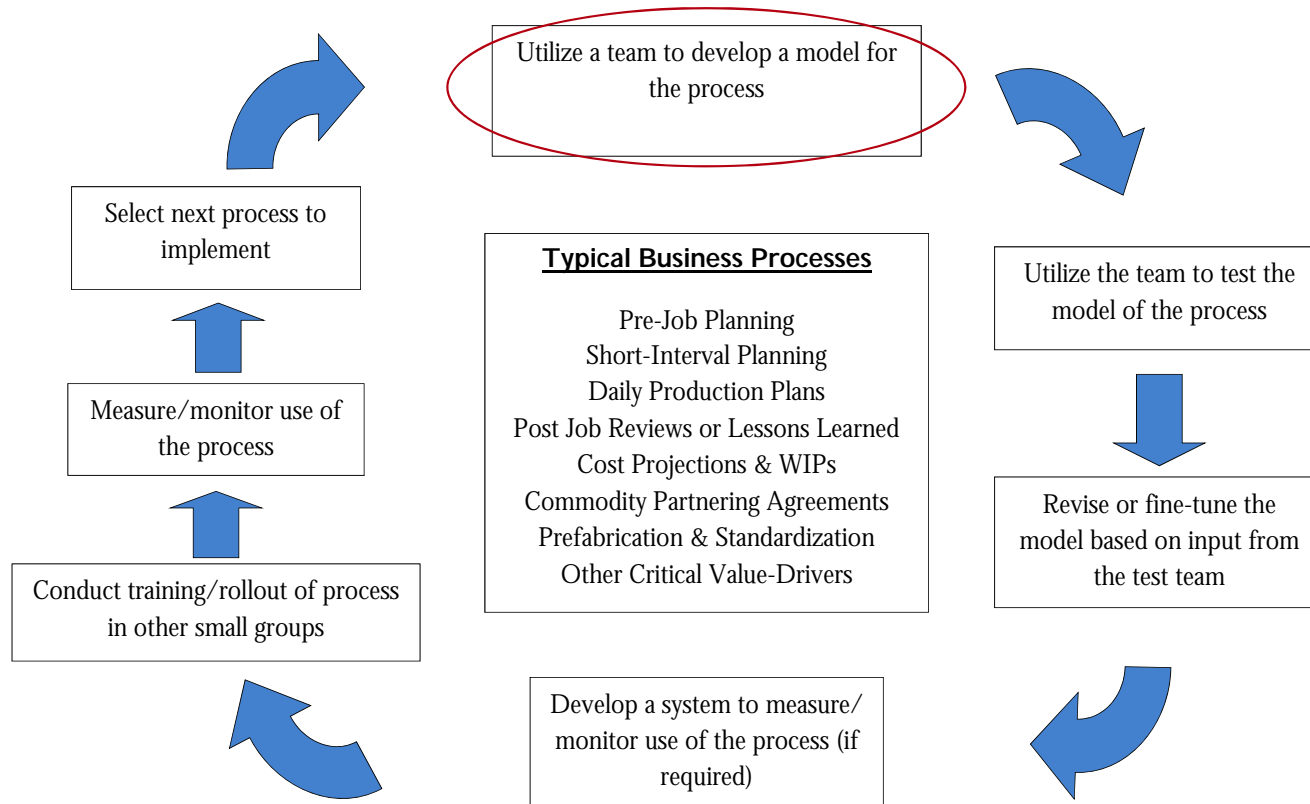


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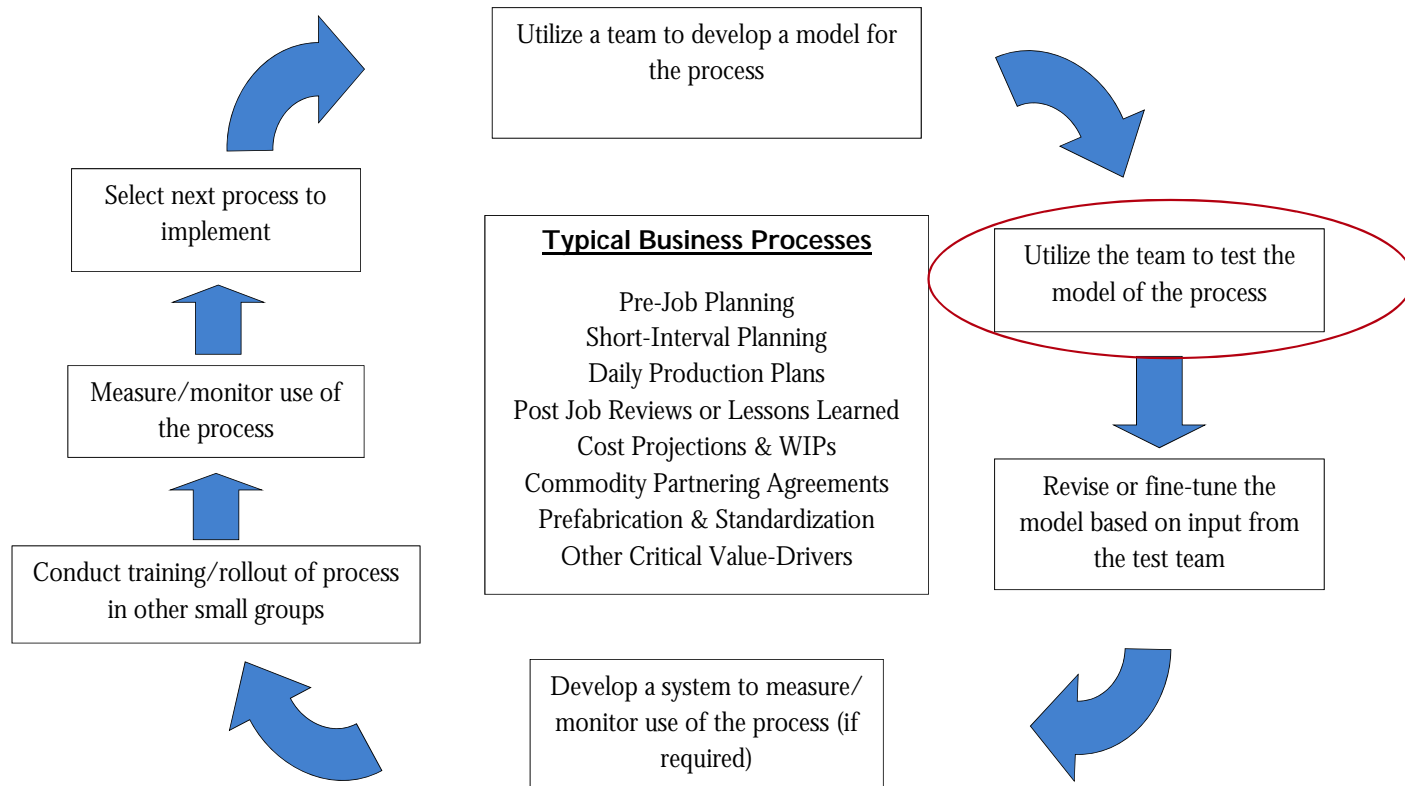
CHANGE MANAGEMENT PROCESS



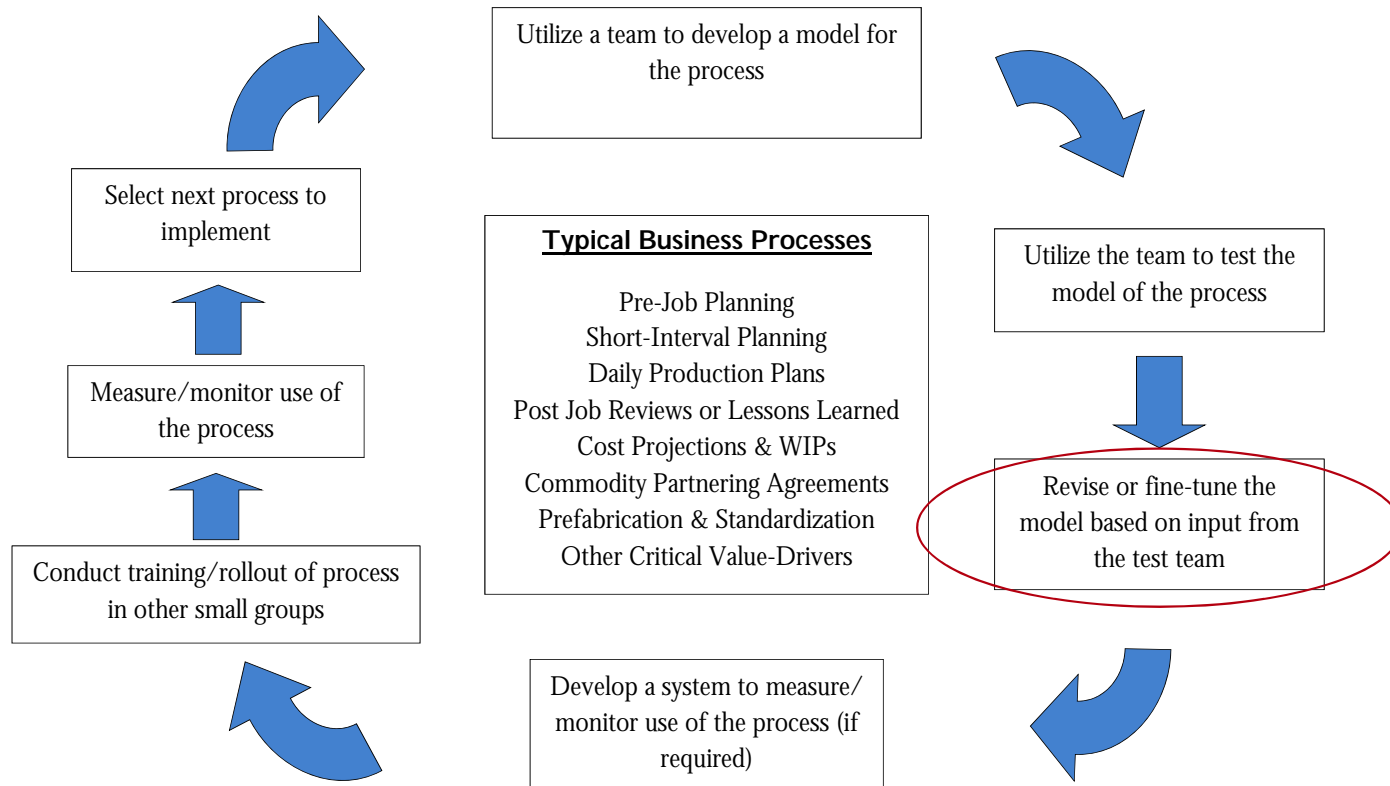
CHANGE MANAGEMENT PROCESS



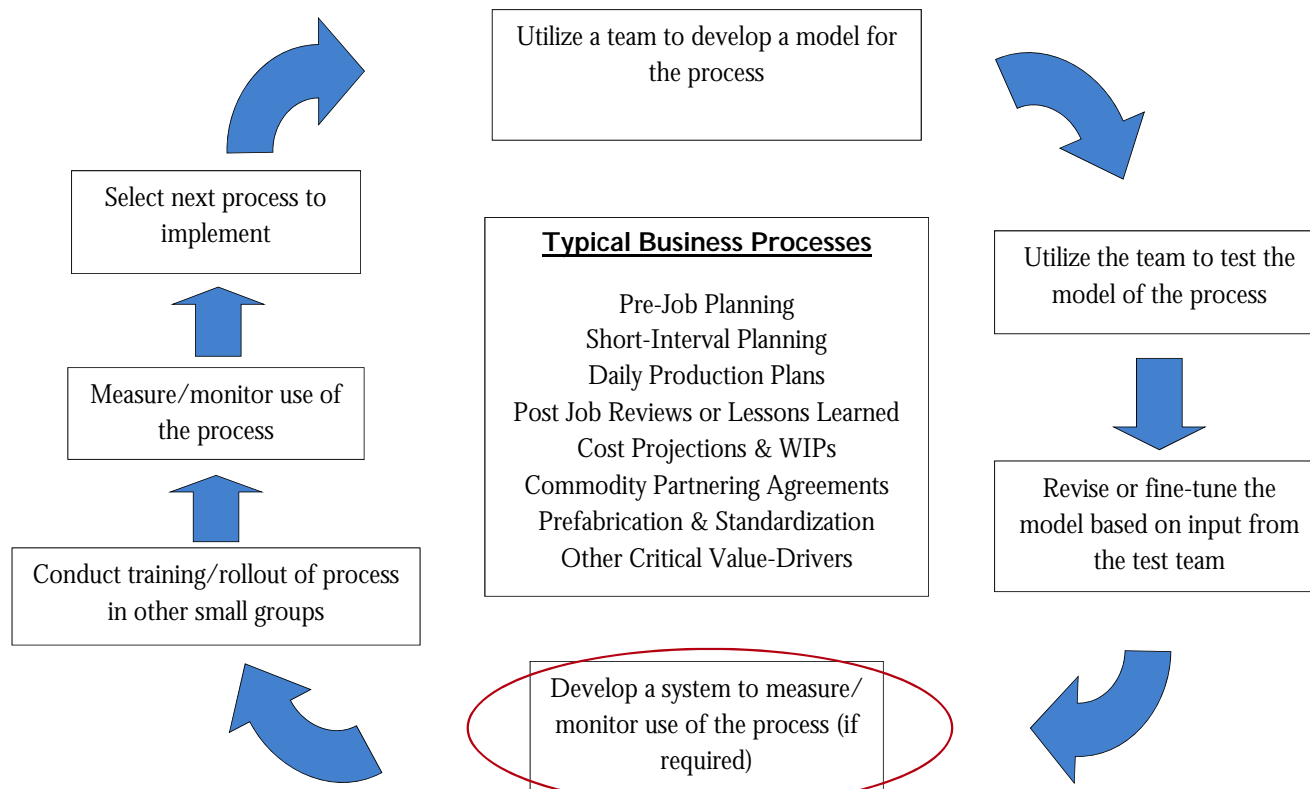
CHANGE MANAGEMENT PROCESS



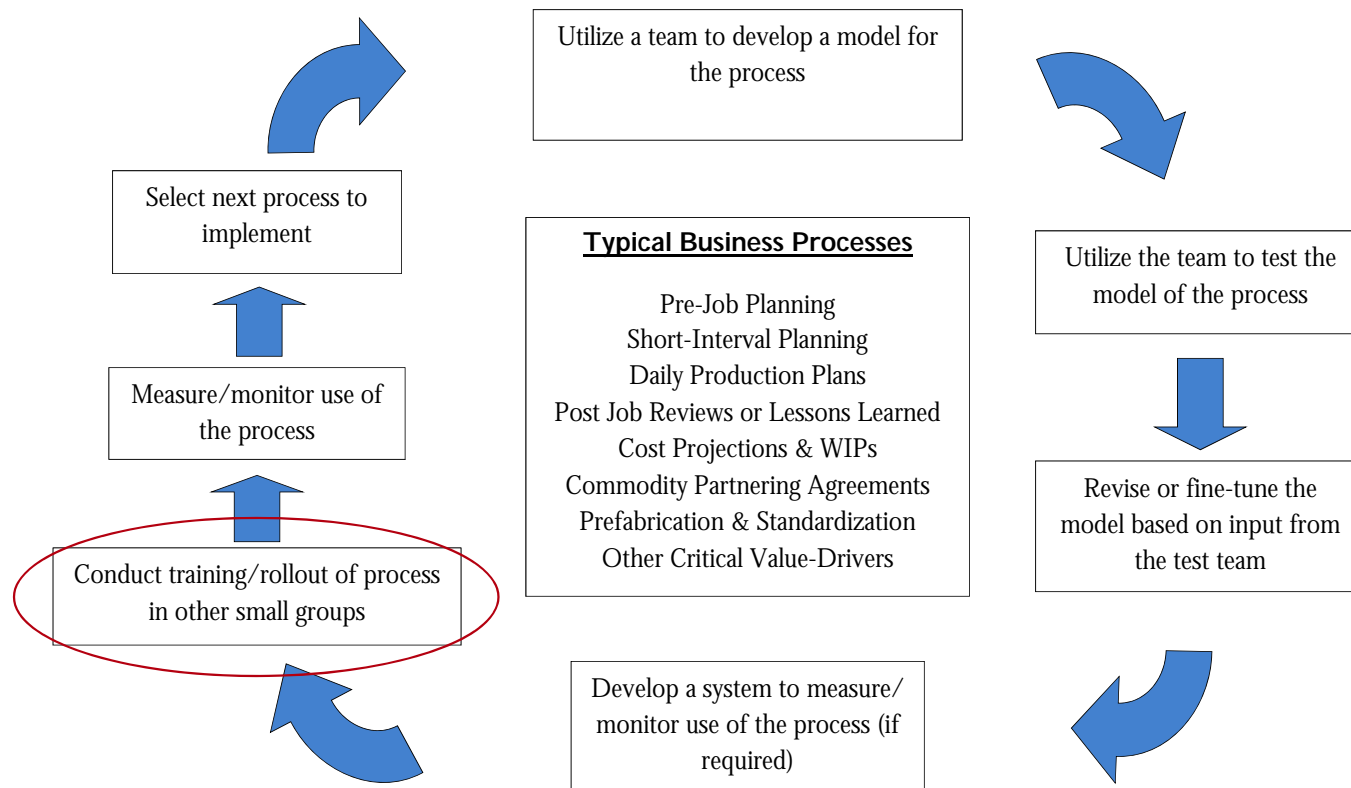
CHANGE MANAGEMENT PROCESS



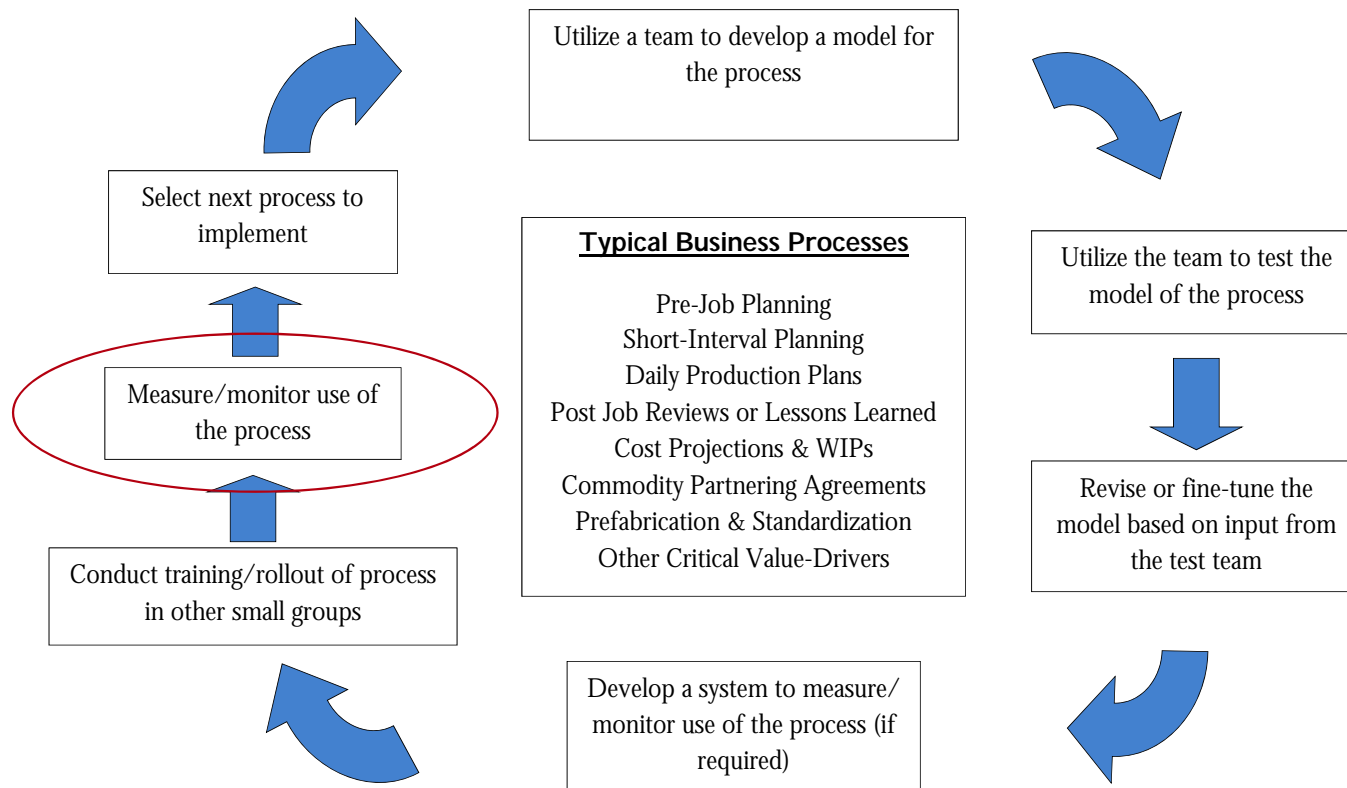
CHANGE MANAGEMENT PROCESS



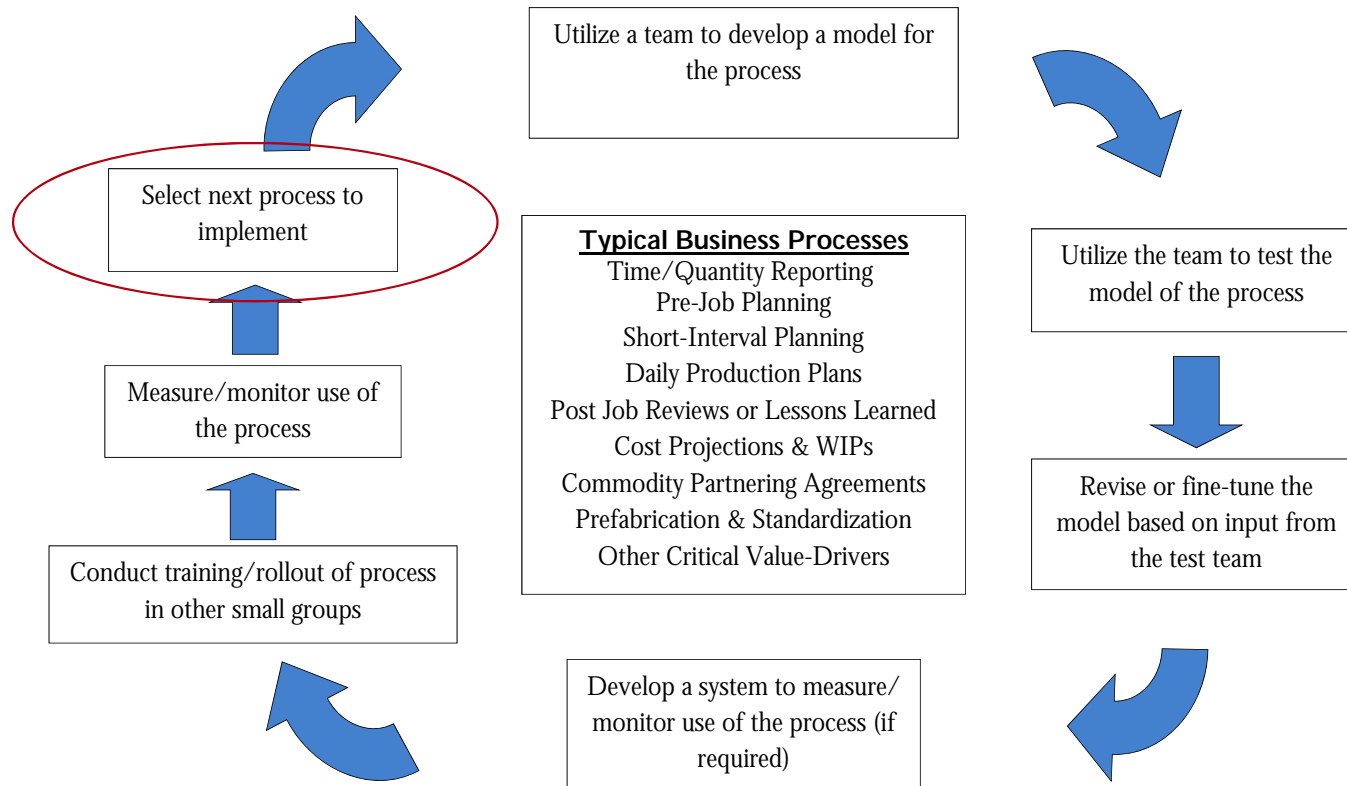
CHANGE MANAGEMENT PROCESS



CHANGE MANAGEMENT PROCESS



CHANGE MANAGEMENT PROCESS



EXAMPLE: PRECONSTRUCTION PLANNING

- Who is on the process improvement team?
- Why?



PROCESS TEAM

- Becomes your subject matter experts (SMEs)

The graphic features the words "TEAM" and "AWESOME" in a bold, sans-serif font. The word "TEAM" is positioned above "AWESOME". A horizontal line passes through the middle of the word "TEAM". The letters of "AWESOME" are filled with a fiery, orange and red texture, while the word "TEAM" is solid black. The entire graphic is centered on the slide.

TEAM
AWESOME

The logo is located at the bottom center of the slide, within a blue triangular shape. It consists of the text "PARTNERS IN PROGRESS" in a small, white, sans-serif font, with "ALL IN" in a larger, bold, red font, and "2020" in a smaller, yellow font with a black outline.

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ALL IN 2020



**TRAIN THE
TRAINERS
BEST PRACTICES FOR
SUCCESSFUL TRAINING**



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ALL IN 2020

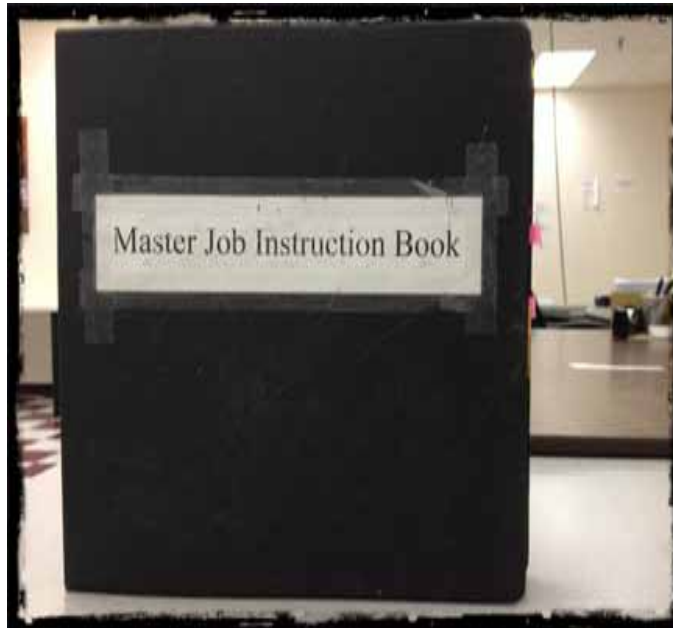
WHO PROVIDES TRAINING

- For Management and Staff?
- For Project Managers?
- For Field Leaders?

Choose Wisely!



DEFINING A NEW PATH FORWARD



**NOT
THIS!**



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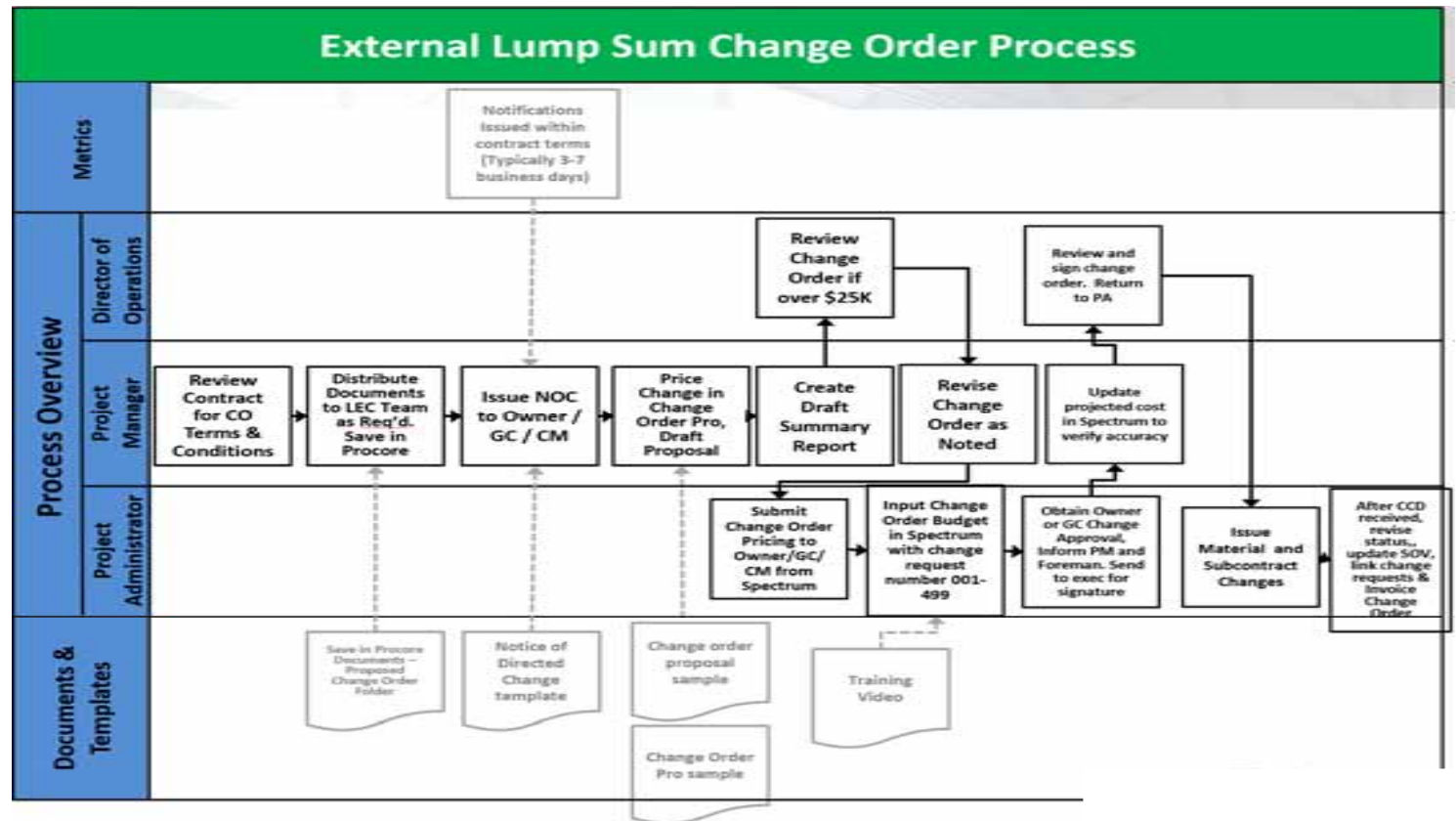
TRANSFERRING KNOWLEDGE

Mentoring



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TRANSFERRING KNOWLEDGE – VISUAL MEDIA



TRANSFERRING KNOWLEDGE

Video



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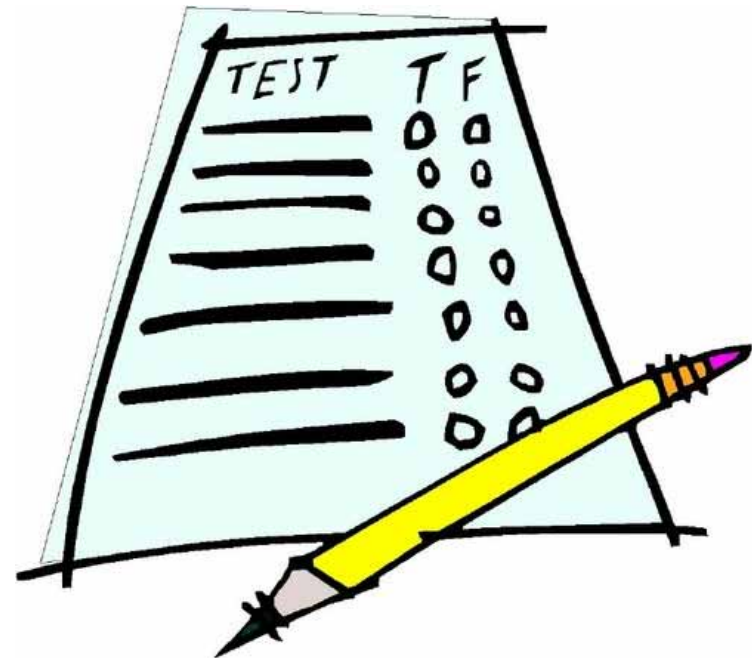
VIDEO CAPTURE

- GoToMeeting
- Demo Builder
- Formal Videotaping
- Online Education



TESTING FOR KNOWLEDGE

- Demonstrated Ability
- Written or Online Testing



MEASURING EFFECTIVENESS

Type of Metrics

- Compliance
- Variance



*Success tip: Tie Metrics into
Incentive Compensation Program*

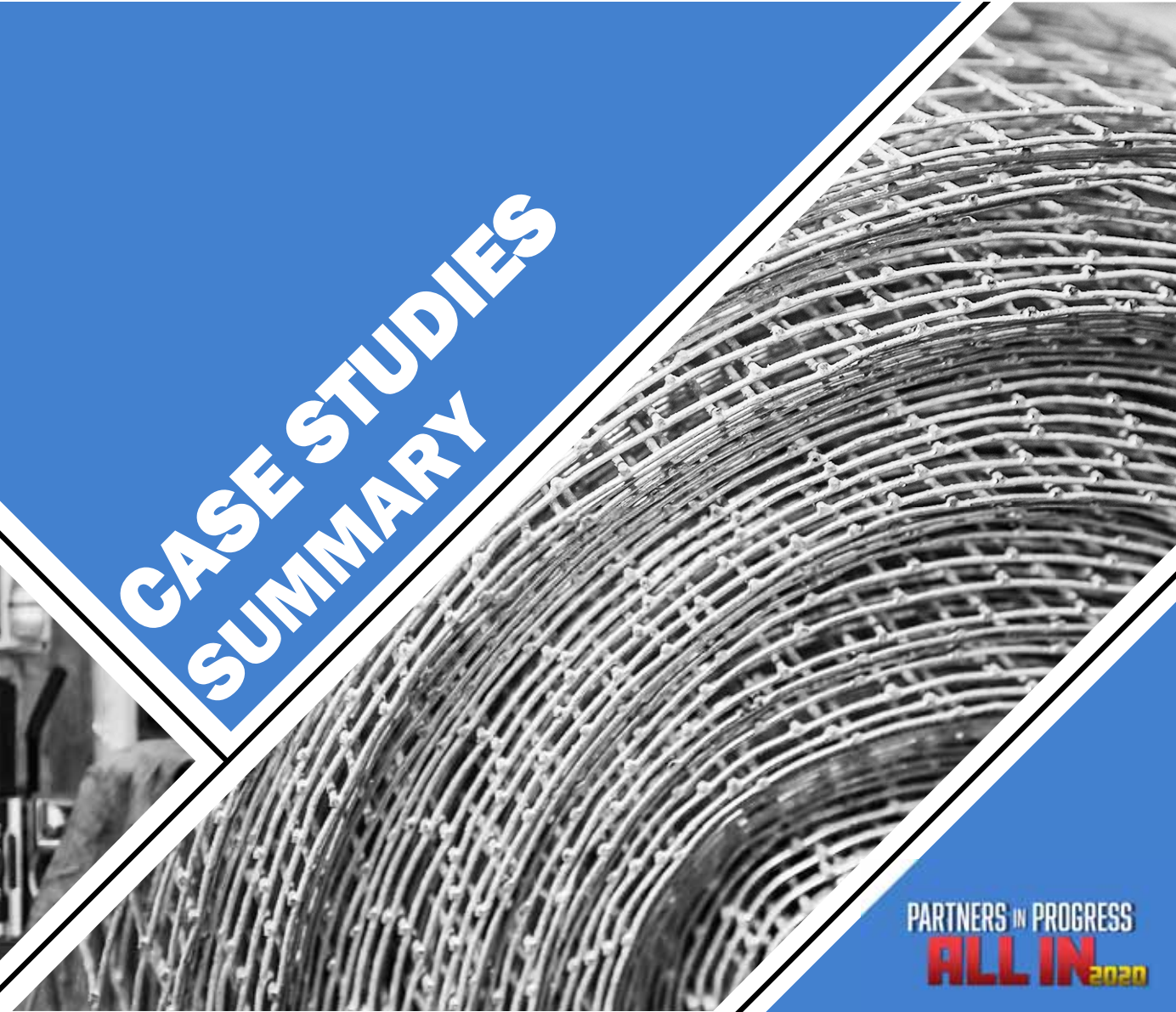
HOW TO TRAIN

- Right Instructors
- Small Groups
- Interactive
- Workbooks
- Repository of Training Materials
- Testing for Knowledge





CASE STUDIES SUMMARY



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CASE STUDY 1: CHANGE ORDER MANAGEMENT

- Definition of the issue
- Creation of team
- Definition of a solution
- Pilot the solution
- Refine the solution
- Create training protocol
- Publish list subject matter experts
- Measure results



CASE STUDY 1: CHANGE ORDER MANAGEMENT

- Definition of the issue – Losing \$ on change orders
- Creation of team – Field leaders, project managers, project engineers, accounting
- Definition of a solution – Creation of a change order checklist to identify ALL costs of a change order
- Pilot the solution – Identified three projects to pilot the solution
- Refine the solution – Revised the CO checklist to more closely match actual project constraints
- Create training protocol – Implemented in-person training as well as online training
- Publish list subject matter experts – Creation of online directory of mentors at all levels
- Measure results – Re-evaluate margin gain on change orders on an annual basis – UP 300%

CASE STUDY 2 – PRE-NEGOTIATION WORKSHOPS

- State of Construction
- Economic Outlook
- Future of Construction
- Pre-Negotiation Strategic Planning
- Negotiation
- More Alignment, Far Less Conflict, Increased Vision



CASE STUDY 2 – PRE-NEGOTIATION WORKSHOPS

Mission Statement

Teaming to expand the sheet metal industry through development of leadership with a vision for the future, utilizing our strengths as partners to develop the best workforce, products, and services in the industry

CASE STUDY 2 – PRE-NEGOTIATION WORKSHOPS

Vision Statement

We will:

- Create an environment where continuous improvement processes are identified and planned for utilizing a collaborative labor-management approach
- Create and maintain a partnership to define training programs to encompass leadership and specific trade skill sets in order to increase the market share in the sheet metal industry, giving the highest quality product in the most expedient manner
- Discuss alternatives to working environments in a collaborative manner that allow for the flexibility and engagement needed to ensure a successful future

The logo features the text "PARTNERS IN PROGRESS" in a small, black, sans-serif font. Below it, the words "ALL IN" are written in a large, bold, red font with a slight 3D effect. To the right of "ALL IN", the year "2020" is written in a smaller, yellow font with a black outline.

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CASE STUDY 2 – PRE-NEGOTIATION WORKSHOPS

“From my point of view, it helped us move past the prior contract negotiations and made us be more thoughtful of the other thoughts and opinions at the table. I believe it also helped for us to go back and look at what we discussed during the session...such as the mission statement as well as some of the goals that we had set.”

Dwayne Stephens, SMART Local 9 Business Manager

CASE STUDY 2 – PRE-NEGOTIATION WORKSHOPS

"...it also gave us a chance to talk about each other's concerns and industry changes without the pressure of bargaining. I felt there was an increased level of comfort and trust in the room among some people that hadn't spent a lot of time together before we started. The commitment statements allowed us both to come to the table with a shared goal and reasonable expectations and that expedited the process."

Nathan Cooper, Executive Director, SMACNA Colorado

IN SUMMARY – PATHWAY TO SUCCESS

- Define Standards Utilizing Cross Functional Teams
- Document Training Using Visual Media and Technology
- Train Well, Train Often, Utilizing Internal SMEs
- Measure Compliance and Variance
- Align the Vision, Work From There



QUESTIONS



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THANK YOU

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