

23<sup>RD</sup> ANNUAL



23<sup>RD</sup> LCI CONGRESS  
OCTOBER 19-22

# Our Journey: Using Organizational Design to Improve Construction Management

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LEARN BY DOING FROM THOSE WHO DO

October 21, 2021

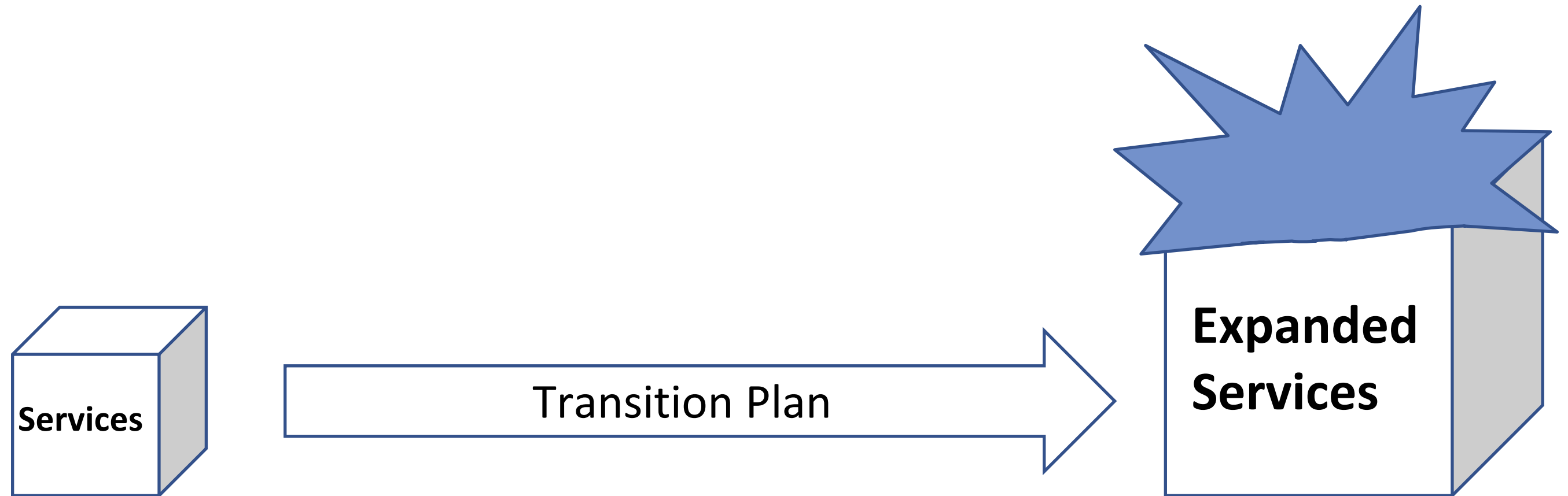


# Health precautions to keep everyone as safe as possible at Congress:

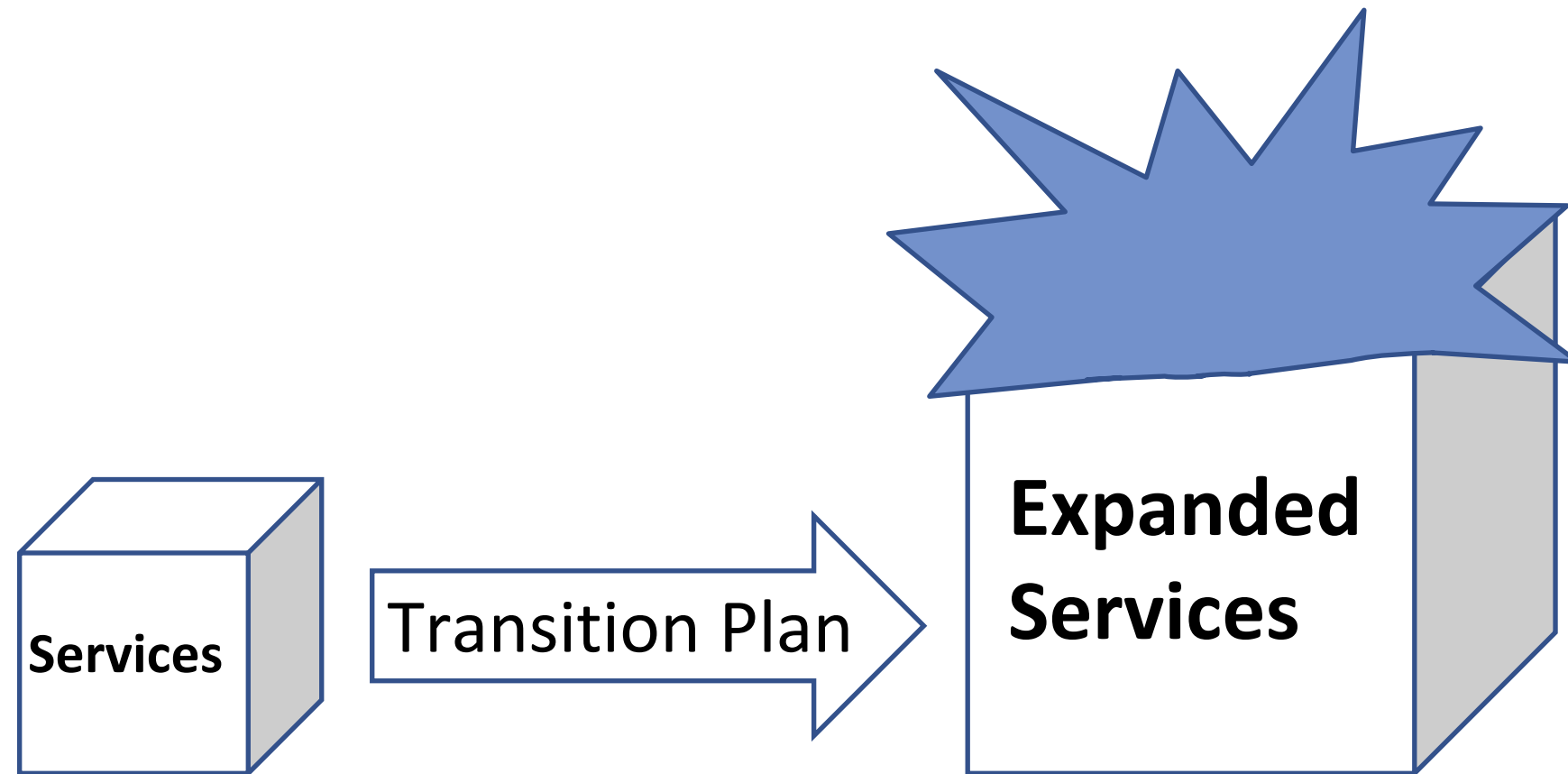
- Wear masks at all times in indoor events.
- Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- Practice social distancing to the extent possible. Seating at plenary sessions is being structured to help with this.
- If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!



# Background

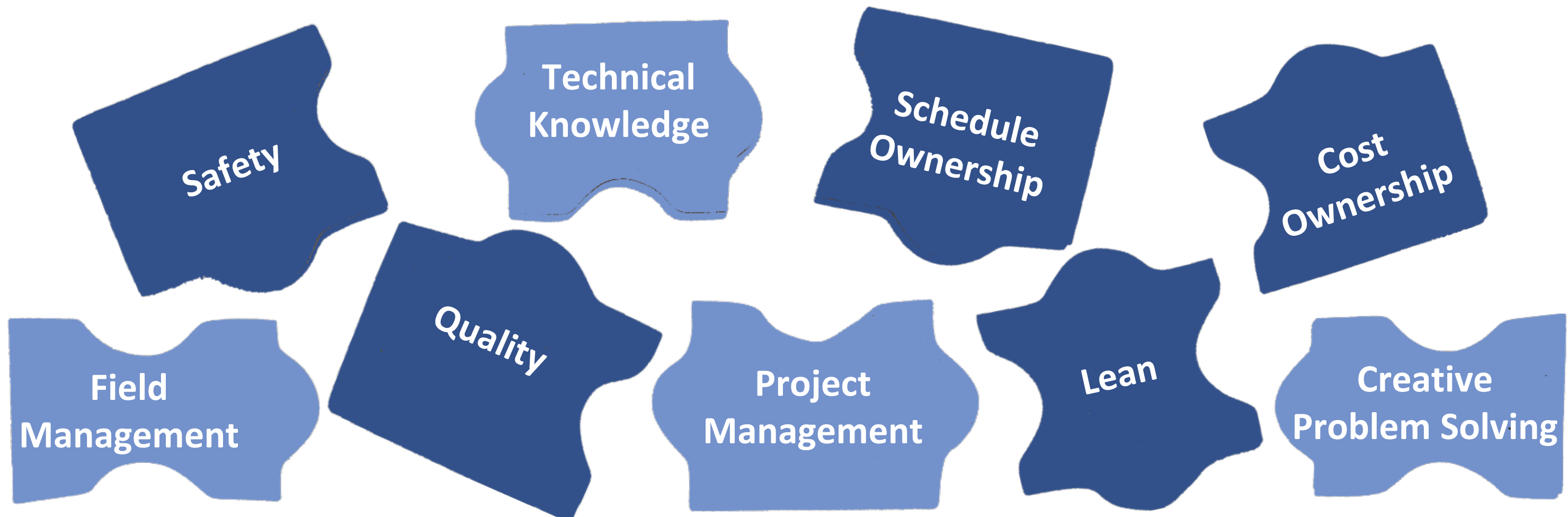


# Background



# Problem Statement

- Owner was not satisfied with our construction management (CM) organization's transition plan and timeline to provide expanded services.

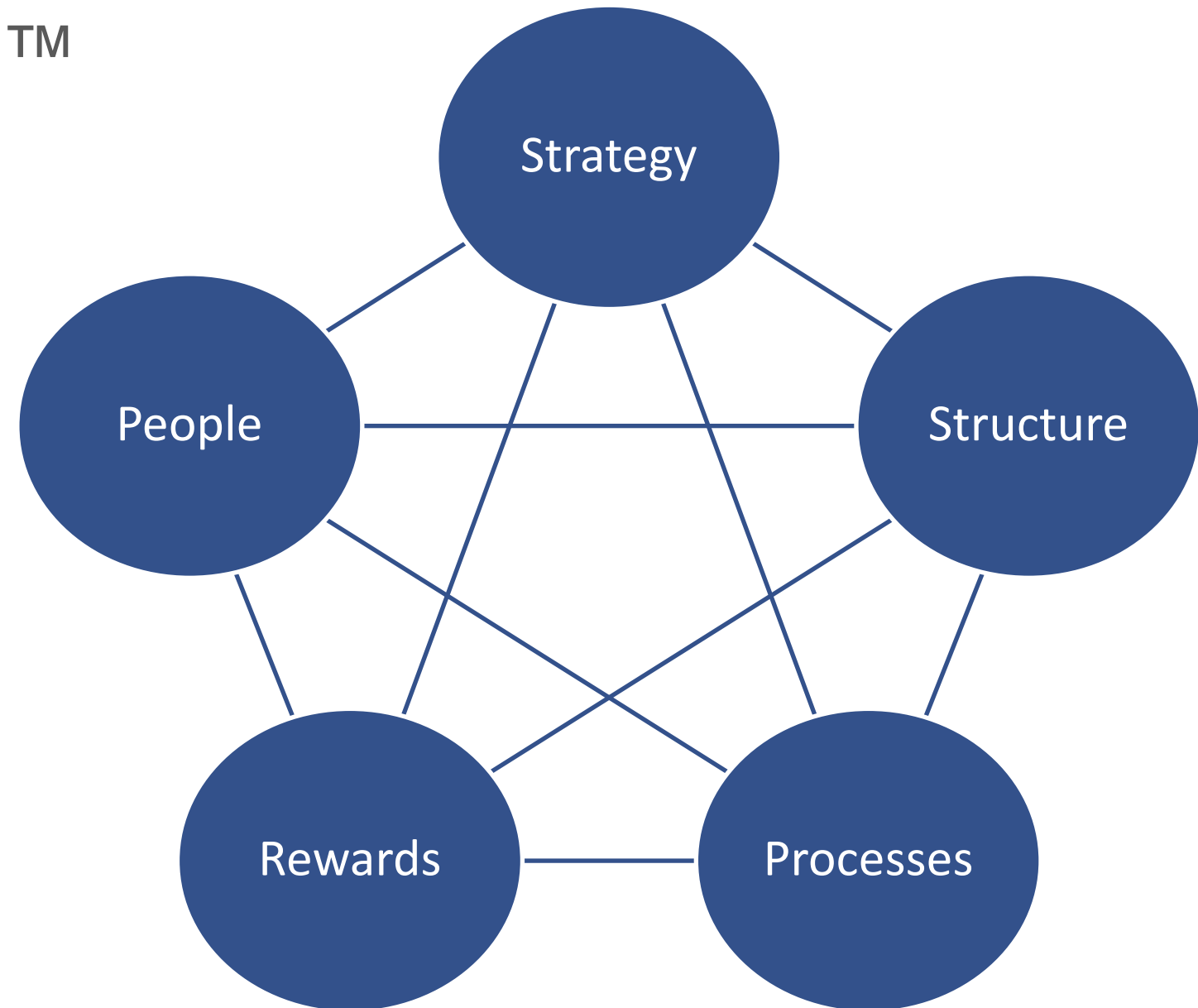


# Organizational Design



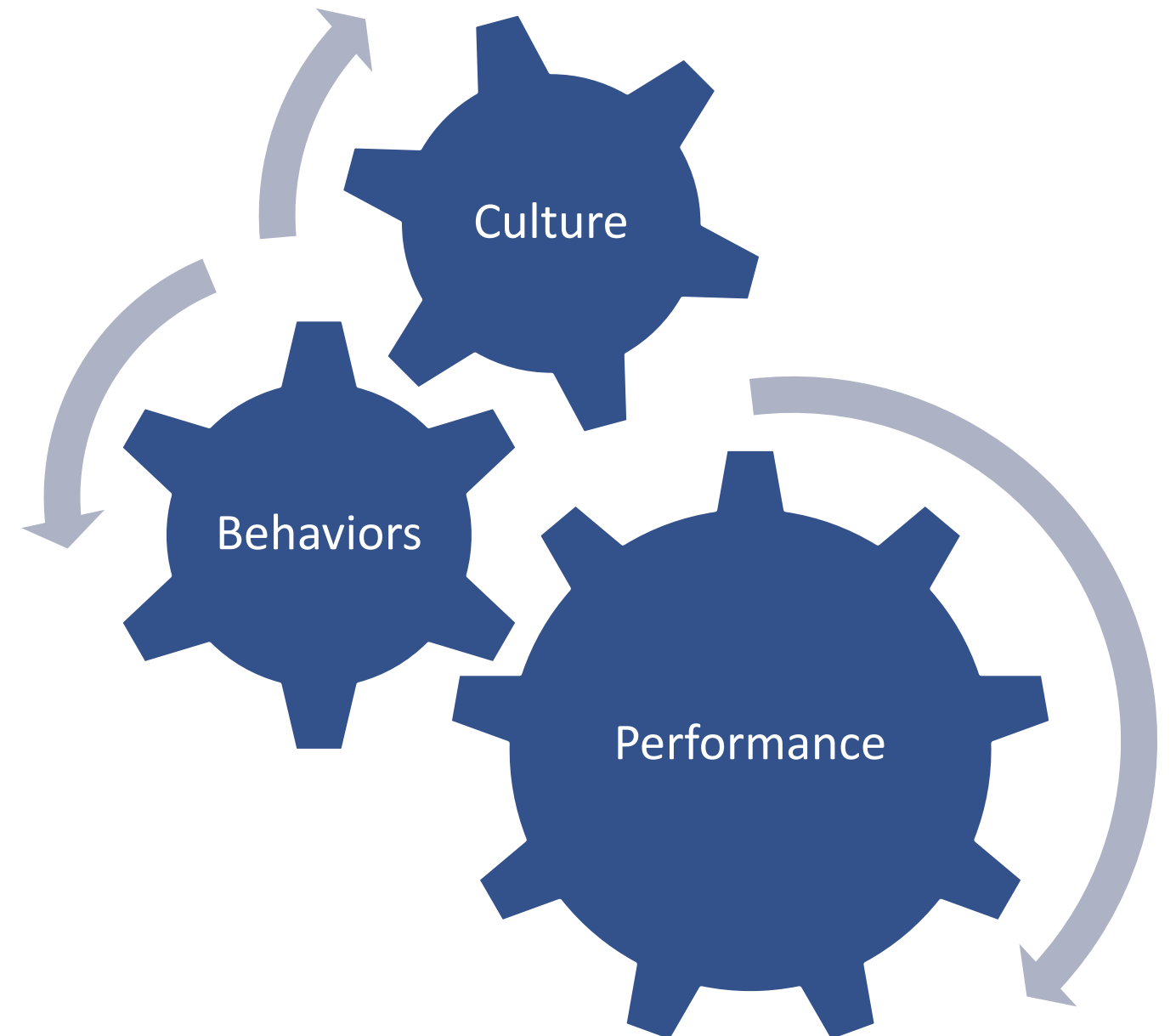
# Framework

- Jay Galbraith's Star Model™



# Framework

- The WHY behind the results
  - Define desired outcome
  - Behaviors drive outcome
  - Culture drives behaviors





# Project Delivery Center of Excellence (PDCE)

- Define critical systems/processes
- Assign owners
- Identify ideal state
- Use PDCA process

# Learnings



# Learnings

- Leadership
  - Engaged
  - Supportive
  - Role Model
- Communication
- Coaching

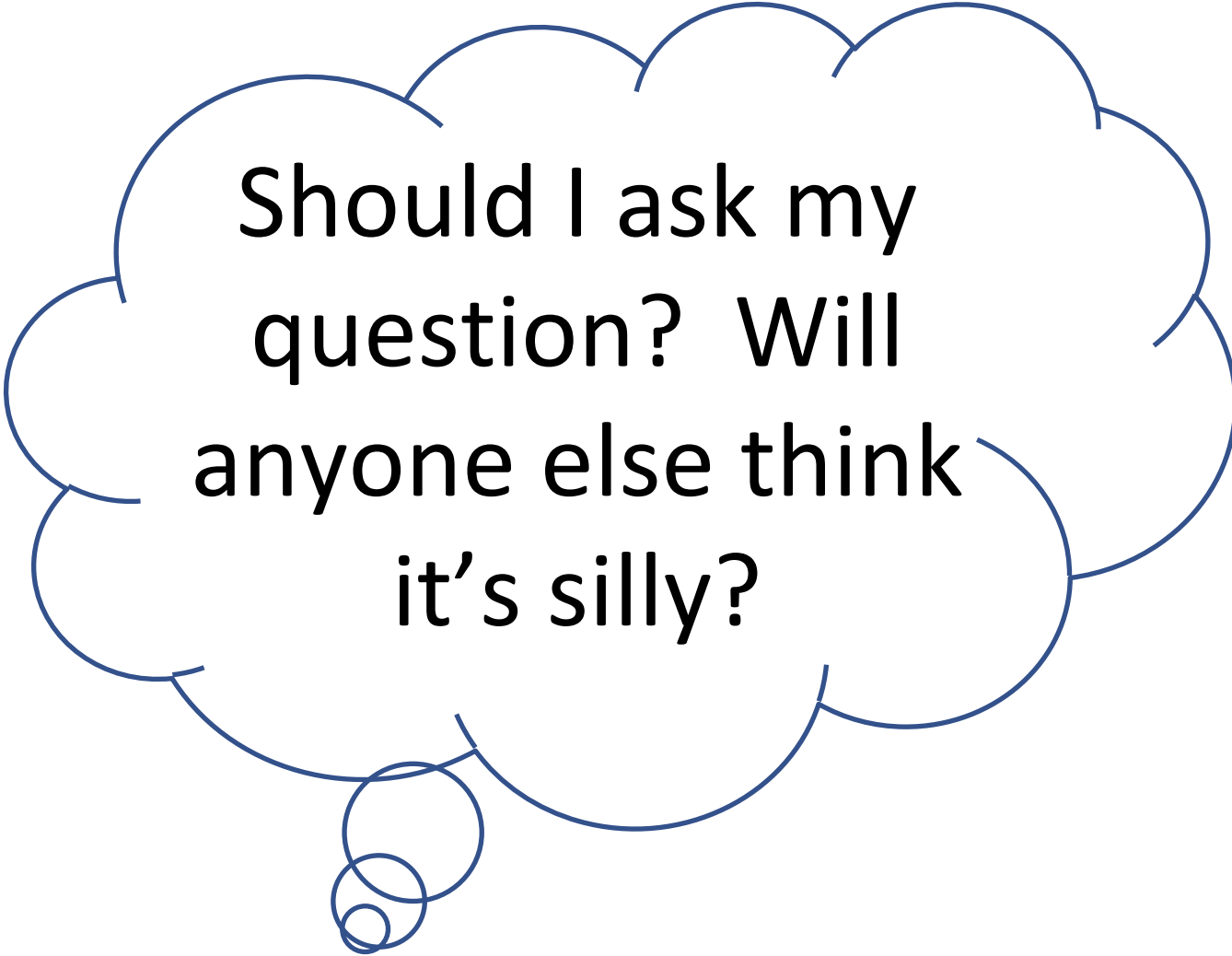


## How can you apply this tomorrow?

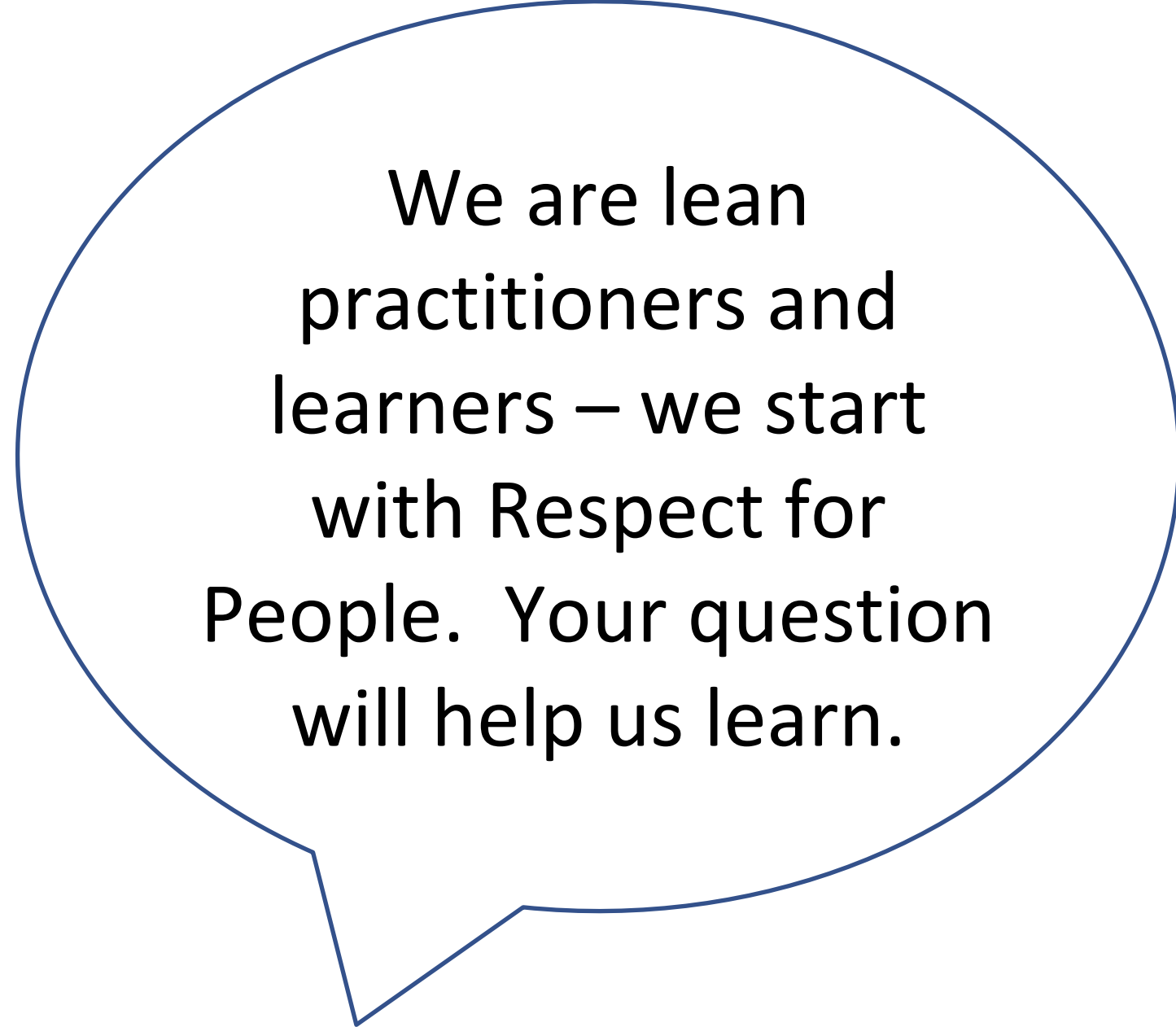
- *Analyze the design of your organization to understand the WHY behind your results*
- *Stop and make a change when you don't get the desired results*
- *Develop a coaching strategy and implement quickly*



# Questions???



Should I ask my question? Will anyone else think it's silly?



We are lean practitioners and learners – we start with Respect for People. Your question will help us learn.



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**In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.**

# Contact Us

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**Thank you for attending this presentation. Enjoy the rest of the 23<sup>rd</sup> Annual LCI Congress!**