Lean Construction Institute

Provider Number H561

How to Build A High Performing Team With Internal Coaches

LCIV.HPT

Rex Miller

Monday, October 19, 2020

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Course Description

Project leaders have to wear many hats. In addition to keeping a project on track there is more awareness of the importance on soft skills. It can take up to 9 months for a project team to go through its traditional learning curve, The time, inefficiencies and mistakes during that period cost projects 5 – 7%. The friction and conflict and unplanned costs many projects live through can be avoided. This workshop will share some of the essential tools and coaching skills MindShift uses to shorten the learning curve to weeks rather than months, You will learn the unique MindShift approach to “fireproof” your team to handle the heat and pressure through the many unexpected changes and crises projects experience. This workshop reviews using tools like CliftonStrengths, DiSC and others to quickly create a common language and culture. You will receive a tool for building tangle trust and more importantly how it is repaired. How to use these tools to create a positive approach to conflict, a key indication of a high performing team. Finally, you will learn new tools for managing project crises developed from the techniques used in hospital emergency rooms.

Learning Objectives

01.

At the end of this course, participants will know how a culture that drives high engagement and high performance of a project team is developed.

02.

At the end of this course, participants will be able to discuss and demonstrate the coaching skills used to shorten the learning curve of their project teams.

03.

At the end of this course, participants will understand tools like CliftonStrengths, DiSC and others to create a common language and culture for a positive approach to conflict.

04.

At the end of this course, participants will recognize the reciprocal relationship between the cultural welfare of a project team and its performance, and how focus on people benefits the team and the project.

What You Will Learn Today

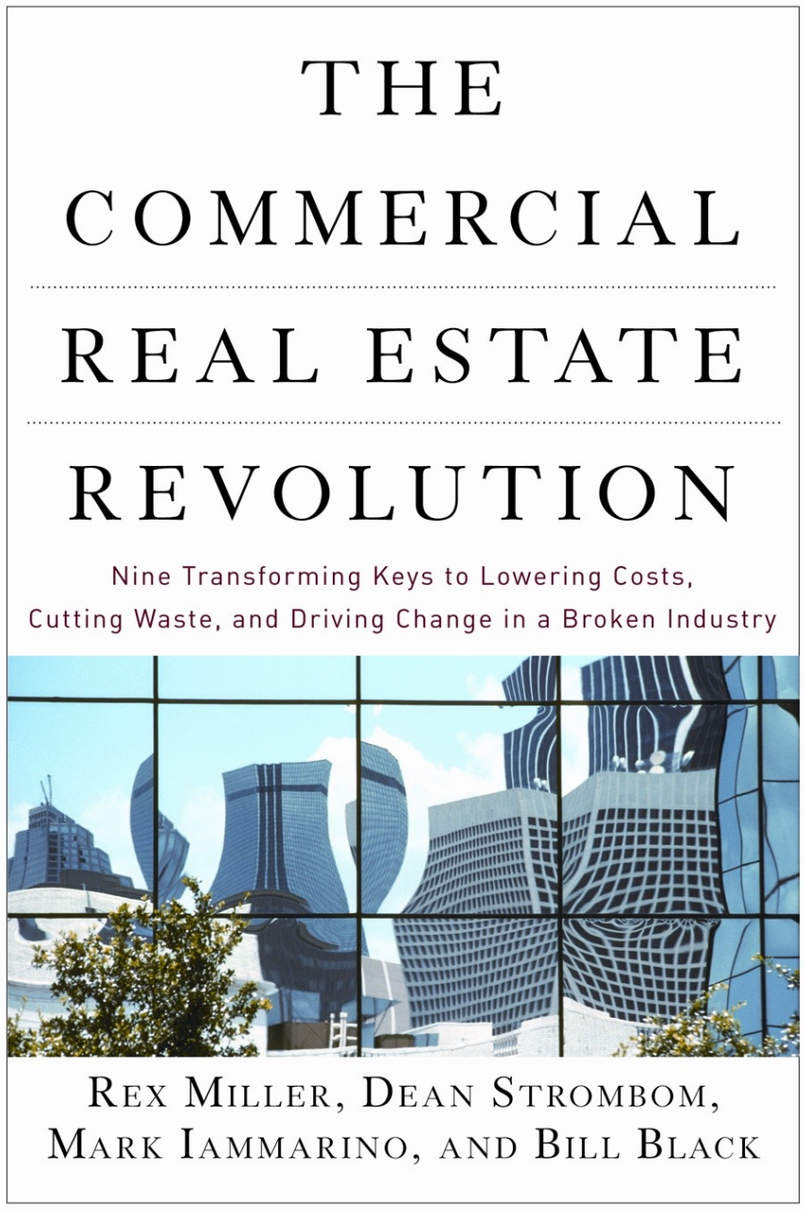
1. Why Projects Fail
2. The 1st 100 Days
3. Why Internal Coaches
4. Start with Trust
5. Plan for Conflict
6. 7 Keys to What Gets Done

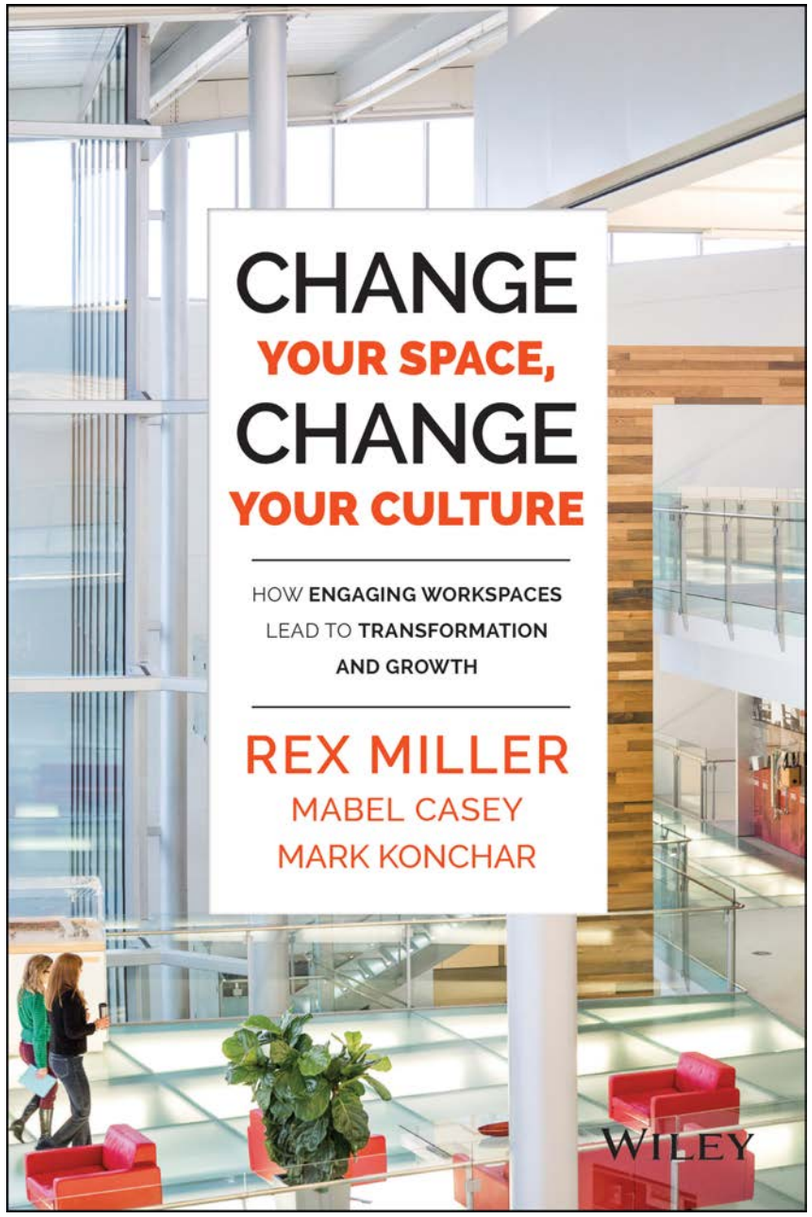
THE COMMERCIAL REAL ESTATE REVOLUTION

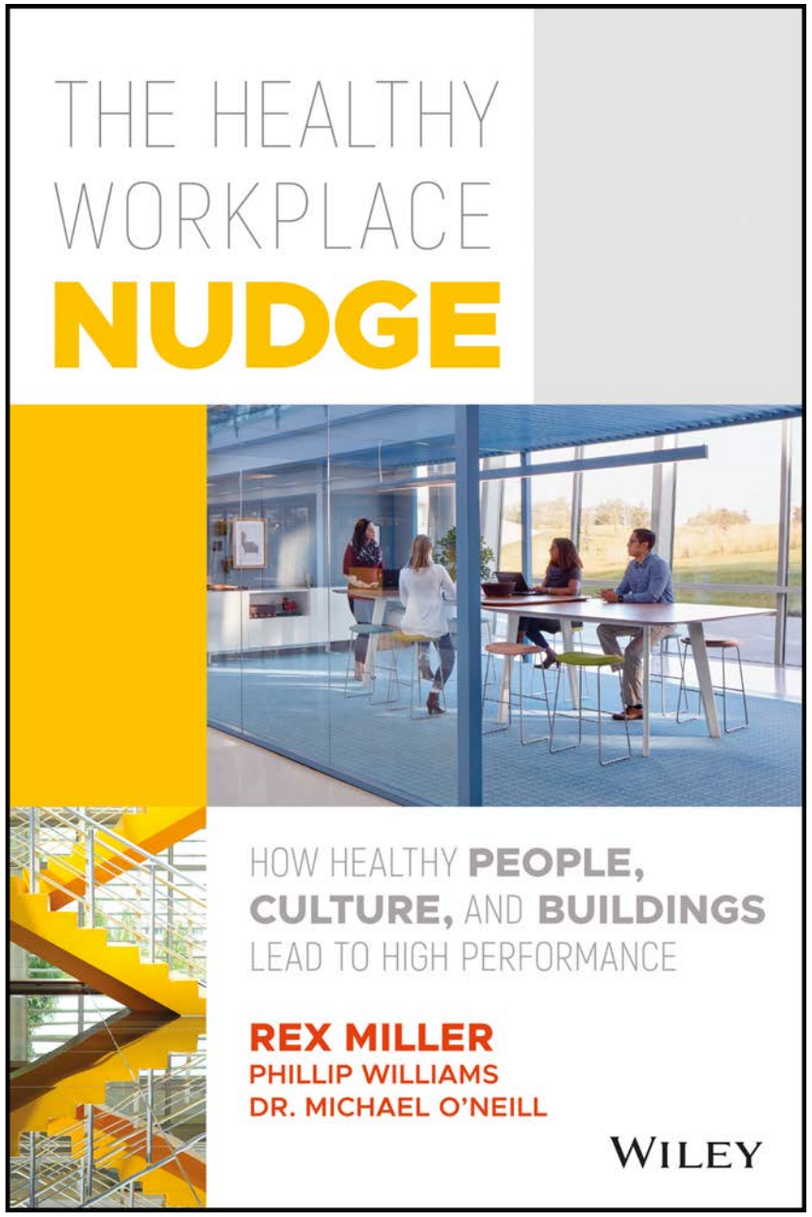
Nine Transforming Keys to Lowering Costs, Cutting Waste, and Driving Change in a Broken Industry

REX MILLER, DEAN STROMBOM,
MARK IAMMARINO, AND BILL BLACK

MindShift is for Wicked Problems







CHANGE **YOUR SPACE,** CHANGE **YOUR CULTURE**

mindshift

Smart – Toxic - Healthy

The Five Behaviors and Your Team

Remember, the five behaviors can be mistakenly interpreted as five distinct issues that can be addressed in isolation of one another. But in reality they form an interrelated model, and neglecting even one of the behaviors can be potentially harmful to the success of a team. Below are your team's results for each behavior, based on the team's responses to the assessment questions.

Summary of Your Team Survey Results

Your assessment scores indicate that results is likely an area of strength for your team, while accountability, commitment, conflict, and trust are potentially areas for improvement.

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The Anatomy of a Failure

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5. RESULTS

This team may need to place greater value on the collective achievement of outcomes, rather than individual or departmental recognition and ego.

4. ACCOUNTABILITY

This team may hesitate to confront one another about performance and behavioral concerns.

3. COMMITMENT

This team may not be able to buy in to clear decisions, leaving room for ambiguity and second-guessing.

2. CONFLICT

This team doesn't seem comfortable engaging in unfiltered discussion around important topics.

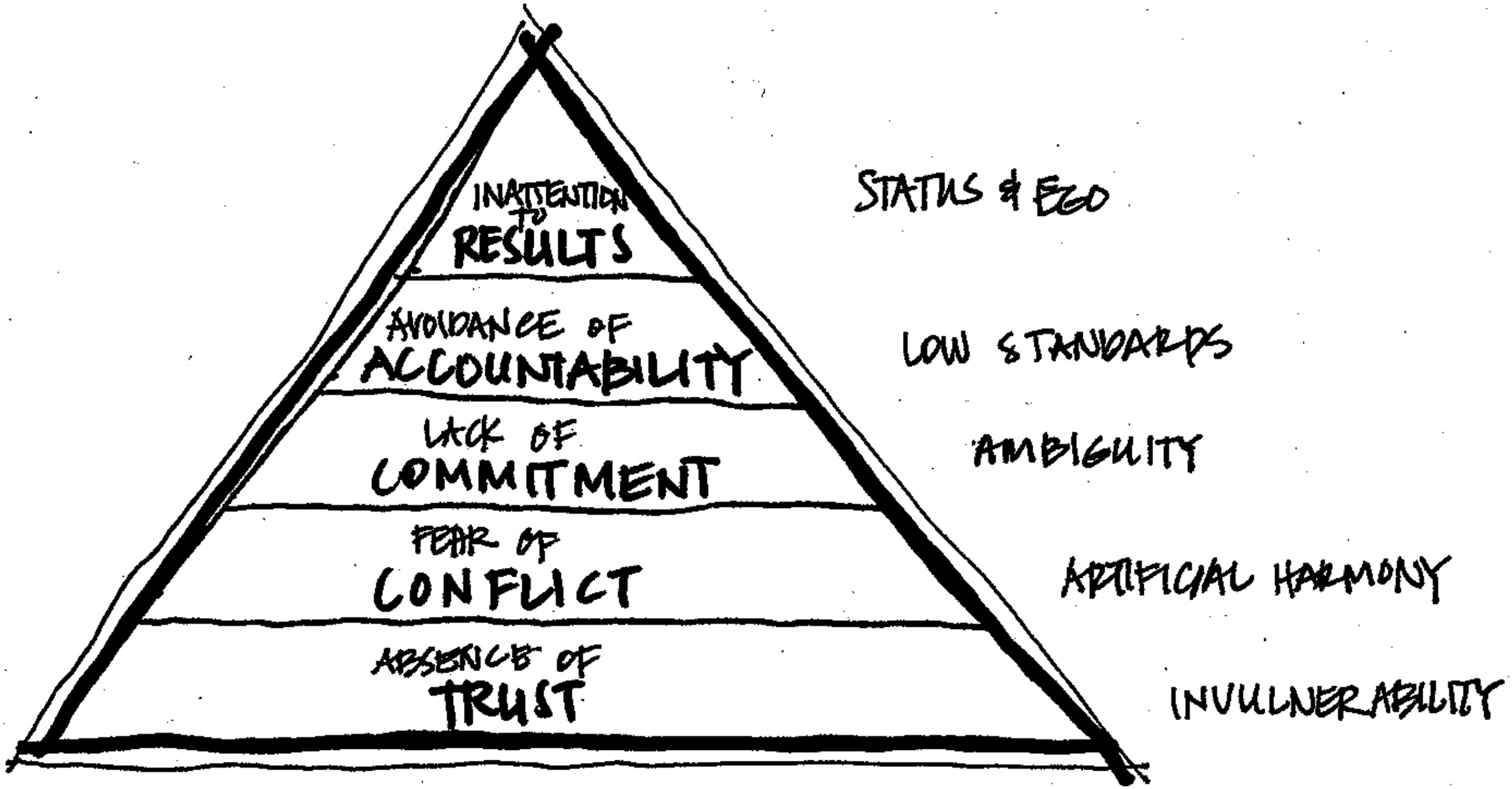
1. TRUST

This team may lack necessary levels of openness and vulnerability about individual strengths, weaknesses, mistakes, and needs for help.

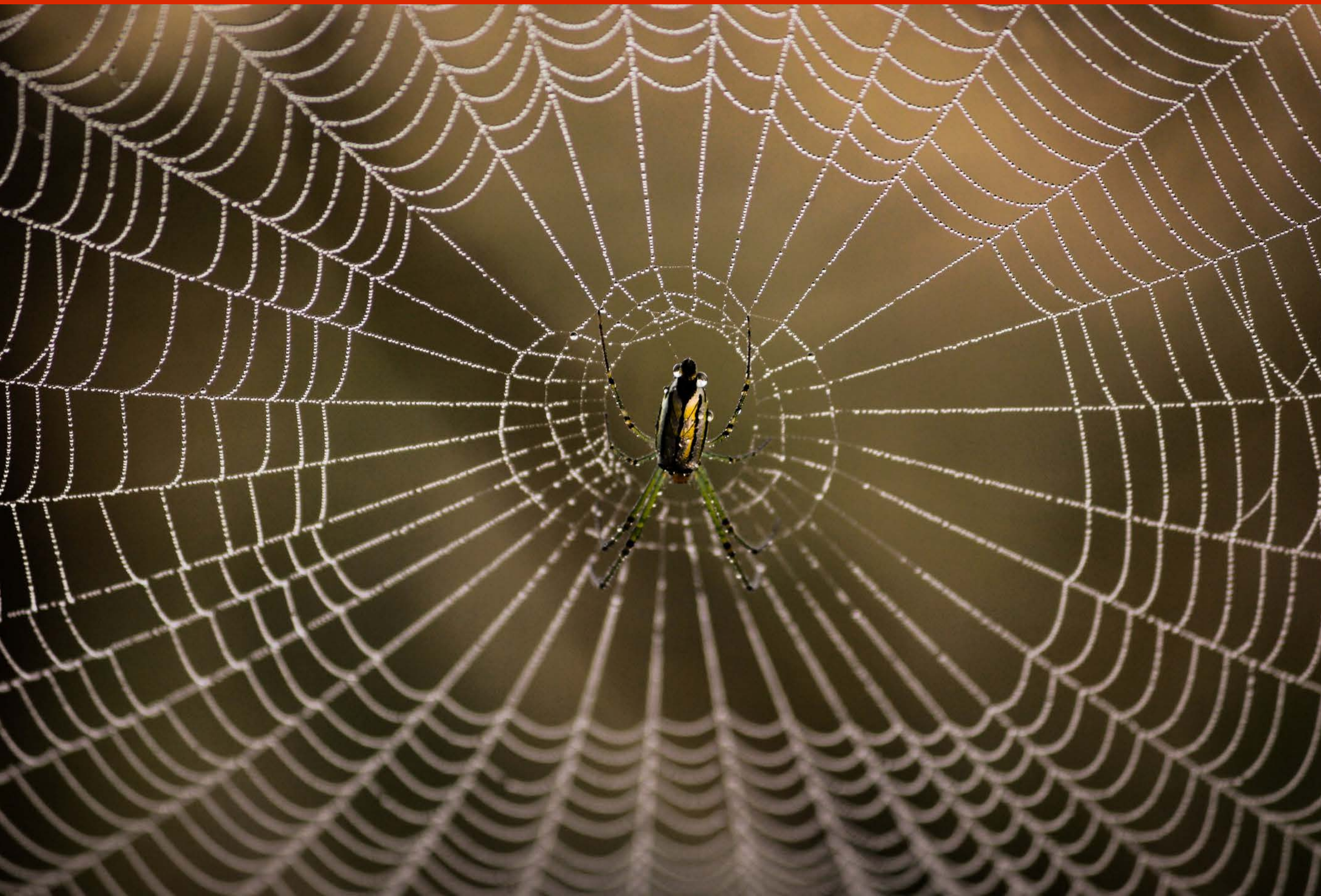
↑

Scoring Interpretation

Your Roadmap



A Delicate Web of Commitments



Traditional vs. Integrated

THE COMMERCIAL REAL ESTATE REVOLUTION
A TRUST-BASED PARTNERSHIP PROCESS

A beginning-to-end, trust-based integrated paradigm proving it is possible to not just fix the process, but transform it.

Adapted From *The Commercial Real Estate Revolution* by Rex Miller, Dean Strombom, Mark Iammarino, and Bill Black (2009)

CURRENT STATE

THE DESIGN-BID-BUILD PROCESS

"The current process causes good people to do bad things."

The owner defines the constraints

The architect prepares the design

The owner invites contractors to bid on the design

The selected contractor hires the sub-contractors and then builds the project

01 Owner Parameters
Construction is a hierarchical structure with the owner at the top and the vendors at the bottom, separating the primary source of knowledge and cost from those making the initial key decisions.

02 Architectural Schematic Concept
The process fosters a phase-induced ignorance by first engaging the major players, like the architect, while leaving out input from those who actually do the work.

03 Design Development
The old assumption is that design can be successfully separated from the construction. However, design is an iterative conversation, and that each element is intimately linked to the others.

04 Pre-Qualification
Pre-qualification is based on the idea that starting with the best-known players will lead to a successful project. The winning difference is seldom the aggregate of talent, but how well the players act as a team.

05 Invitation To Bid
There is a commodity approach to procurement: the object of the game isn't delivering the best building, it's about winning the bid. All other things being equal, the low price wins.

06 Construction Documents
All the big design and planning mistakes are made on the first day. Although the biggest impact on success happens in the planning phase, we still succumb to the pressure to do something.

07 Hire Sub-Contractors
Eighty percent of a project's cost lies within the specialty trades who are only brought into the process once all of the design decisions have already been made.

08 Value Engineering
The idea that a project will cost less if you don't bid is counterintuitive. Owners use bidding as a cost-management tool, but it inevitably ends up higher than managing that cost on the front end.

09 Multiple Contracts
Multiple sets of scope-based contracts with different allegiances and incentive structures are signed. Accidental adversaries are created when the parties focus on their internal parameters of success.

10 Building Construction
A commodity bidding approach and the reality of different players on every project results in a fragmented group who are then expected to act as a cohesive and collaborative group.

The old process is based on mistrust and fragmentation.
The new process paradigm is based on trust and integration.

FUTURE STATE

THE TRUST-BASED PARTNERSHIP PROCESS

SMART TEAM START—100 DAYS

01 Owner Parameters
The owner translates business objectives into an outcome-based plan that answers the key question: What is the owner really paying for?

02 Team Selection
Partners are not picked independently by competitive bidding. Instead, the team is chosen as a whole unit designed to work together. The core team consists of the owner, general contractor, architect, and a construction manager.

03 Team Alignment
The increased complexity of projects places more emphasis on how well a project works together. The typical learning curve to get over the Forming-Storming hump can take 6-9 months at up to 8% of the project cost.

04 Conceptual Estimating
This stage validates the owner's project assumptions with the business case among the key stakeholders. Once validated it moves to formalize agreements.

05 Relational Contracting
Building, at its essence, is a relational practice. All partners sign one agreement that ties everyone's incentive and risk to the outcome of the project—a dramatic departure from the standard scope-based, litigation-oriented contracts.

06 SD & DD Stage
Project teams are co-located and are able to accelerate design because of the front end analysis of the project and the strong network of agreements developed.

07 Cross-Functional Teams
Breaking projects into knowers and doers is inherently flawed. Instead of architects and project managers directing work, cross-functional teams look at sections of work (clusters) and determine how to complete that portion of the project.

08 Collaborative Design/Build
Co-location and virtual design and construction software creates transparency and links design with constructability in real-time. This eliminates traditional silos and "over the wall" waste resulting in reduced errors and accelerated work.

09 From PM to Facilitator
The role of leadership shifts to articulating and facilitating the various networks of relationships required to carry out the project, more like a coach than the old top-down leadership model of trying to predict, plan, and control the process.

The Paradigm Shift
The process shifts from transactional agreements to an interdependent relational framework; from adversarial to collaborative; from protectionist to mutual benefit; from risk allocation to shared risk; from separate agreements to one.

The owner defines the outcomes

A trust-based partnership lays the foundation for a high-performing team

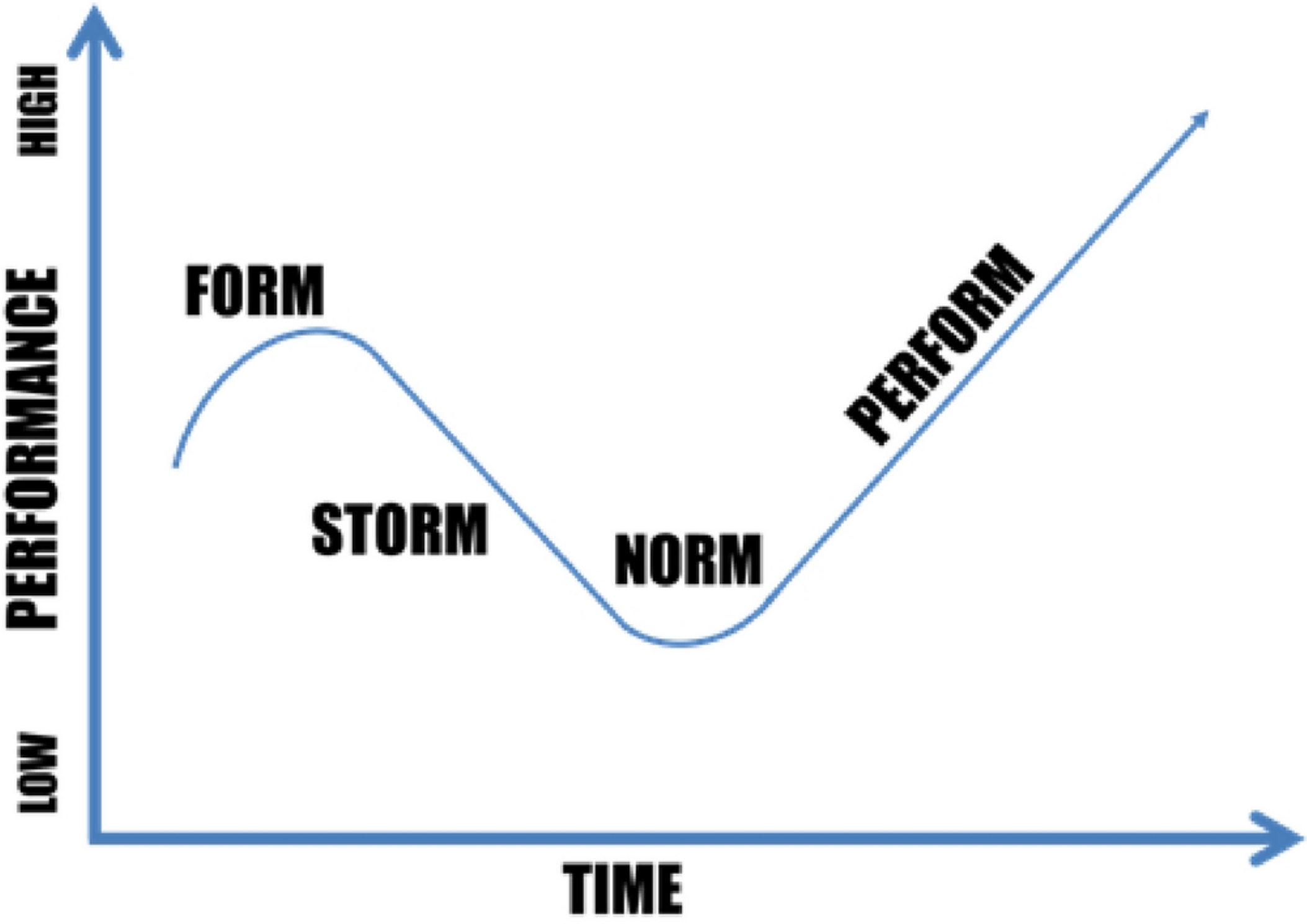
A stakeholder approach to defining the project leads to mutual commitment

Integrated trust-based projects shift participation forward and compress SD & DD

The traditional command-and-control model is replaced by a facilitated team-based approach

How Many Are Rowing Your Boat?

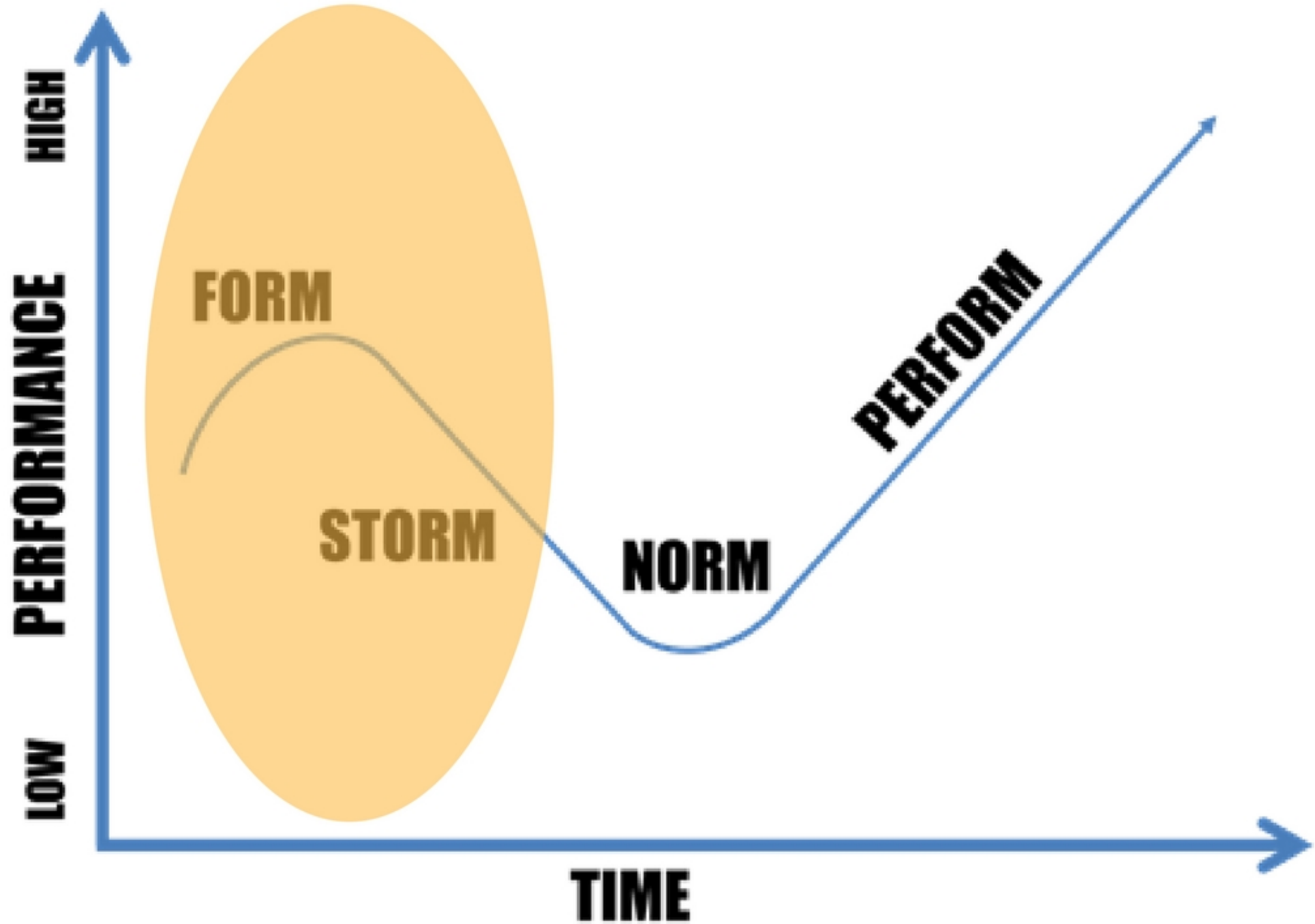
The Journey



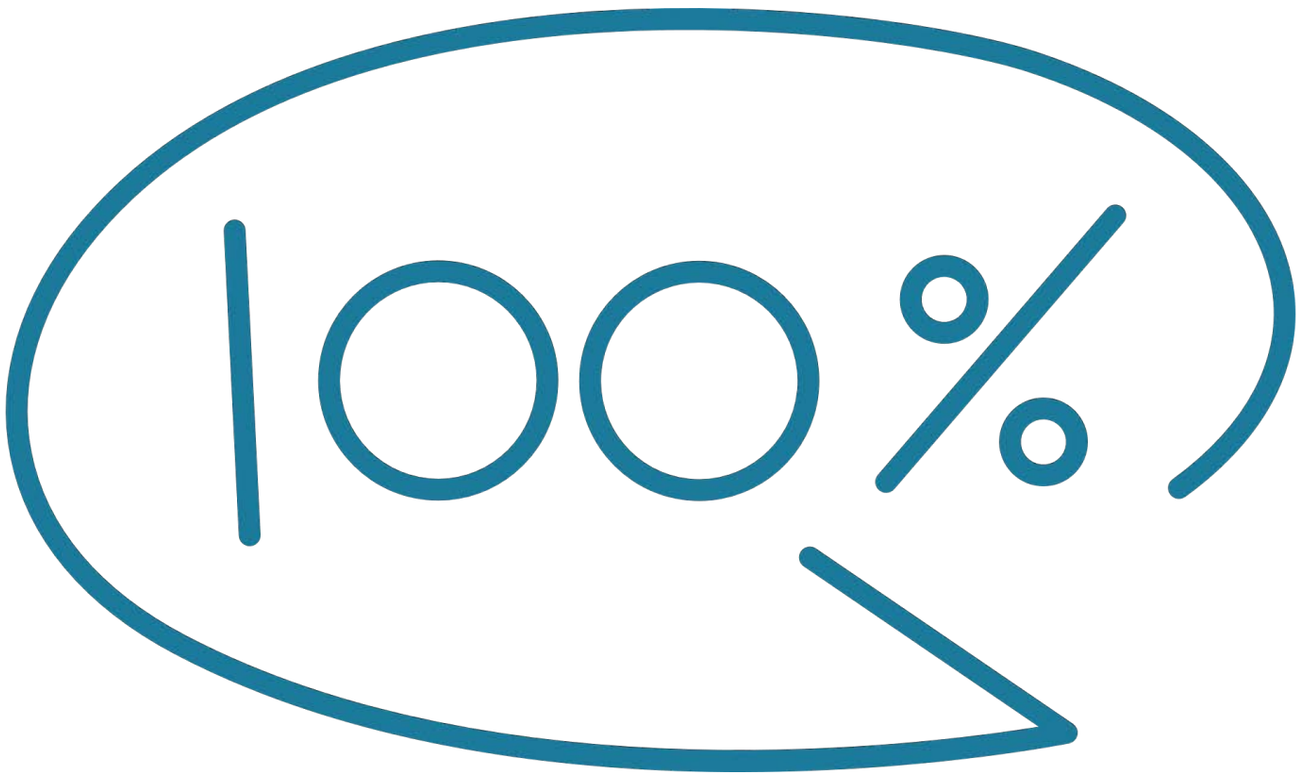
Silly Team-building

Competing Agendas

Stuck In The Bubble



Starting Smart or Ending Badly



BEGIN POORLY,
END BADLY

The First 100 Days

FUTURE STATE

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WHAT GETS DONE

mindshift

1 **What gets PICTURED gets done. How well am I doing this?**

People forget the vision within four weeks, so paint the picture constantly.

2 **What gets MODELED gets done. Does my behavior reinforce the picture?**

People determine what is important by what we do.

3 **What gets SCHEDULED gets done. Are my most important activities on the calendar and do I respect the time?**

If it is not on the calendar, we are not committed to it.

4 **What gets FINANCED gets done. Do I really believe people will sustain a new initiative without sufficient resources?**

Budget must reflect our plan and priorities.

5 **What gets TRAINED gets done. Is this on the calendar and is it meaningful?**

A person performs up to the level of training.

6 **What gets MEASURED gets done. Is each employee bought-in to their leading measures?**

Measurable goals get done.

7 **What gets CELEBRATED gets done. Do I provide daily and frequent recognition?**

Reinforced behavior is repeated behavior.

Thank you MeTEOR Education METEOR

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What Happens When I Leave?

The Team Coach Steps In

Baselining Trust

Trust Matrix

	-3	-2	-1	0	1	2	Totals
Trust Balance	**-60%**	**-40%**	**-20%**	**Neutral**	**20%**	**40%**	
Environment	Toxic	Stressful	Worry	No worries	Positive	Uplifting	
Focus	Escalation	Pre-emption	Process	Scope	Outcome	Mutual success	
Relationships	Hostile	Disrespect	Indifferent	Cordial	Cooperative	Collaborative	
Process	Sabotage	Hidden agendas	Chain of command	Task at hand	Keeping promises	Making it easier for others	
Behavior	Micromanage	CYA	Do my job	Respect	Partnering	Transparency	
Outcomes	Gotcha	Politics	Slow	Efficient	Learn from mistakes	Improve	
Systems	Dysfunctional	Distracting	Hassle	Does not get in the way	Supportive	Adaptive	
Ethics	Your Harm	Self-interest	Compliance	What is expected	What is right	What is good	
						Grand Total	

Building Bridges

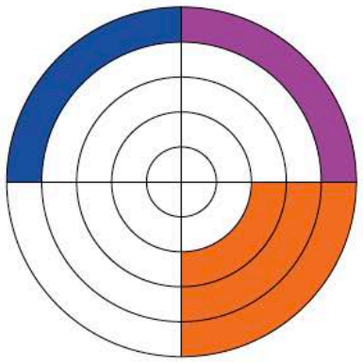
I come from_____
Where many people care about _____
I speak _____
My ancestors come from _____
_____ was my favorite activity as a kid

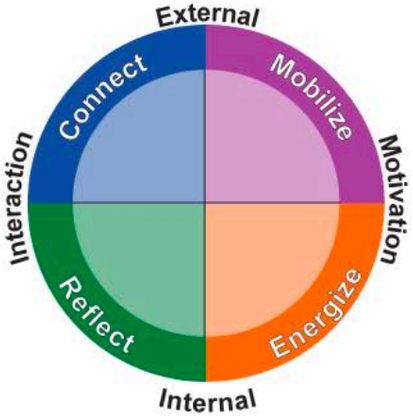
I experienced great joy when_____
I experienced pain when_____
I get energize when _____
I get drained by _____

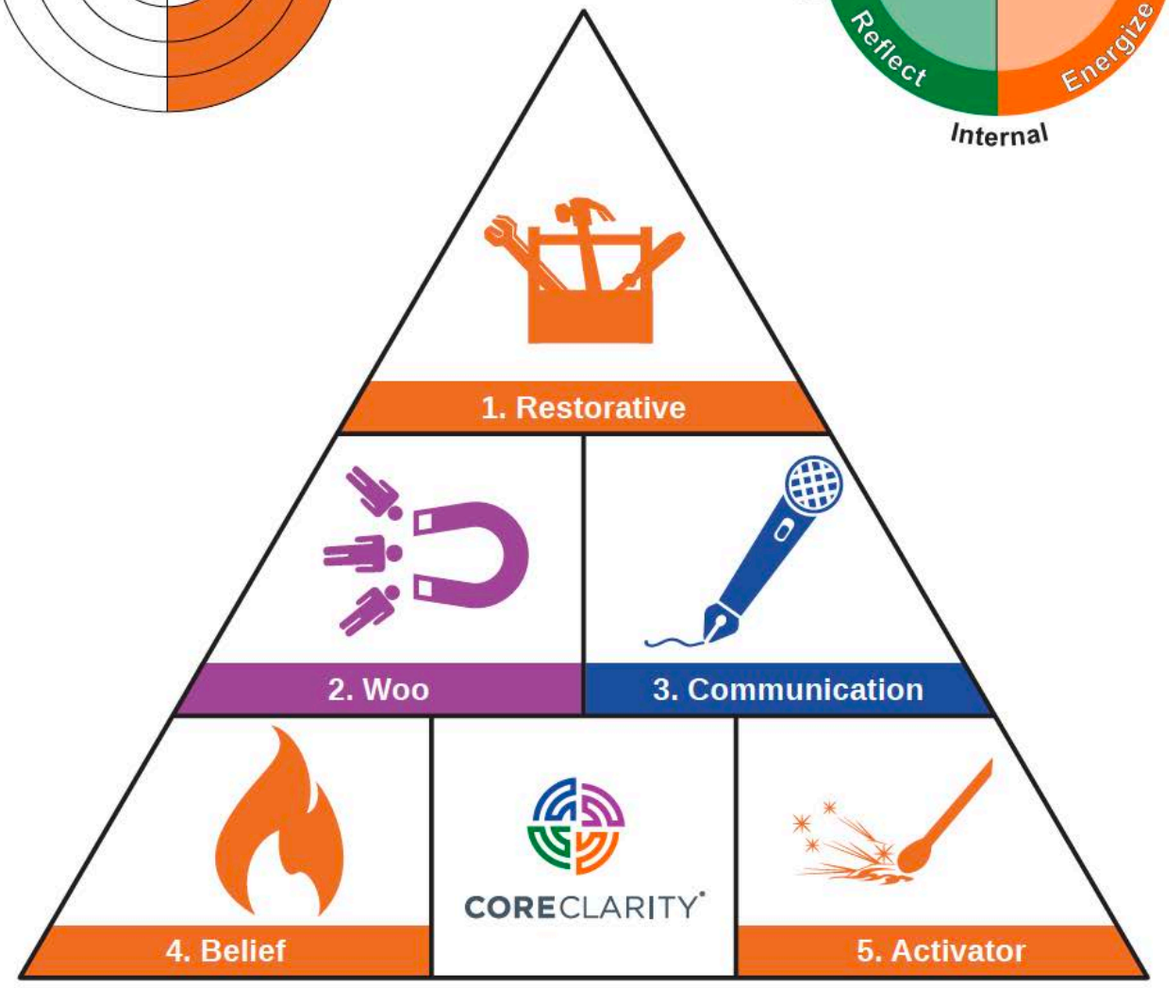
I am more **Analytical** - **Strategic** - **Innovative** (circle one)
My job is _____
What I really do is _____
In order for me to be my best for this project I need
_____ from my teammates
I and the go-to person for_____
I'd like to see this team _____

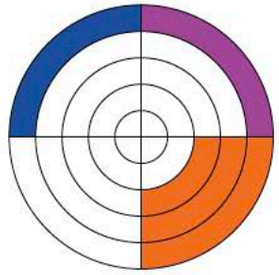
My name is _____ and I'd like to be
remembered by this team for _____

Individual and Team Profiles









Woo

- Fearless with strangers; can talk to anyone, anywhere, about anything
- Extraordinary ability to draw others out, especially in social situations
- Identify commonalities between people, build rapport, then mobilize them to connect
- Open, honest and trusting; instantly share personal details and stories
- Need to learn to set boundaries with others so their expectations aren't unrealistic

Naturally Charming

CORECLARITY

Restorative

- Uncanny ability to get to the root of the problem quickly and fix it
- Ingeniously repurpose and reinvent the tools of the trade to meet immediate needs
- Drawn to breakdowns; energized by opportunities to revive, renovate and restore
- Experience joy when righting wrongs, fighting fires and bringing things back to life
- Need to recognize when it is time to move on; don't break what is no longer broken

Natural Troubleshooter

Communication

- Elegantly craft compelling messages that inspire people to listen, learn and take action
- Effortlessly find perfect words/phrases that bring ideas, concepts and occasions to life
- Connect with people by giving voice to visions, thoughts and feelings
- Utilize powerful stories and metaphors to bring clarity to complex issues and situations
- Need to be mindful that effective communication is interactive; stop and listen

Naturally Engaging

Belief

- Unwaveringly driven by foundational core values
- Passionately stand up for convictions in the face of resistance
- Sense of purpose gives direction to work, play and relationships
- Spirit of service toward family, community, humanity
- Be open to value systems of others to garner respect for own personal beliefs

Naturally Grounded

Activator

- Fearless at taking the first step, even in the face of uncertainty
- Rapidly create momentum by turning ideas into immediate action
- Impatient with inaction; know that goal begins with GO!
- The ultimate self-starter; internally energized by opportunity to do something -- *anything*
- May need to slow down and consult other talents before forging ahead

Naturally Eager

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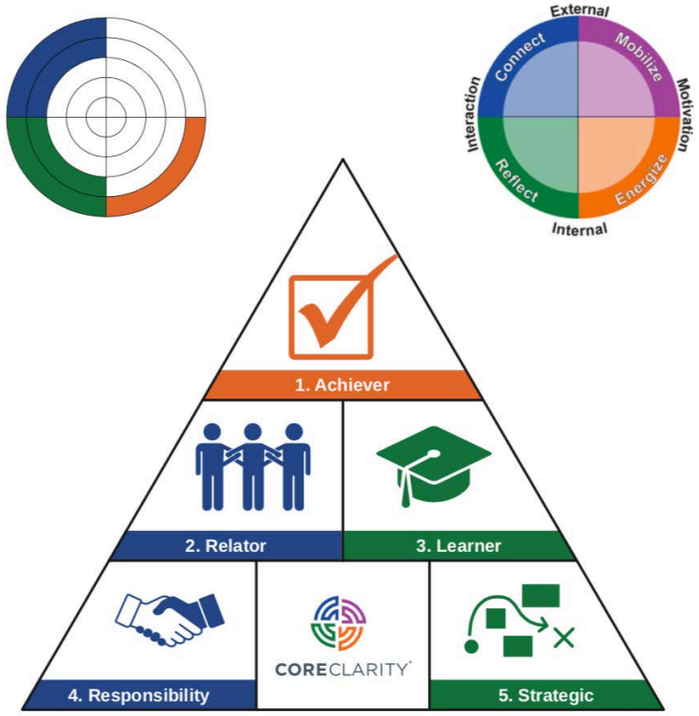
Team Chart

CORECLARITY

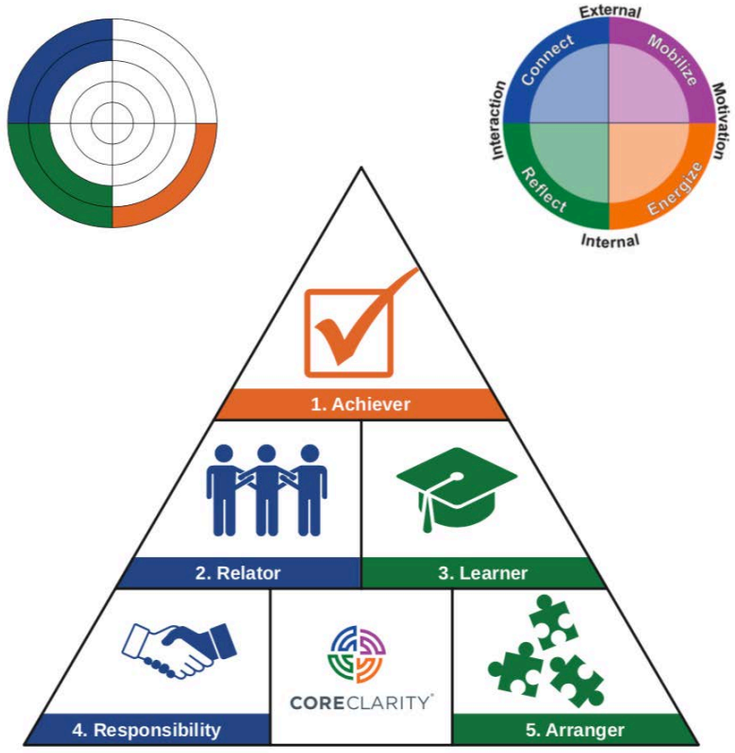
Group Badge Chart

Arranger	Strategic	Harmony	Achiever	Focus
Belief	Ideation	Belief	Relator	Analytical
Positivity	Communication	Positivity	Input	Harmony
Significance	Achiever	Communication	Analytical	Discipline
Includer	Activator	Developer	Restorative	Learner
Discipline	Achiever	Futuristic	Relator	Individualization
Relator	Responsibility	Restorative	Learner	Strategic
Focus	Discipline	Communication	Analytical	Self-Assurance
Achiever	Consistency	Ideation	Responsibility	Futuristic
Responsibility	Communication	Individualization	Intellection	Relator

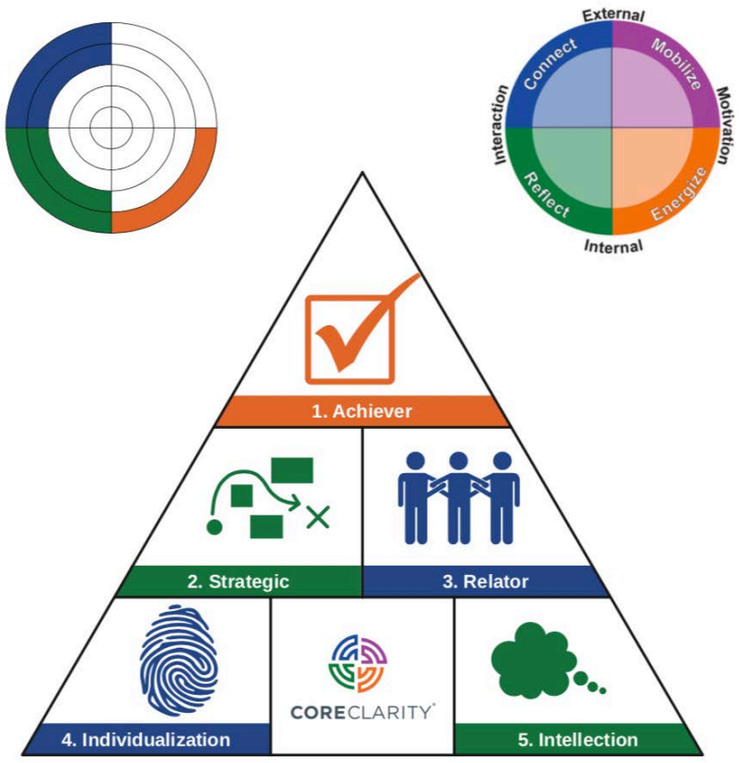
Project Team



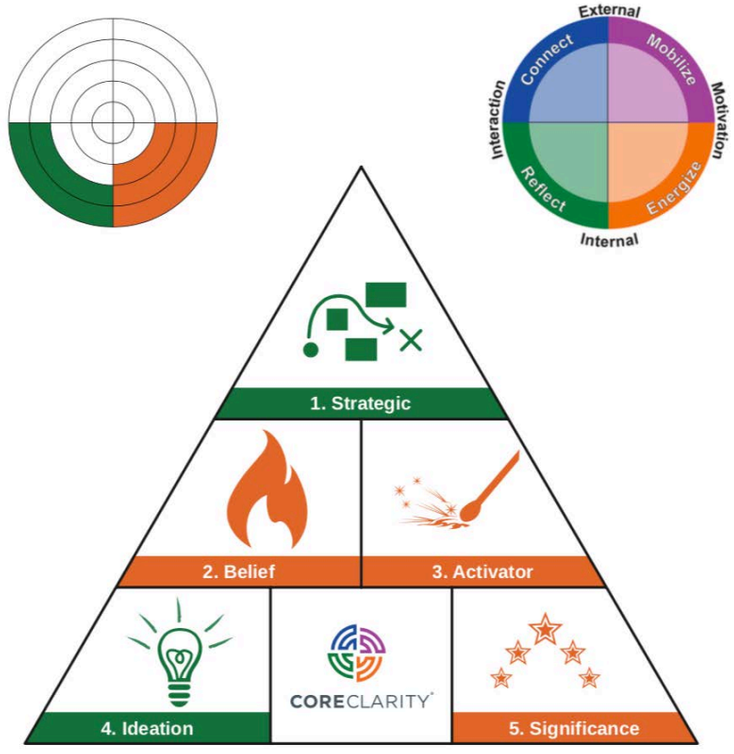
Cluster & PIT Leaders



Support Team



Steering Committee



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Getting to the Root Causes

Surface Problems

- Budget overruns
- Quality issues
- Schedule delays
- Safety issues
- Administrative overhead

Underlying Causes

- Poor planning and coordination
- Late decisions
- Missing expertise
- Unforeseen conditions
- Misunderstanding
- Communication challenges
- Bad meetings

Root Causes

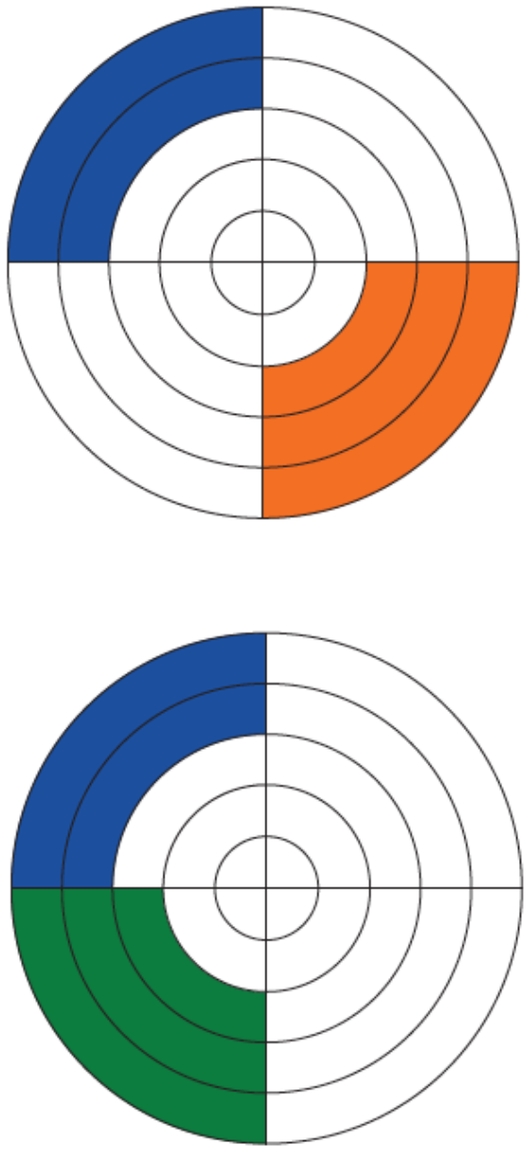
- Distrust
- Interpersonal conflict
- Motivation challenges
- No decision-making protocol
- Lack of clarity - values risks
- Misalignment
- Lack of accountability
- Unclear process

Positive Conflict

From Conflict to Collaboration

SuperDriver

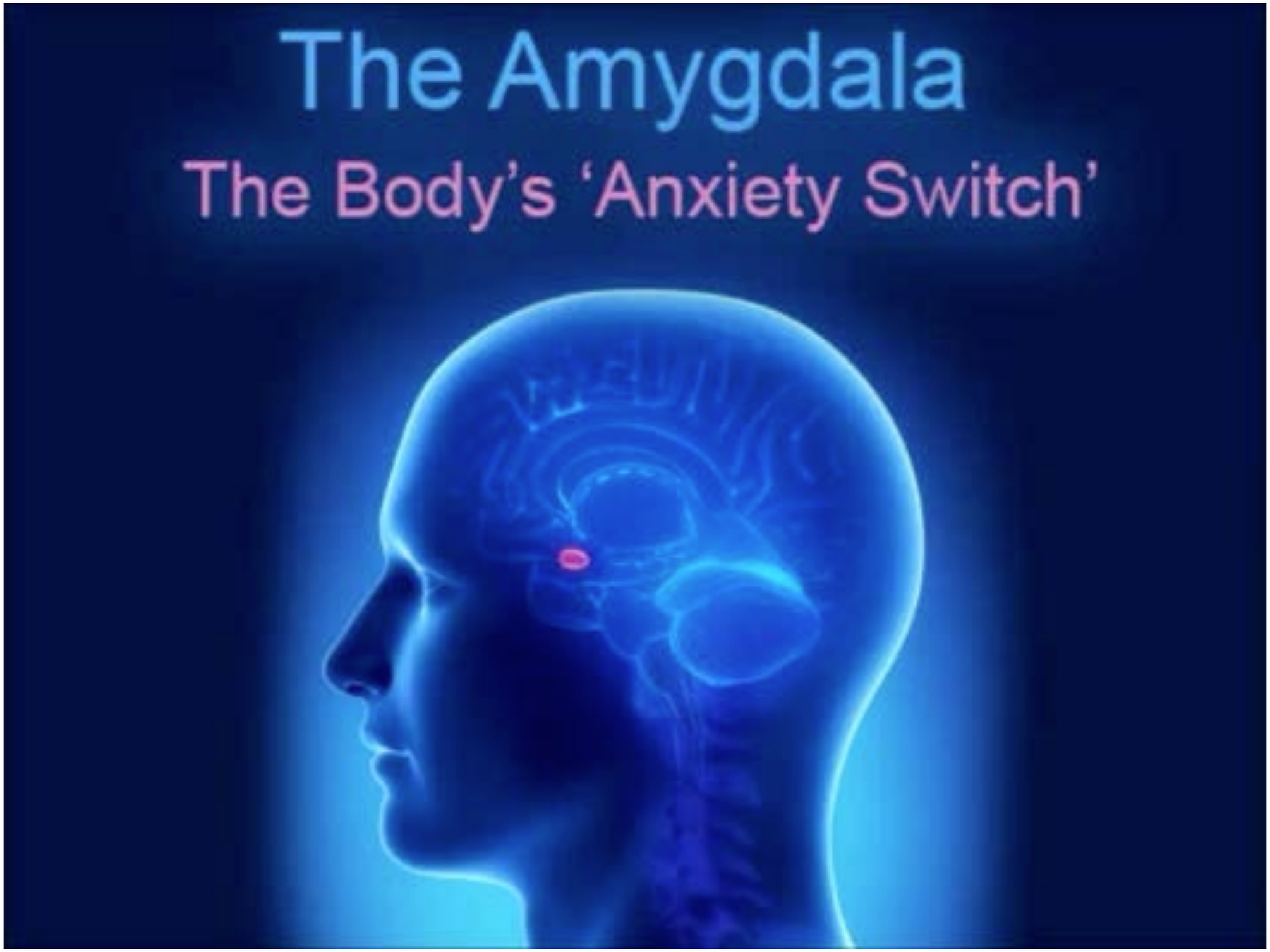
- Responsibility
- Restorative
- Adaptability
- Communication
- Belief



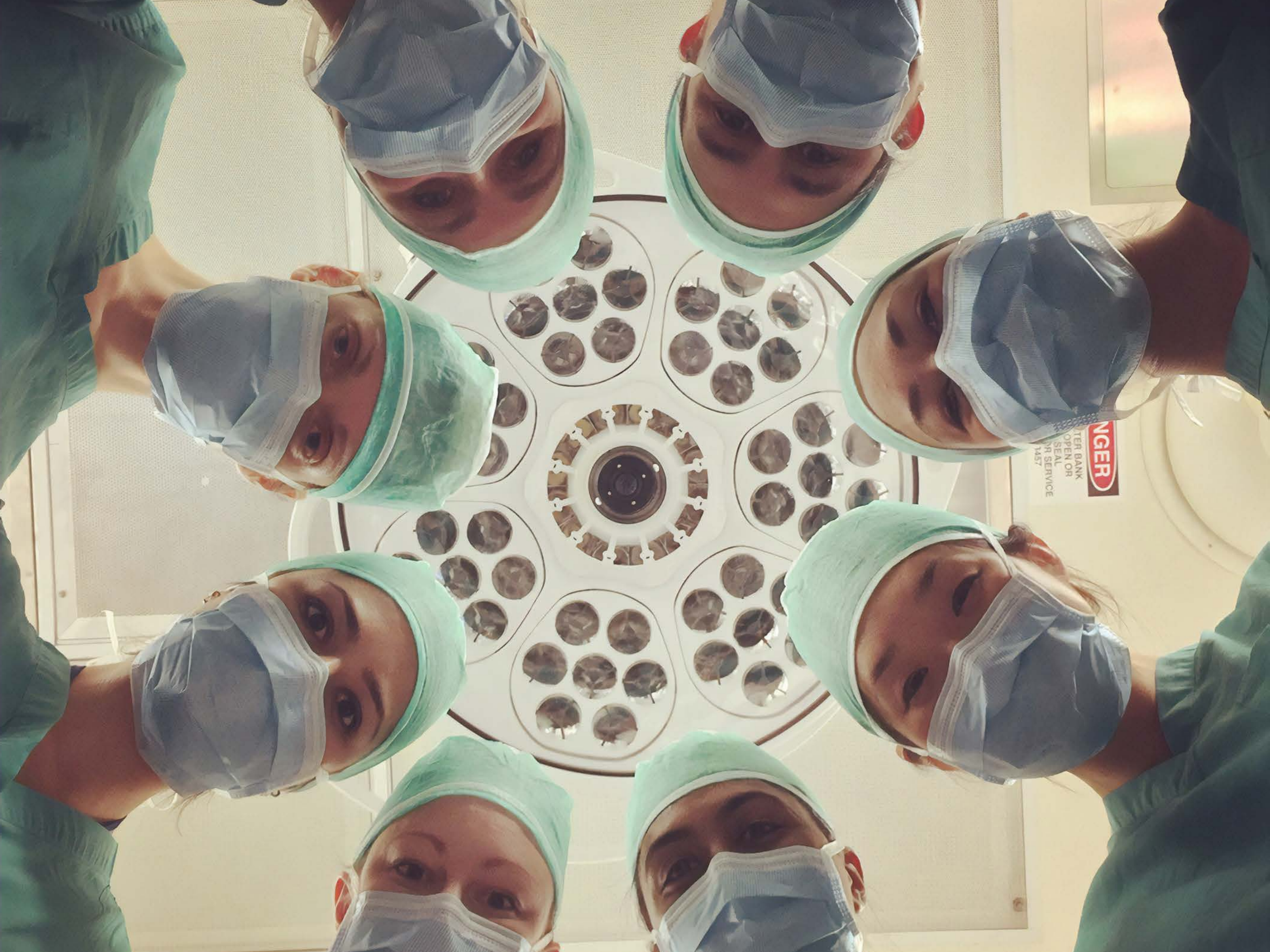
Sage

- Arranger
- Relator
- Strategic
- Analytical
- Responsibility

Be Prepared For The Amygdala Hijack



Fumble Drill



What Gets Done

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mindshift

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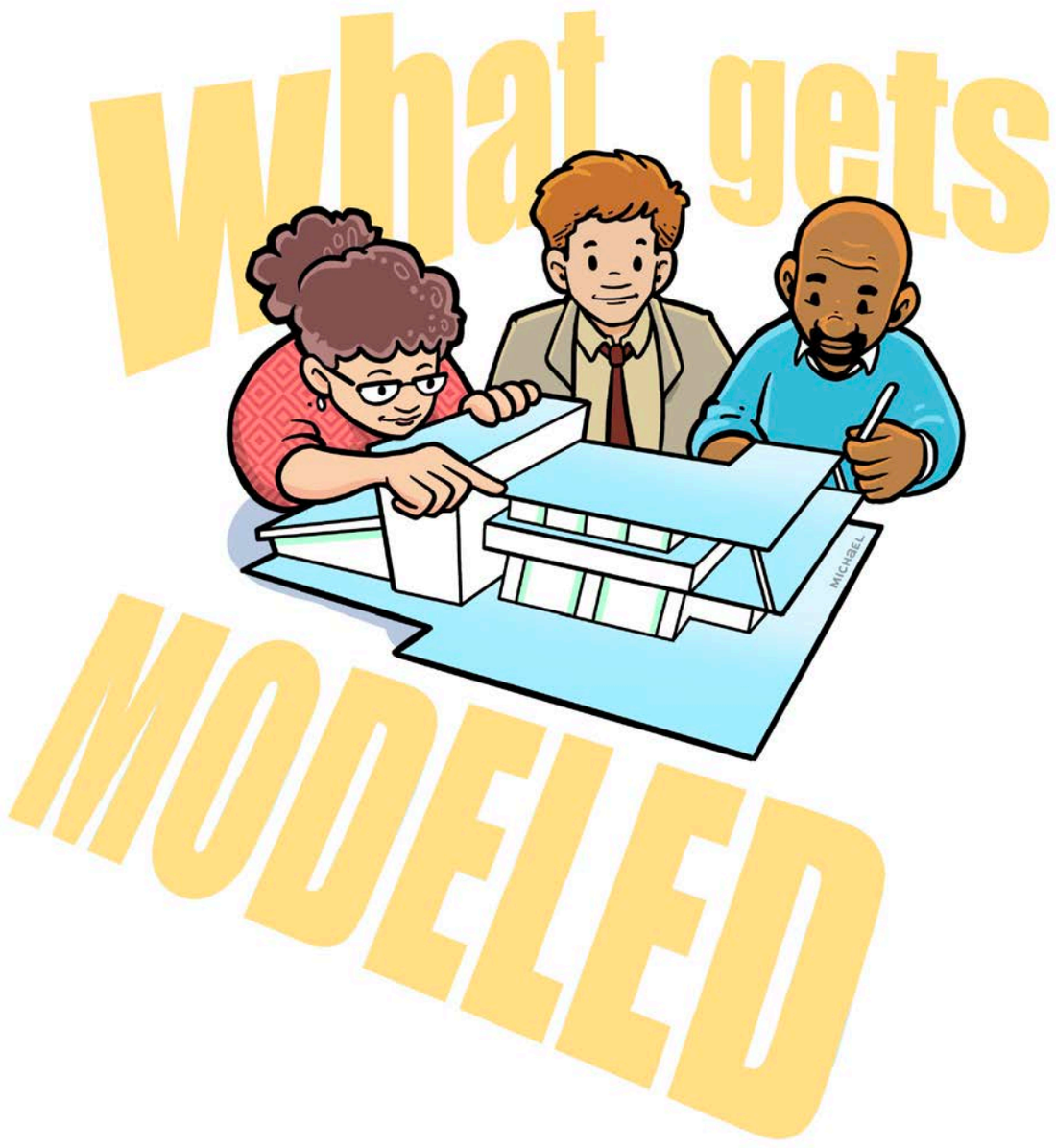
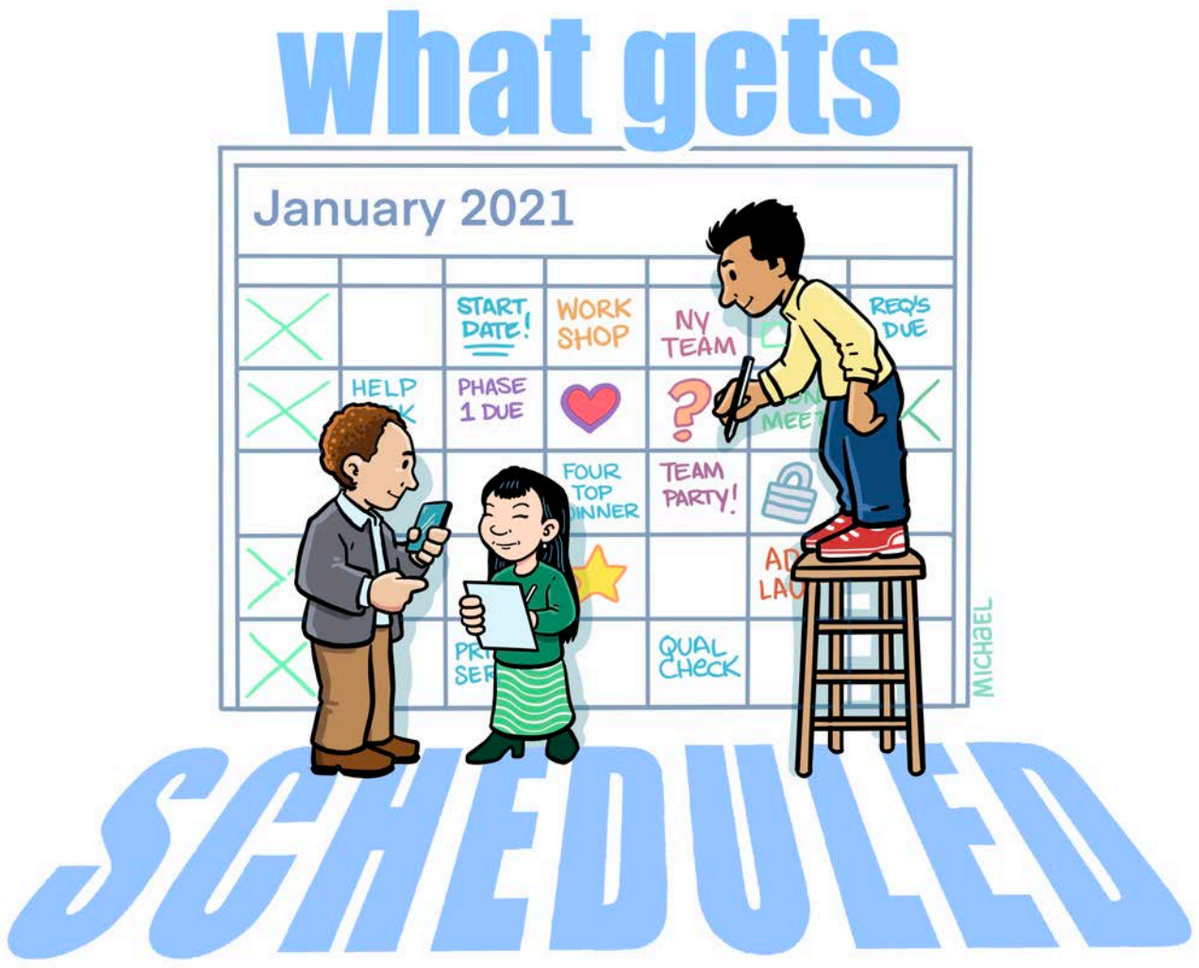
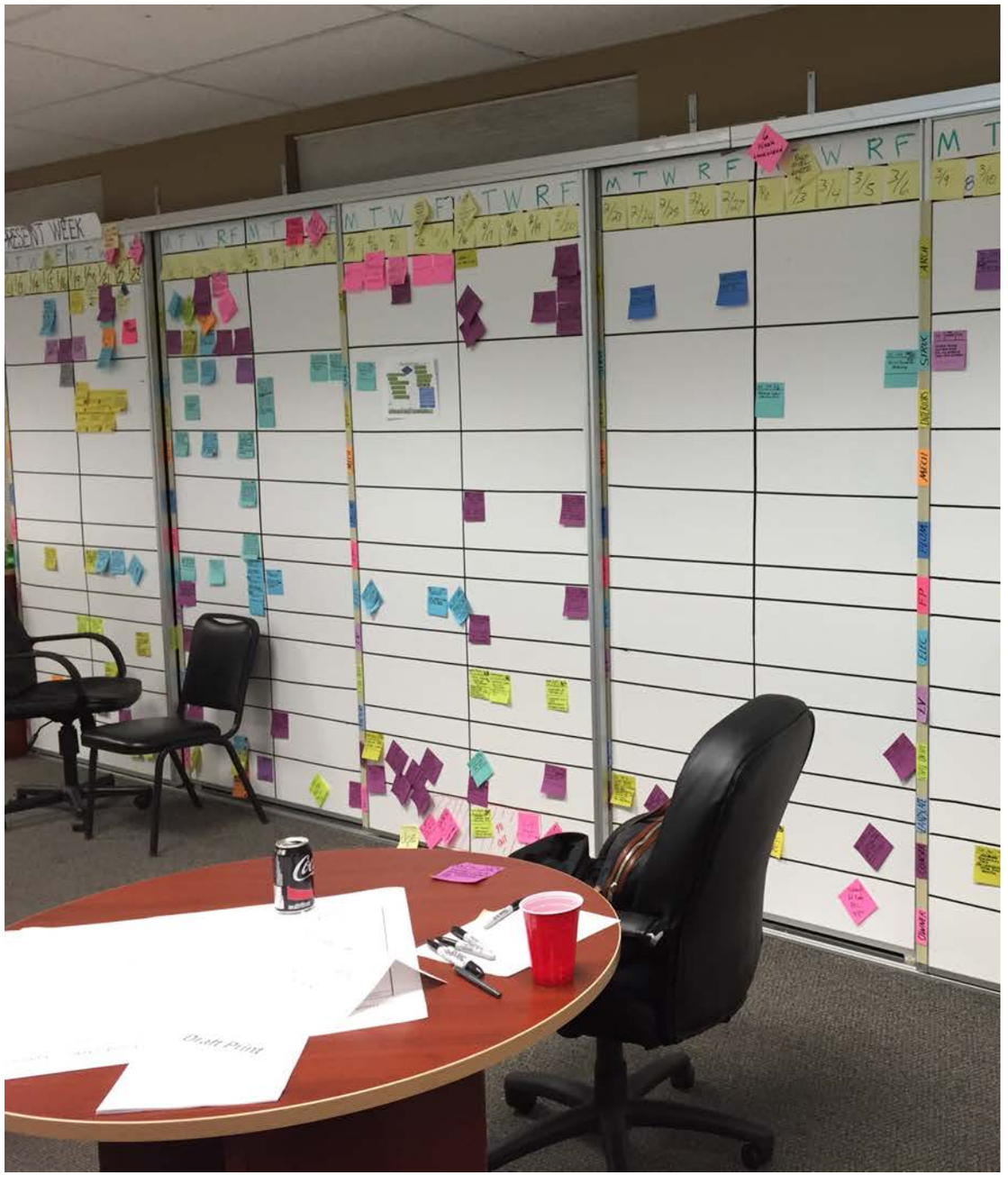
What Gets Pictured

What Gets Modeled



What Gets Scheduled





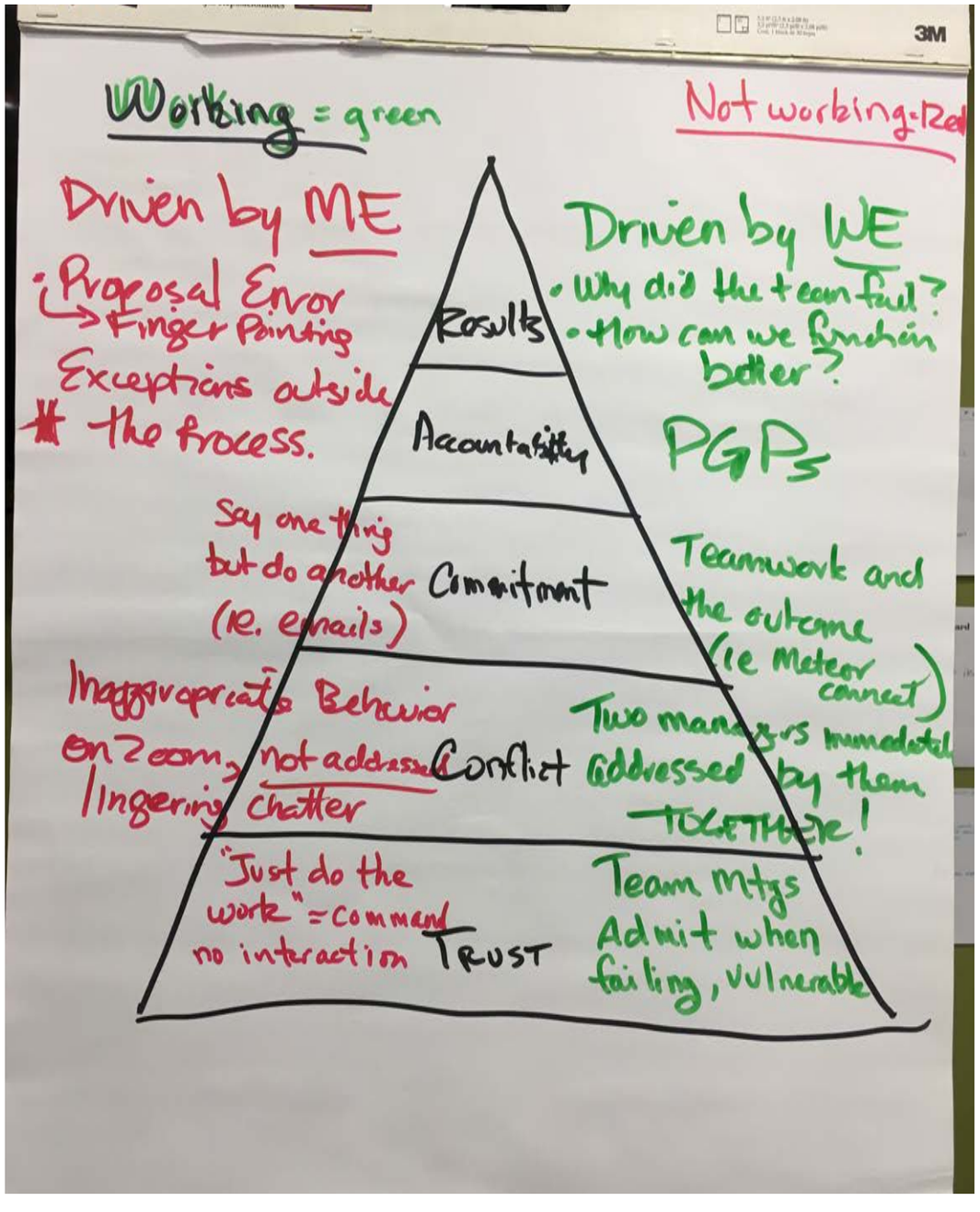
CHANGE **YOUR SPACE,** CHANGE **YOUR CULTURE**

mindshift

What Gets Budgeted

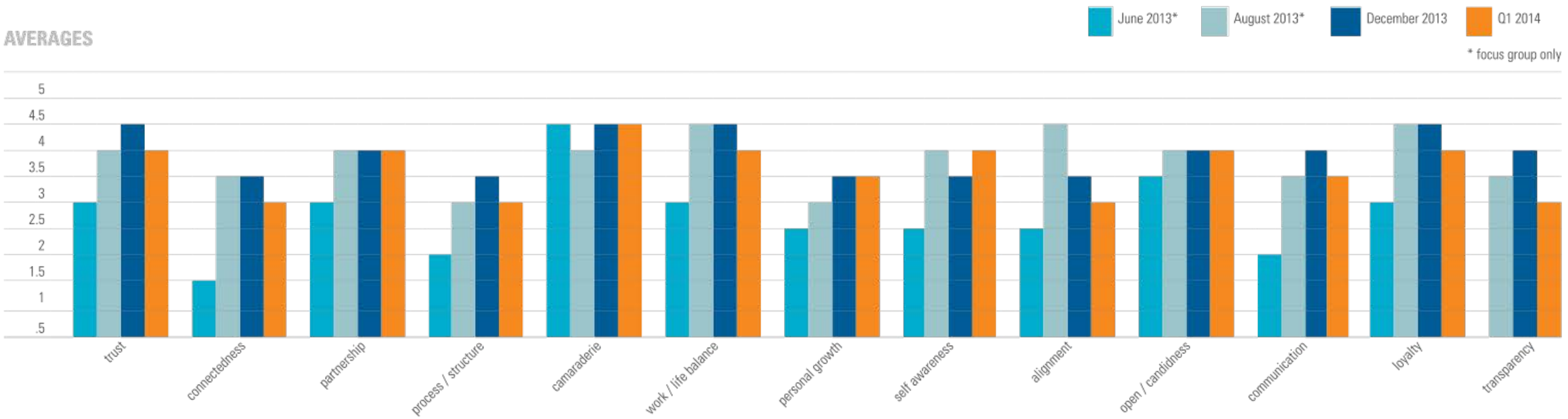
What Gets Trained

What Gets Measured



Measure the Health

Team Health Survey - Q1 2014



BREAKDOWNS

		1	2	3	4	5
Trust	Q1 2014	**11.76% (2)**	17.65% (3)	17.65% (3)	29.41% (5)	**23.53% (4)**
	Q4 2013	0% (0)	5.88% (1)	23.53% (4)	64.71% (11)	5.88% (1)
Connectedness	Q1 2014	**11.76% (2)**	**47.06% (8)**	17.65% (3)	23.53% (4)	0% (0)
	Q4 2013	0% (0)	23.53% (4)	41.18% (7)	35.29% (6)	0% (0)
Partnering	Q1 2014	5.88% (1)	5.88% (1)	47.06% (8)	**17.65% (3)**	**23.53% (4)**
	Q4 2013	0% (0)	0% (0)	47.06% (8)	41.18% (7)	11.76% (2)
Process/ Structure	Q1 2014	0% (0)	**35.29% (6)**	47.06% (8)	11.76% (2)	**5.88% (1)**
	Q4 2013	0% (0)	17.65% (3)	70.59% (12)	11.76% (2)	0% (0)
Camaraderie	Q1 2014	0% (0)	**11.26% (2)**	17.65% (3)	52.94% (9)	**17.65% (3)**
	Q4 2013	0% (0)	0% (0)	17.65% (3)	70.59% (12)	11.76% (2)

		1	2	3	4	5
Work/life balance	Q1 2014	0% (0)	0% (0)	**41.81% (7)**	52.94% (9)	**5.88% (1)**
	Q4 2013	0% (0)	11.76% (2)	17.65% (3)	52.94% (9)	17.65% (3)
Personal growth	Q1 2014	**23.53% (4)**	**17.65% (3)**	5.88% (1)	**47.06% (8)**	**5.88% (1)**
	Q4 2013	5.88% (1)	5.88% (1)	58.82% (10)	29.41% (5)	0% (0)
Self awareness	Q1 2014	0% (0)	**0% (0)**	47.06% (8)	47.06% (8)	**5.88% (1)**
	Q4 2013	0% (0)	5.88% (1)	41.18% (7)	52.94% (9)	0% (0)
Alignment	Q1 2014	**11.76% (2)**	**41.18% (7)**	23.53% (4)	23.53% (4)	0% (0)
	Q4 2013	0% (0)	23.53% (4)	58.82% (10)	17.65% (3)	0% (0)
Open/ candidness	Q1 2014	**5.88% (1)**	**17.65% (3)**	5.88% (1)	47.06% (8)	**23.53% (4)**
	Q4 2013	0% (0)	5.88% (1)	29.41% (5)	58.82% (10)	5.88% (1)

		1	2	3	4	5
Communication	Q1 2014	**5.88% (1)**	29.41% (5)	35.29% (6)	29.41% (5)	0% (0)
	Q4 2013	0% (0)	17.65% (3)	47.06% (8)	35.29% (6)	0% (0)
Loyalty	Q1 2014	**11.76% (2)**	0% (0)	29.41% (5)	41.18% (7)	**17.65% (3)**
	Q4 2013	0% (0)	5.88% (1)	11.76% (2)	47.06% (8)	35.29% (6)
Transparency	Q1 2014	**17.65% (3)**	**35.29% (6)**	11.76% (2)	**29.41% (5)**	5.88% (1)
	Q4 2013	5.88% (1)	5.88% (1)	23.53% (4)	58.85% (10)	5.88% (1)

What Gets Celebrated

Summary

1. Most projects struggle
2. Invulnerability
3. False harmony
4. The 1st 100 Days!
5. Self & other awareness
6. **Internal coaches**
7. What Gets Done

Vince Lombardi

"Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.

It Only Happens By Design

"Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.

This concludes The American Institute of Architects Continuing Education Systems Course

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