

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

It Takes a Village

What “One Company” Really Means when Building Great Teams

Mike Marchman, Brasfield & Gorrie


Katie Wells, Brasfield & Gorrie

Michelle Whiteside, Brasfield & Gorrie


THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

About Us


Fast Facts




EST. 1964
56 YEARS IN BUSINESS




56 YEARS
HEALTHCARE EXPERIENCE




200+
ACTIVE JOBSITES




100+
ACTIVE HEALTHCARE JOBSITES



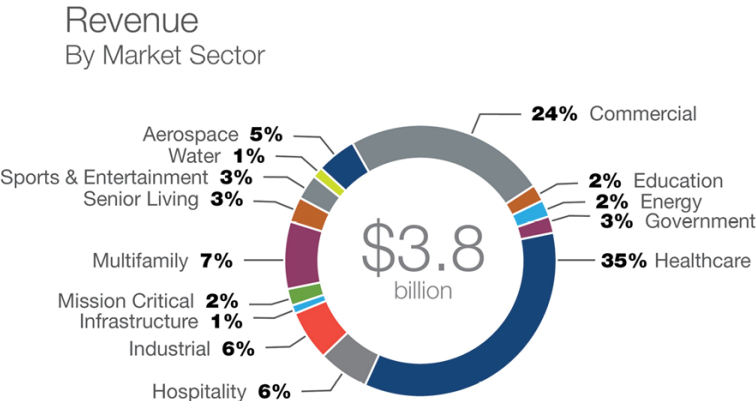
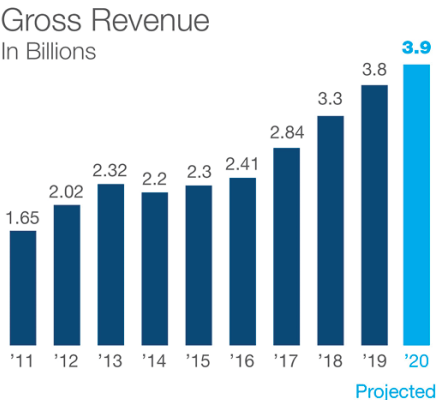
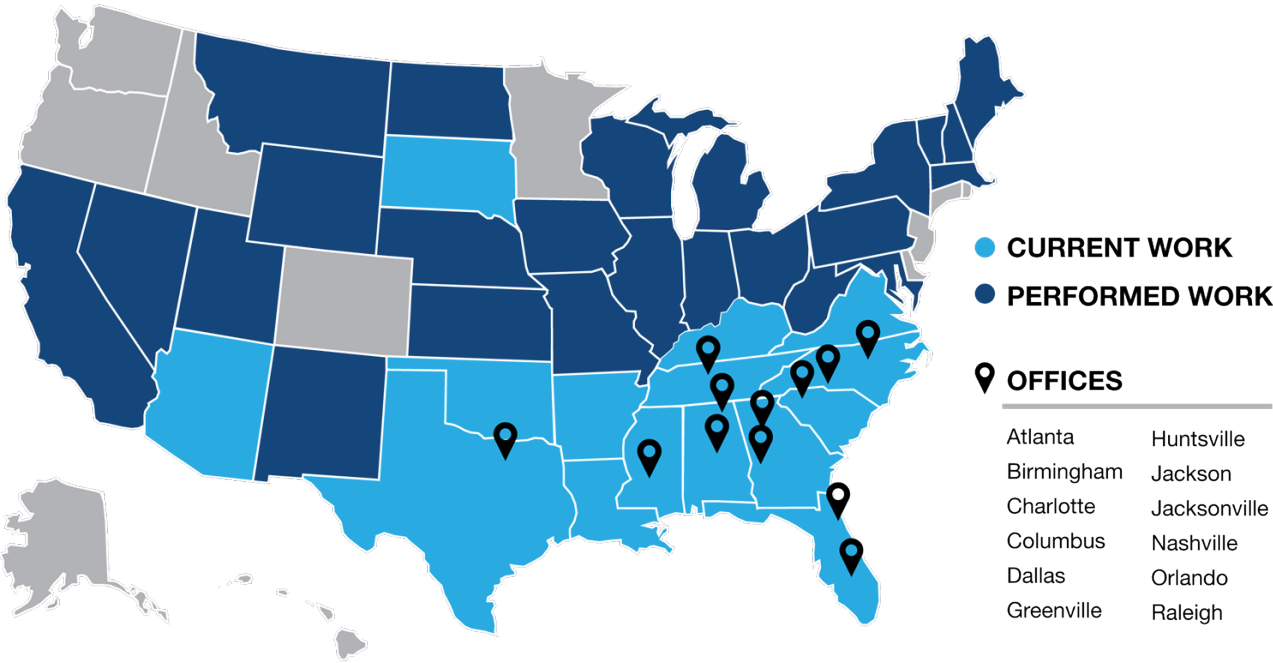
3,000
EMPLOYEES



#3
MODERN HEALTHCARE
HEALTHCARE
GENERAL CONTRACTOR



#22
ENGINEERING NEWS-RECORD
TOP 400 CONTRACTORS



Self-Perform Contractor



5+ million
CUBIC YARDS OF CONCRETE
POURED SINCE 2003



294
SUPERINTENDENTS



52
FIELD ENGINEERS



233
FOREMEN



1,800+
FIELD EMPLOYEES



4,000+
EQUIPMENT FLEET



Our Approach



RESPECT & SETTING COMMON GOALS



BUILDING A HEALTHY TEAM ENVIRONMENT



EMPOWER & IMPROVE TOGETHER

Great teams don't happen by accident



Lean Construction Institute
Transforming the Built Environment

Respect - Setting Common Goals

THE PROCESS:

- Set expectations early to gain alignment
- Identify the common goals
- Leverage resources
- Identify resources with strong problem-solving skills
- Utilize cross Regional and Corporate Communication
- Lean & Last Planner strategies

Last Planner System

A tool to ensure execution of the project schedule through subcontractor collaboration, commitments, and daily accountability



Respect - Setting Common Goals

REGIONAL & DEPARTMENT PLANNING EXAMPLE

- Lean managers facilitated planning and root cause problem solving sessions across the company
- Regional & Corporate leadership used the outcomes from these sessions to align company goals & initiatives



Respect - Setting Common Goals

Define the Problem



Dig into Why?



Establish Countermeasures



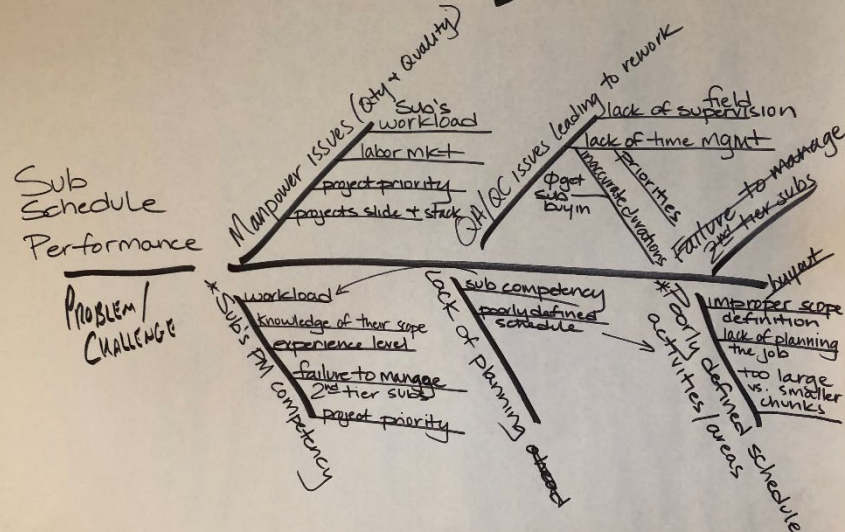
Prioritize

DEFINE THE PROBLEM

SUBCONTRACTOR PERFORMANCE & ACCOUNTABILITY

- * Schedule performance
 - ↳ slippages lead to stacking, OT, delays downstream activities
- Lack of planning ahead / understanding schedule expectations
- Manpower issues
 - ①
- ⇒ Sub PM competency (Knowledge of project, engagement, experience)
 - Too Large of an area in a schedule for Subs to plan for (None in on specifics)
 - Scope gaps
 - ↳ design docum issues
 - Delaying addressing an issue w/ a sub
- ⇒ QA/QC causing rework
- ⇒ Failure to manage 2nd tier subs
- Variation in how we "discipline" them
 - ↳ what threats we use & are we enforcing recourse
- creates neg. perception of our ability to manage

DIG INTO WHY?



ESTABLISH COUNTER-MEASURES

- Strong buyout meetings
- Startup meetings w/ the actual PM/foreman and the 2nd tier supervision
- Precon solicitation - expand the pool
- ① Breaking up overall activities into interim milestones to go. progress sooner
 - High Impact / Med Effort
- ② Implement WWP/Daily huddles
 - High Impact / High Effort
- ③ Question/Investigate durations and expected production up front
 - High Impact / Low effort

PRIORITIZE



Respect - Setting Common Goals

THE RESULTS:

- Engagement
- Buy in & Ownership
- Clarity around goals & mission
- Respect



Respect – Setting Common Goals

LEAN & LAST PLANNER STRATEGY

The Process:

- Collaborative strategy with project team
- Gain understanding of what the team/project needs and wants
- Tailor the approach to align with team goals



Respect – Setting Common Goals

LEAN & LAST PLANNER STRATEGY

The Results:

- Entrepreneurial spirit
- Ownership of the plan
- Better engagement
- Execution & follow through



Our Approach



RESPECT & SETTING COMMON GOALS



BUILDING A HEALTHY TEAM ENVIRONMENT



EMPOWER & IMPROVE TOGETHER

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Building a Healthy Team Environment

The Process:

- Leverage team talents using Core Clarity
- Intentional Focus on Diversity & Inclusion
- Identify Roles & Responsibilities
- Corporate Collaboration
- **Have fun!**

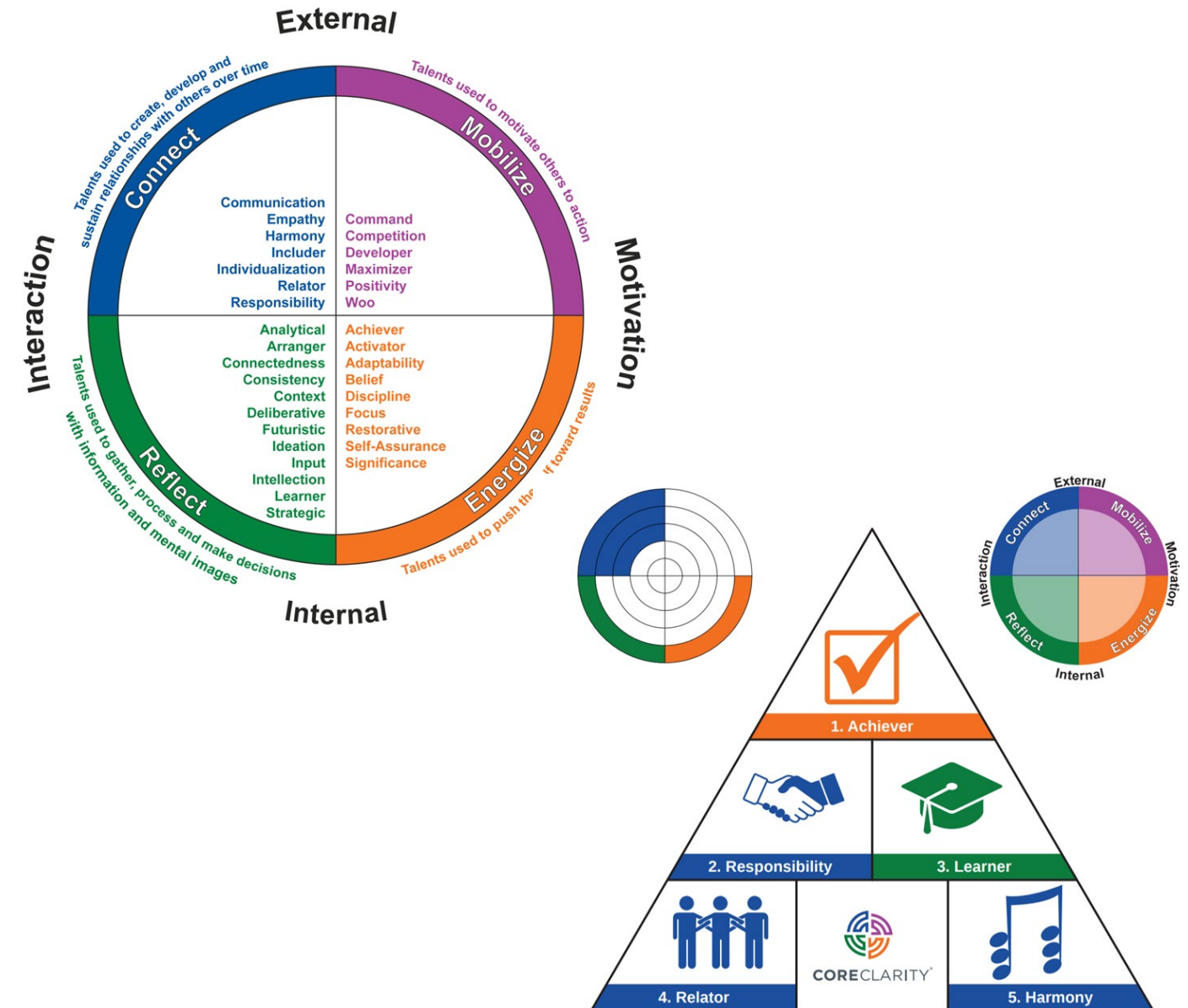


Building a Healthy Team Environment

CoreClarity

The process:

- Personality assessment
- Internally facilitated workshops
- Project teams, corporate departments, clients & designers



Building a Healthy Team Environment

CoreClarity

The Results:

- Teams are engaged at a deeper level earlier
- Teams leverage the talents of individuals to enhance the team
- Breaks down communication barriers
- Quickly builds a foundation of trust



Building a Healthy Team Environment

Women's Resource Group Example

Mission:

Brasfield & Gorrie is committed to the advancement, development, and retention of women in construction operations positions and mentoring of future women leaders in our company and industry.



Our Approach



RESPECT & SETTING COMMON GOALS



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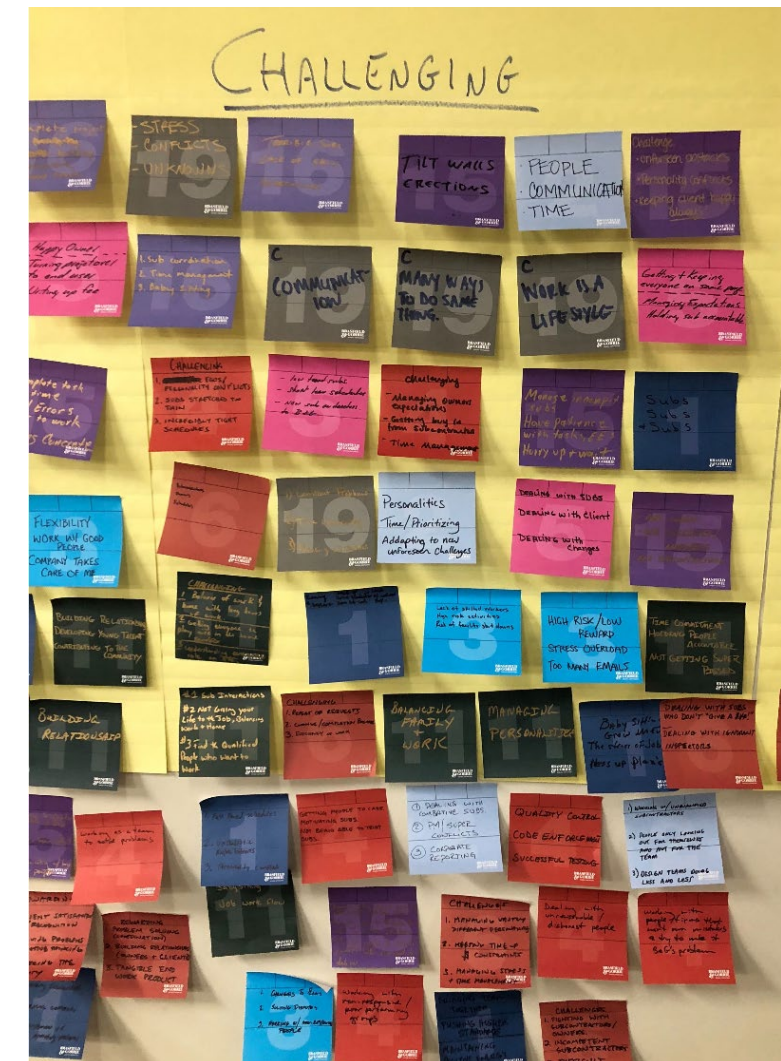
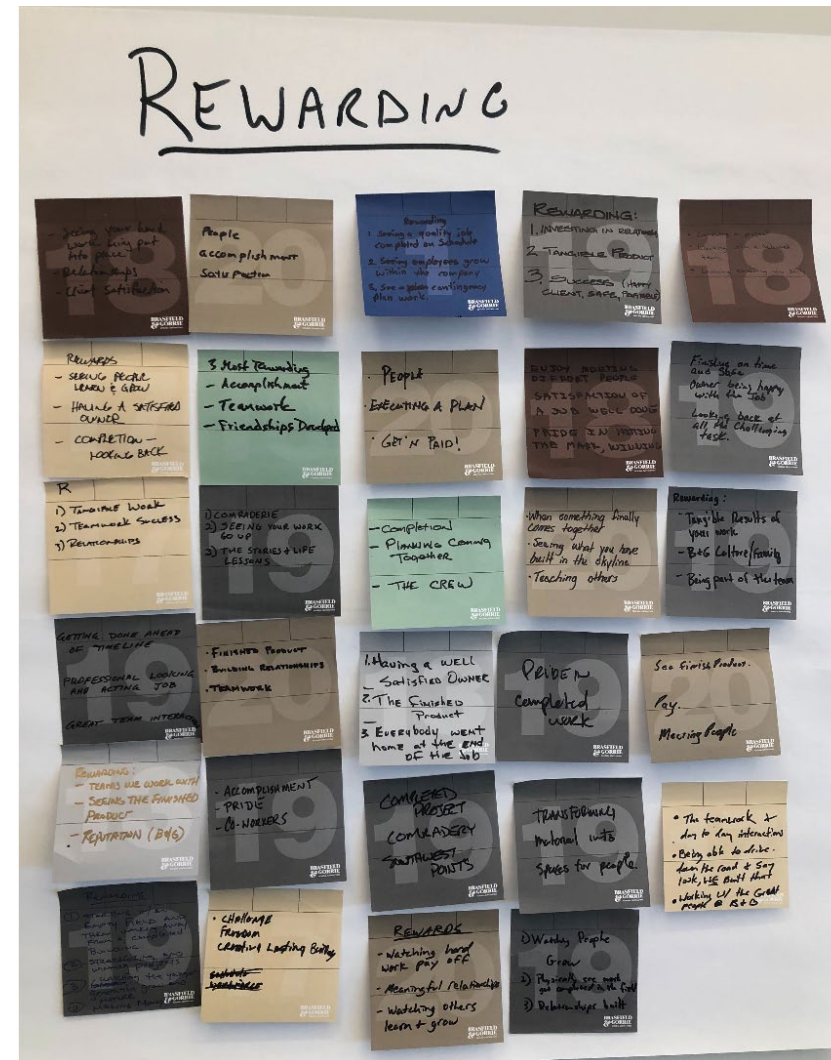
Empower & Improve Together

The Process:

- Retrospectives & Reflection

Example:

Team alignment & reflection event



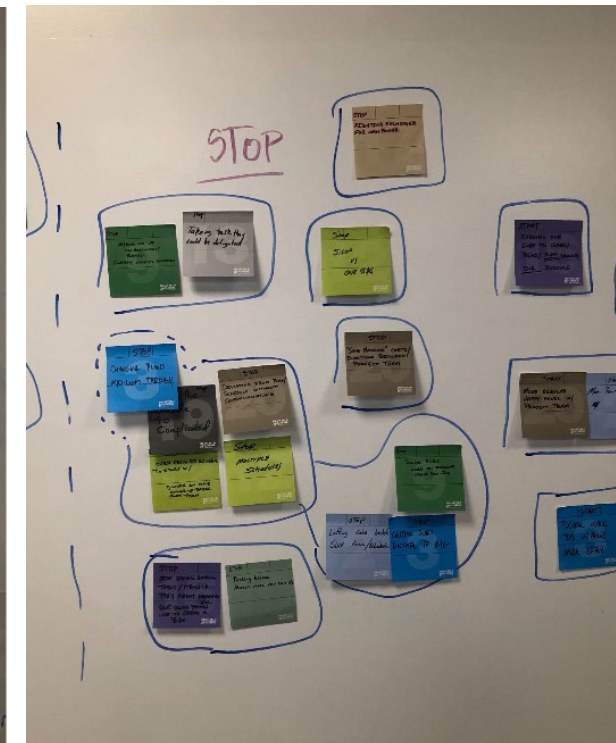
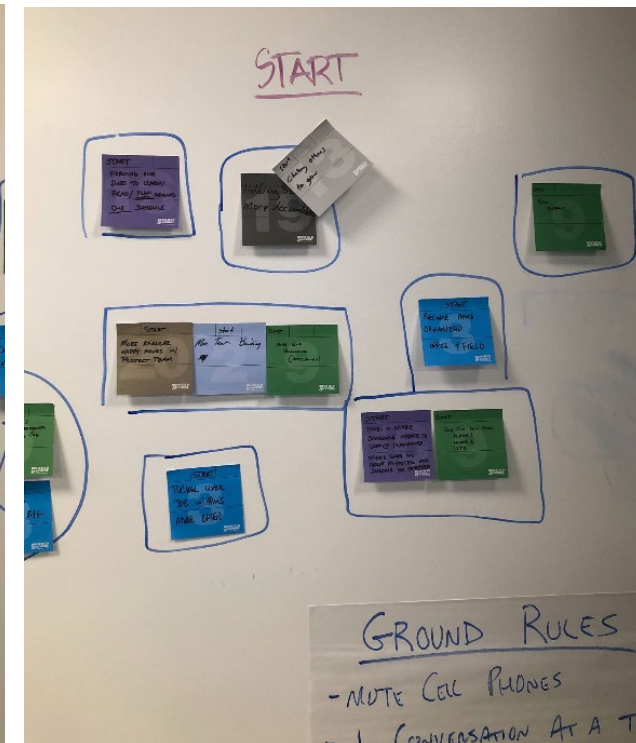
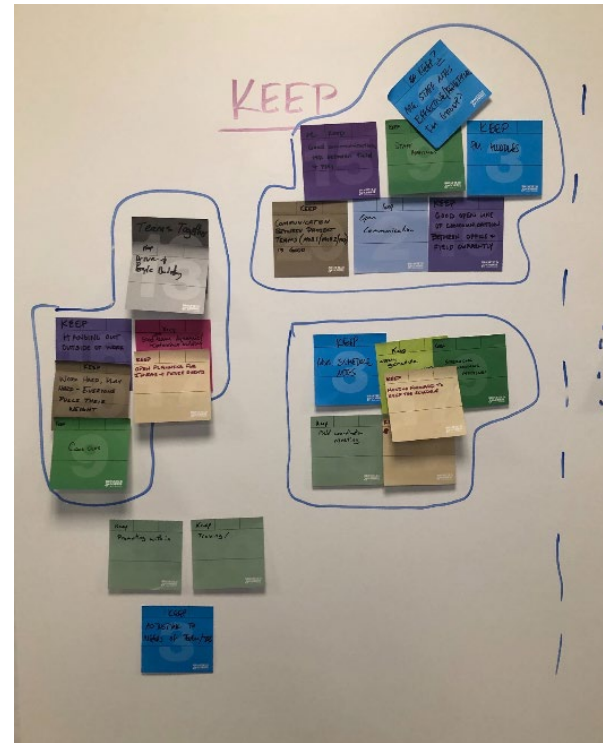
Empower & Improve Together

The Process:

- Retrospectives & Reflection

Example:

Interim Project Retrospective



Empower & Improve Together

COVID Response Retrospective Example

- Internal reflection on our response
- Continuously looking for areas to improve based on the current situation
- Ensuring we are aligned and identifying with the employee base



PURPOSE
Building exceptional people, trusting relationships, great projects, and strong communities

VALUES
Safety
Performance
Integrity
Respect
Innovation
Teamwork

FOUNDATION
Our legacy is built on honoring commitments and living by the Golden Rule

COVID-19

COVID-19 Home

COVID-19 Information and FAQs

COVID-19 Preparedness

COVID-19 Project Team Guidance

COVID-19 Return-to-Office Employee Guidelines

COVID-19 Travel and Meeting Guidance

Working from Home

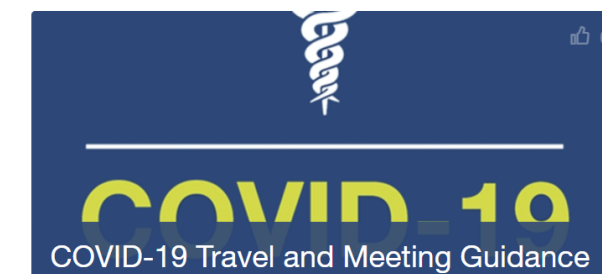
CDC Updates and Links

Additional Resources

COVID-19 Information

Our COVID-19 Response Team (CRT) continues to monitor and respond to the COVID-19 situation as we work to prioritize our employees' health and safety while sustaining our business operations, which are crucial to the long-term financial health of our people, our communities, and our clients who rely on us.

Latest Updates



Quick Links

[Brasfield & Gorrie COVID-19 Safety Plan](#)

[Return-to-Office Employee Guidelines](#)

[Brasfield & Gorrie COVID-19 FAQs](#)

[CDC - COVID-19 Information](#)

[OSHA - COVID-19 Information](#)

[WHO - COVID-19 Information](#)



Empower & Improve Together

The Results:

- Develops a culture of growth and improvement
- Empowers transparent communication
- Identifies the areas of focus for improvement
- We have a lot of fun!



How can you apply this tomorrow?

- *Get a plan:*
 - Schedule goal aligning sessions

- *Be Intentional:*
 - Set up team health events
 - Consider personality assessments like CoreClarity

- *Reflect & Improve*
 - Have the courage to do it!



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In the spirit of continuous improvement, we would like to remind you to complete this session's survey in the Congress app! We look forward to receiving your feedback. Highest rated presenters will be recognized.

Contact Us

Mike Marchman

Brasfield & Gorrie, General Contractors

mmarchman@brasfieldgorrie.com

Katie Wells

Brasfield & Gorrie, General Contractors

kwells@brasfieldgorrie.com

Michelle Whiteside

Brasfield & Gorrie, General Contractors

mwhiteside@brasfieldgorrie.com



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Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!