



**CONSTRUCTION
BUSINESS OWNER
WEBINAR**



**Building Your Teams
for Future Growth**
Presented by Ed Rowell & Steena Chandler

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Today's Presenters



As a senior consultant with FMI's CSL, Edward K. Rowell builds leaders for the engineering, construction and design industries. Rowell primarily works with the CSL's consulting practice, serving clients in seasons of transition and management succession. He is also a facilitator at the CSL's Leadership Institute, a 4-day interactive development course where industry leaders exercise and develop their leadership styles. Rowell holds a bachelor's degree in communications from William Jewell College and is currently pursuing a master's degree in organizational development and leadership from Fielding University.



Steena Chandler is a leadership consultant with FMI, and has a background in leadership development, renewable energy and consulting. Prior to her work at FMI, she lived in Tanzania for 7 years, working in leadership development for a large solar company. Chandler holds a master's degree from University of Colorado.



“It is getting ever harder for contractors to find workers despite offering above-average pay and good career advancement opportunities.”

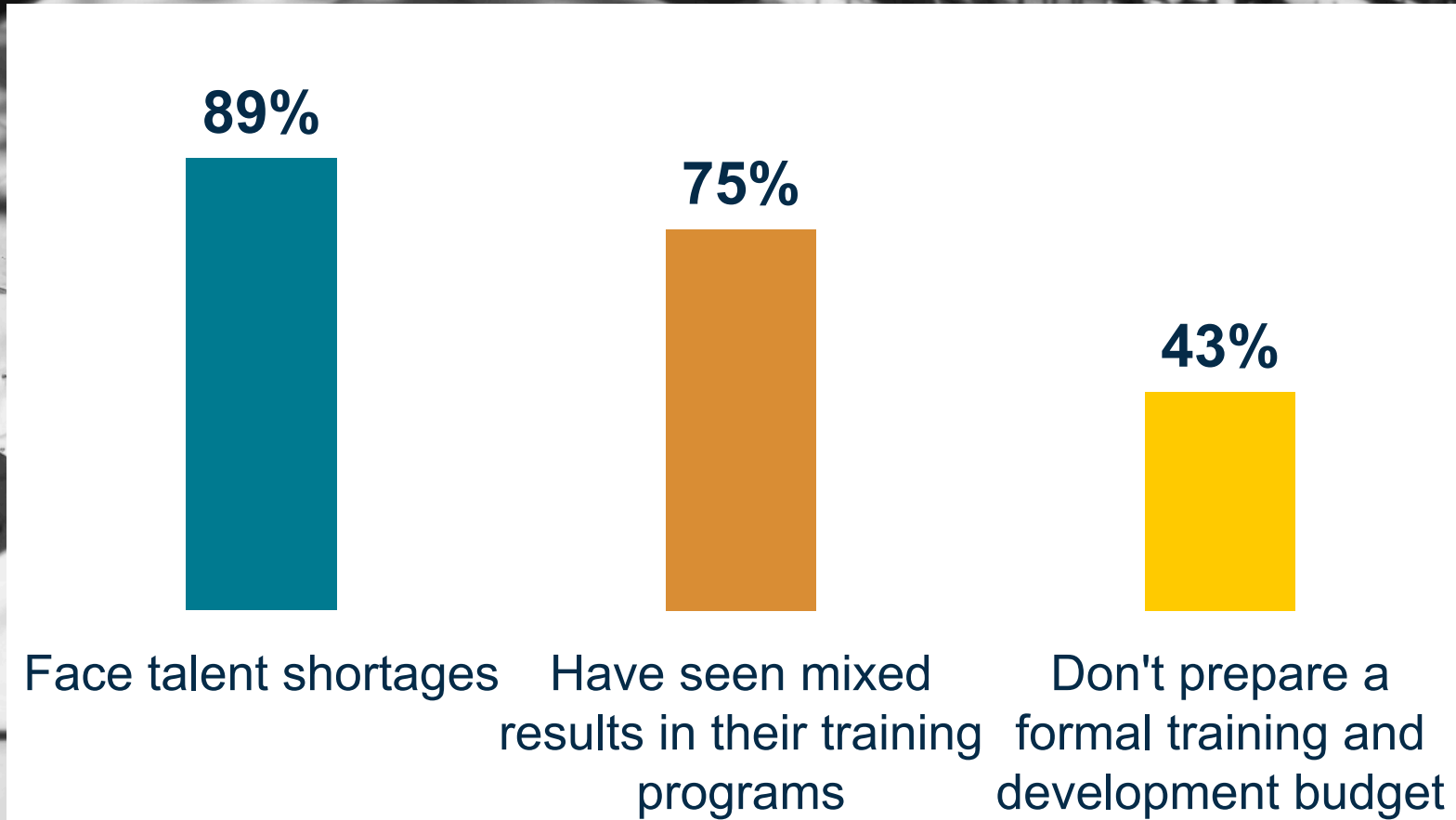
- Associated General Contractors of America



The construction industry is
operating at FULL employment

- 19,000 jobs added in July 2018
- 3.4% unemployment

The industry fails to address talent development as a priority

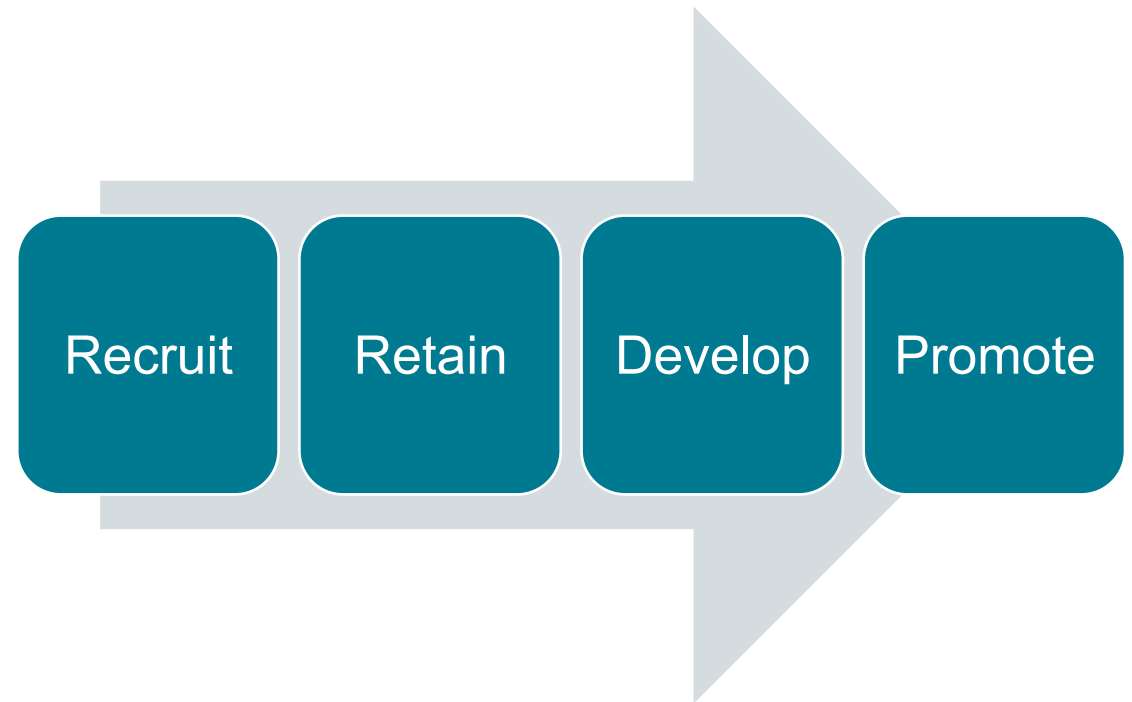
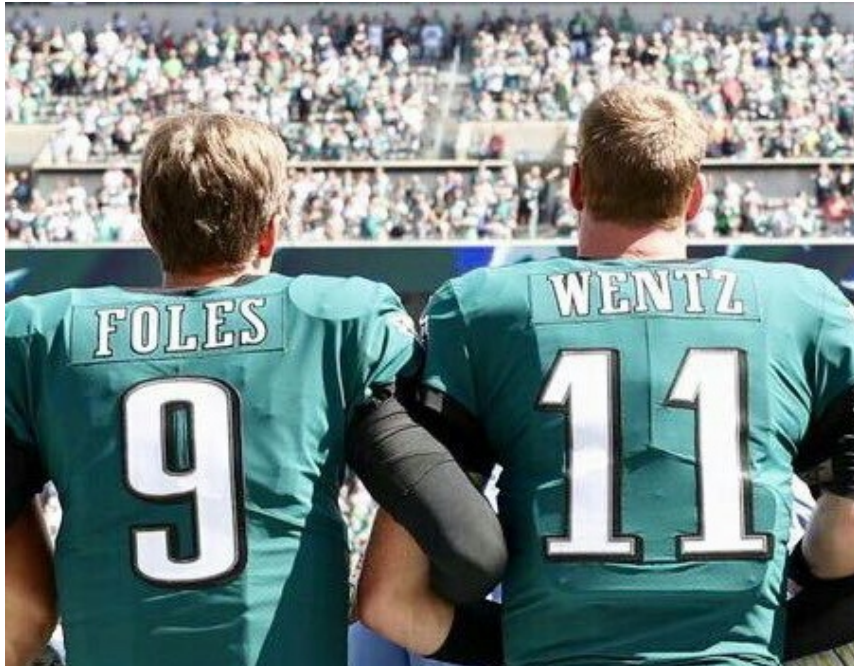




First get the right people on the bus ... *but until you have 90% to 100% of your seats filled with the right people, there is no more important priority.*

- Jim Collins

How do we build a plan?





Recruitment

Getting the right people on the bus

A yellow school bus is shown in motion, blurred in the background, driving on a road under a blue sky with scattered white clouds. The bus is the central focus of the image, with its front and side visible. The overall scene is bright and clear.

Do they fit with
our culture and
company
vision?

Do they have
the right skills &
competencies?

Is my hiring
process
objective?

Culture

EATS

STRATEGY

FOR BREAKFAST

- PETER DRUCKER -

IF CULTURE EATS STRATEGY FOR BREAKFAST ...

Think about your company's culture:

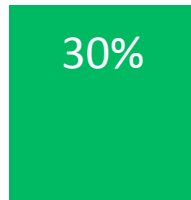
- What aspects of your culture would make people want to work for your organization?
- What kind of cultural adjustments do we need to consider making to encourage a leadership pipeline within and outside of the organization?



Retention

Employee Engagement

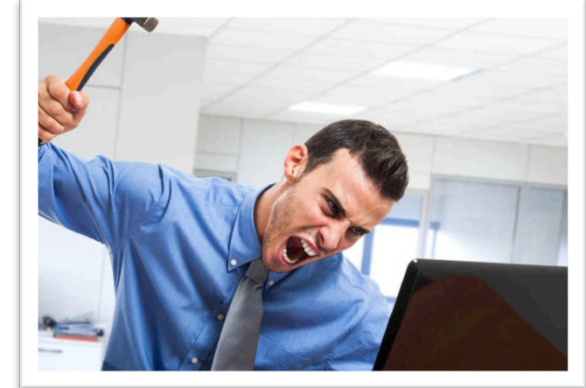
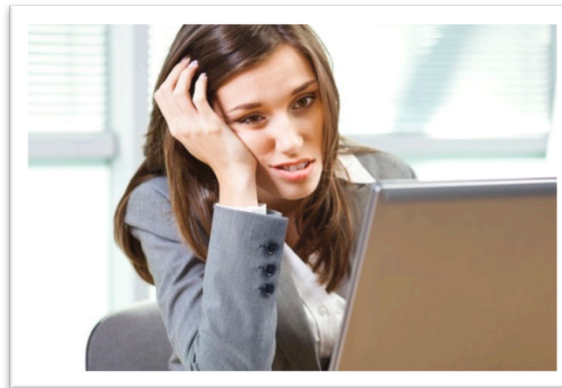
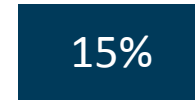
Engaged



Unengaged



Actively
disengaged



Does an engaged employee bring results?

370% more likely to recommend company as employer

480% more committed to helping the company succeed

250% more likely to recommend improvements





How do we engage our workforce?

What Motivates Workers?



Work
advancement
salary

responsibility

Recognition

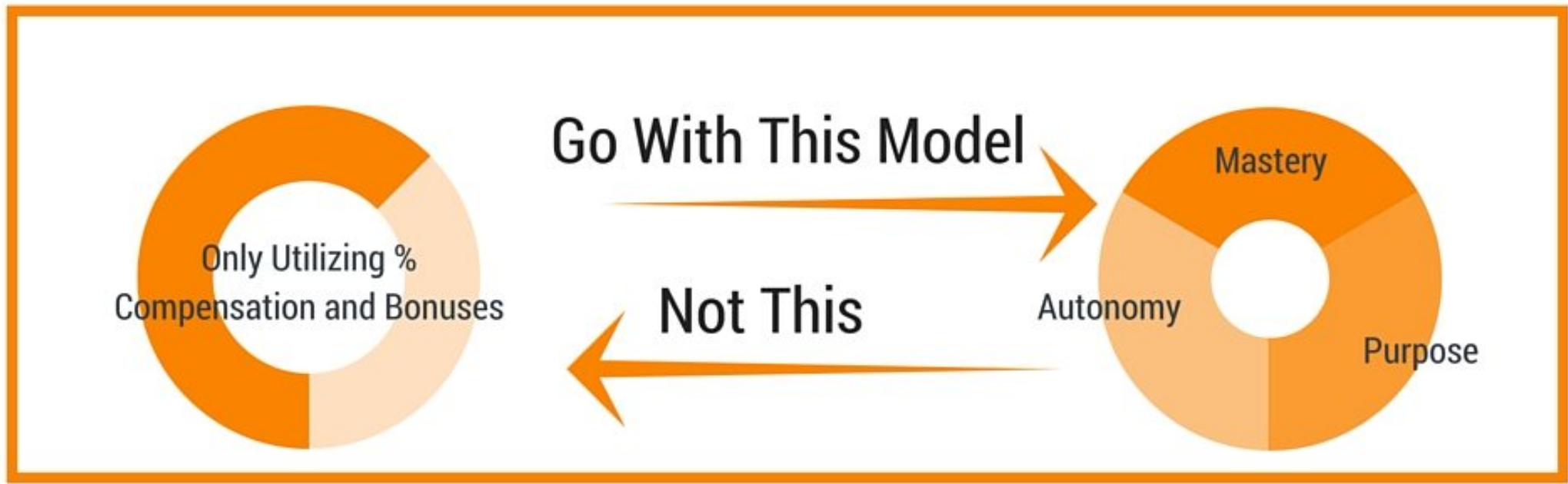
relationships

Achievement
status
growth
security
job

What Motivates Workers?

- 1 **Achievement** – Seeing favorable results of one
- 2 **Recognition** – Attention
- 3 **Work itself** – Nature of work (varied, challenging, interesting)
- 4 **Responsibility** – For own work or work of others
- 5 **Advancement** – Promotion in rank within organization
- 6 **Growth** – Opportunity to rise in company or enhance skills
- 7 **Salary** – Total compensation, salary and benefits
- 8 **Relationships** – Interactions with peers, supervisors, others
- 9 **Status** – Pleasure derived from position of stature in organization
- 10 **Job Security** – Stability of job, low fear of loss of work

Extrinsic vs. Intrinsic Motivation



We motivate by knowing our people deeply



4P^s




A close-up photograph of a hand holding a lit sparkler. The sparkler is in the foreground, with its bright, golden-yellow sparks radiating outwards against a dark, black background. The hand is positioned at the bottom center, gripping the thin metal stem of the sparkler. The sparks create a starburst effect, with some sparks appearing as long, thin lines of light. The overall mood is one of celebration and inspiration.

**Managers light a fire under people.
Leaders light a fire in people.**

- Kathy Austin, Management Consultant



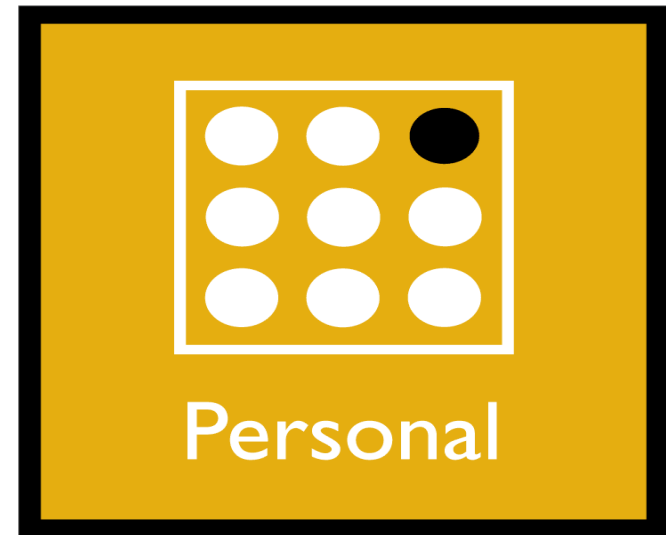
Develop Your Leaders

A photograph of two men sitting at a table in a bright, modern office environment. The man on the left is wearing a dark polo shirt and glasses, looking towards the other man. The man on the right is wearing a grey blazer and is gesturing with his hand while speaking. In the background, there are large windows with blinds, a whiteboard, and another person sitting at a desk. Two speech bubbles are overlaid on the image: a teal one on the left and a grey one on the right.

CFO:
“What happens
if we invest in
developing our
people and
then they leave
us?”

CEO:
“What happens
if we don’t, and
they stay?”

Maximized Talent Development



Developmental Tactics

- Feedback
- Mentorship
- Formal education
- Executive coaching
- Developmental assignments
- Formal assessments
- Peer groups
- Action learning
- Formal training programs



Types of Feedback



Performance
Feedback



Developmental
Feedback

Delivering Feedback





Build your personal development plan and share it

Everest

- Motivational
- Connects to organizational strategy



Base Camps

- Tangible and practical
- Gives long-term goals attainability

The Probability of Completing a Goal if ...

You have an idea or goal: **10%**

You commit to someone you will do it: **65%**

You have a specific accountability appointment
with a person you've committed to: **95%**

3

4

Individualized Development Plan

Instructions: Identify 3 areas (camps) that present opportunities for growth. Fill in the related information to inform your goal and set yourself up for success.

		Start date	Completion date	Accountability partner
EVEREST	Camp 1 Goal:			
	Camp 2 Goal:			
	Camp 3 Goal:			

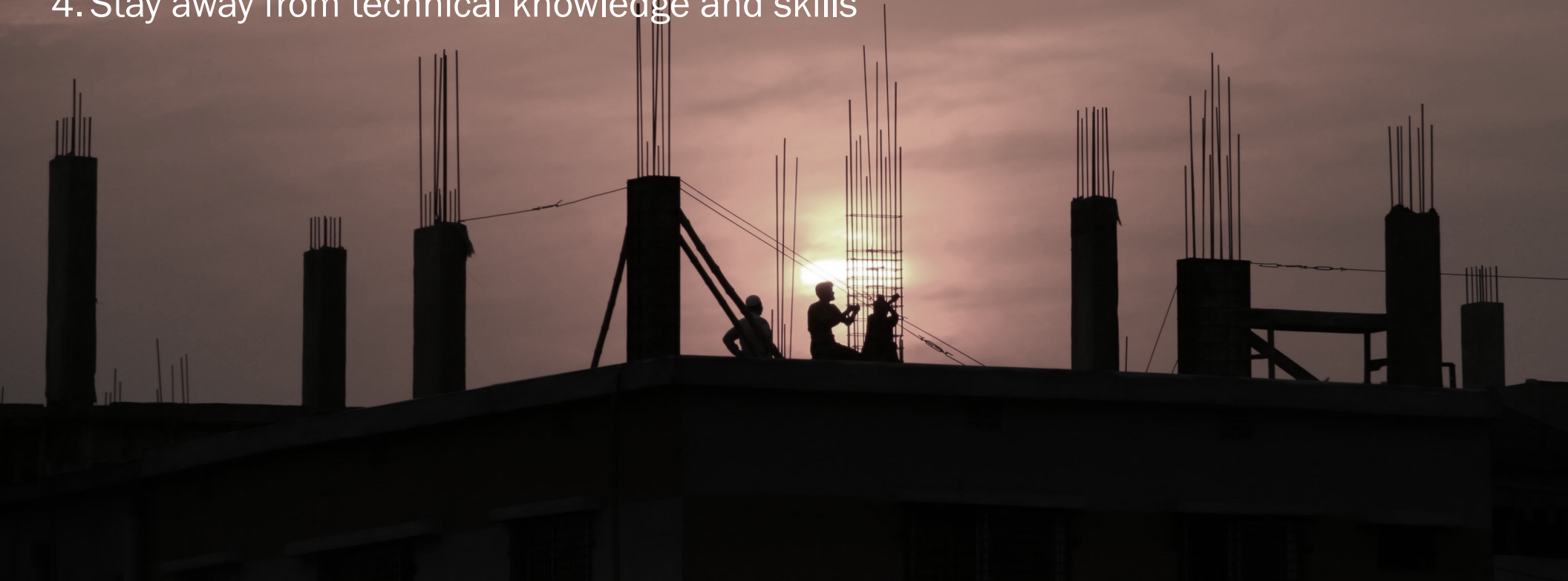
Commit to a date for next check-in:



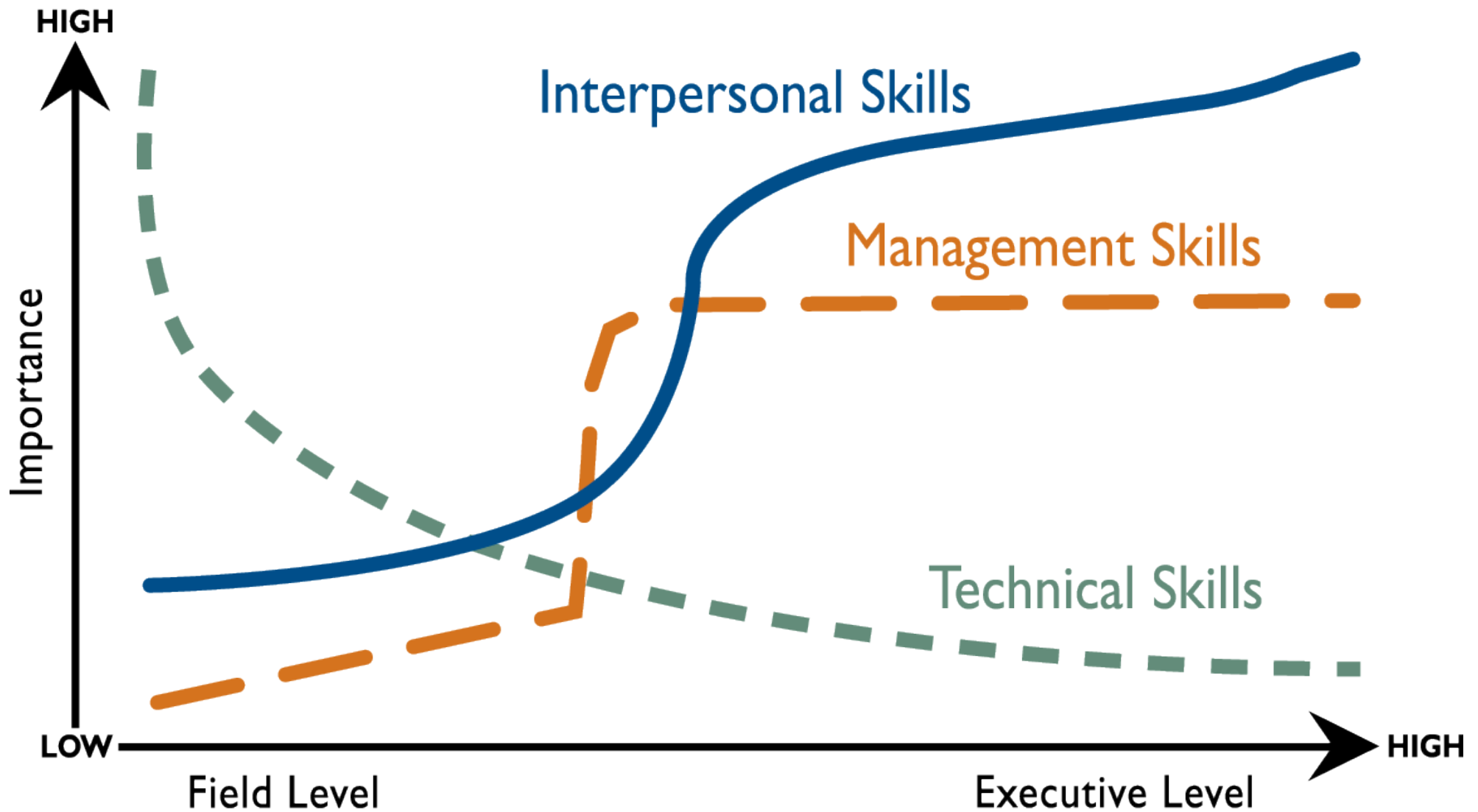
Strategic Promotions

Start with *behaviors* that create exceptional performance

1. They align with values and vision
2. They differentiate an average performer from a star player
3. Should be concise and focused
4. Stay away from technical knowledge and skills



Relative Importance of Skills





What will matter is not your success, but your *significance*.

- Michael Josephson



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Q&A Session

*To submit a question for today's presenters,
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