

25<sup>TH</sup> ANNUAL



25<sup>TH</sup> LCI CONGRESS  
OCTOBER 24-27, 2023

# DEI supercharges Lean Excellence #140

**Eric Twigg** – SVP Lean, Quality, Innovation,  
Technology – Walbridge

**Cynthia Weaver** – VP Information  
Technology - Walbridge

**25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY**

OCTOBER 25, 2023



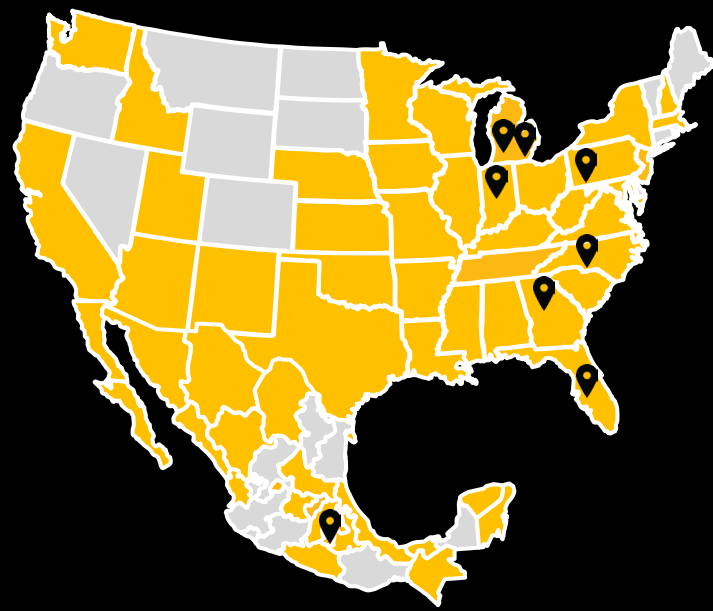
# Your Presenters



**Cynthia Weaver**  
VP Information Technology



**Eric Twigg**  
SVP Lean, Quality,  
Innovation, Technology



Where We've Worked    Office Locations

## About Us

- 0.43 EMR - 2023
- Top 40 construction company in the U.S.
- 107-years experience, founded in 1916
- \$6.3 billion USD annual sales
- More than 14.5M+ annual craft hours
- Experts in delivering complex & technical projects
- 7 domestic U.S. / 3 international office locations
- 1,500 global team members
- 95% repeat clients

## Single Source

- Consulting
- Planning
- Site Selection
- Procurement
- Construction
- Process Equipment Install
- Facility Management
- Concrete
- Technology
- Architecture / Engineering



### Locations

- Atlanta, Georgia
- Charlotte, North Carolina
- **Detroit, Michigan (HQ)**
- Kalamazoo, Michigan
- Kokomo, Indiana
- Mexico City, Mexico
- Pittsburgh, Pennsylvania
- Sao Paulo, Brazil
- Tampa, Florida
- Windsor, Canada



### Delivery Systems

- FEL Studies
- Preconstruction
- Construction Management
- Design-Build
- General Contracting
- Program Management
- Integrated Project Delivery
- EPC / EPCM
- Facility Management



### 2022 ENR Rankings

- #1 – Automotive *(last 20 years)*
- #1 – Manufacturing
- #3 – Aerospace
- #4 – Co-generation
- #6 – Steel & Non-ferrous Plants
- #12 – Data Centers
- #14 – Telecom
- #39 – ENR Top 400
- #46 – Industrial Process
- #48 – Power



### Self-Perform

- Design
- Structural Concrete / Placement
- Structural Steel Erection
- Selective Demolition
- Heavy Rigging
- Emergency Shutdowns
- Plant Relocation / Shutdowns
- Tooling / Equip. Shutdown
- Technology (Field / Radar / Laser / etc.)



# DEI supercharges Lean Excellence: Walbridge's DEI Journey

☐ Journey  
Last 3 yrs.



✓ June 2020



# DEI supercharges Lean Excellence: Walbridge's DEI Journey

1. Where to start?
2. How to leverage lessons learned?
3. How to engage leaders and team members?
4. Where are we going and Who are we?
5. What processes and resources and are required?
6. How do we measure progress?
7. Lessons Learned > Apply tomorrow!



# DEI supercharges Lean Excellence: Walbridge's DEI Journey

## Diversity

- The **mix of individual differences** that make a difference in interactions with others.

## Equity

- Getting **each individual** what they **need to succeed** based on where they are and the journey ahead.

## Inclusion

- Getting the **mix of individuals** to **work well together** when **differences are valued and respected**.



## Others:

- **DEIB**
- **DEIA**
- **JEDI**
- **REDI**

# 1 - Where to start?



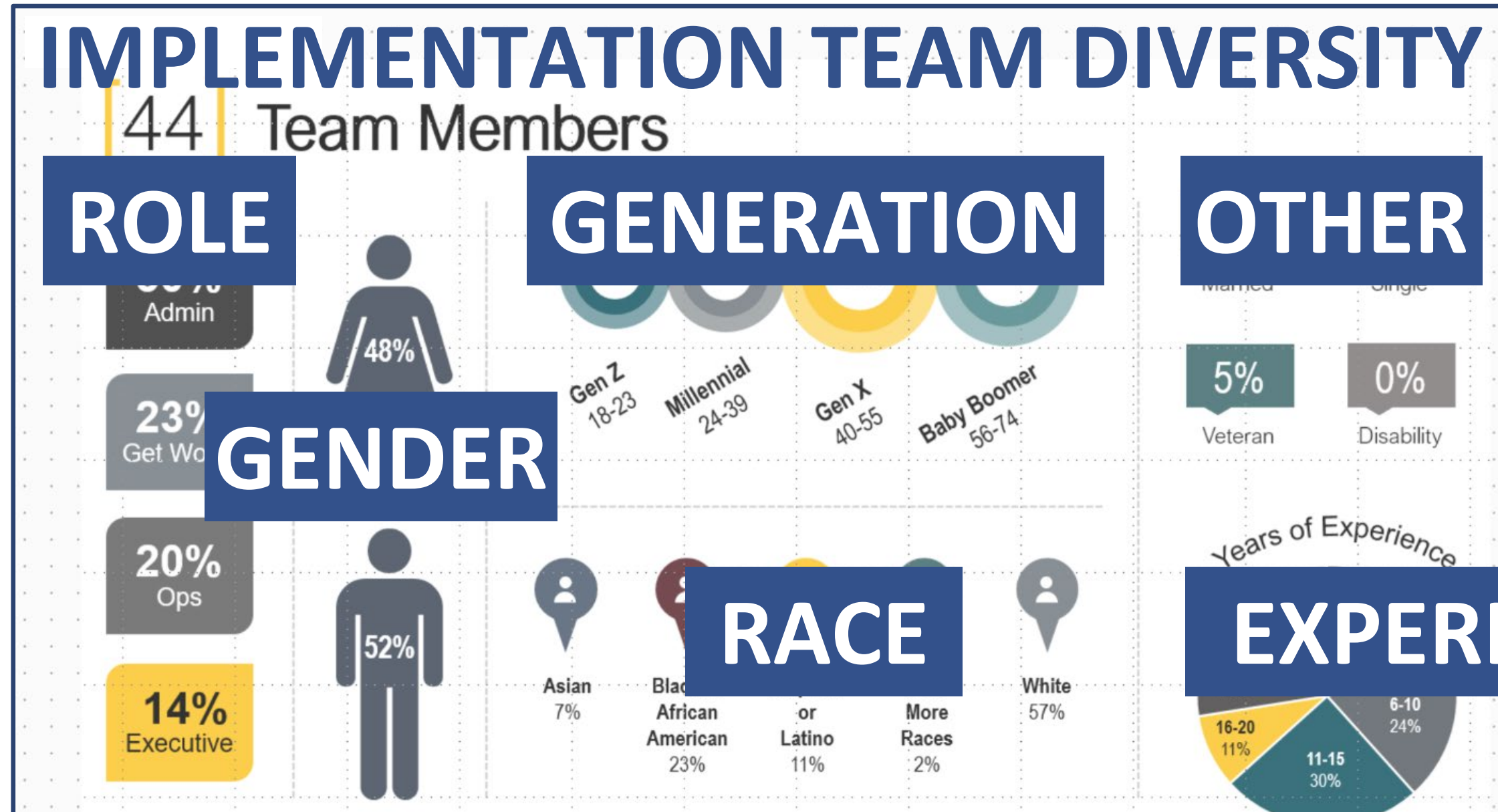


# 1 – Where to Start?





# 1 – Where to Start?



## 2 - How to leverage lessons learned?





## 2 - How to leverage lessons learned?

**>2400**

signatories

**85+**

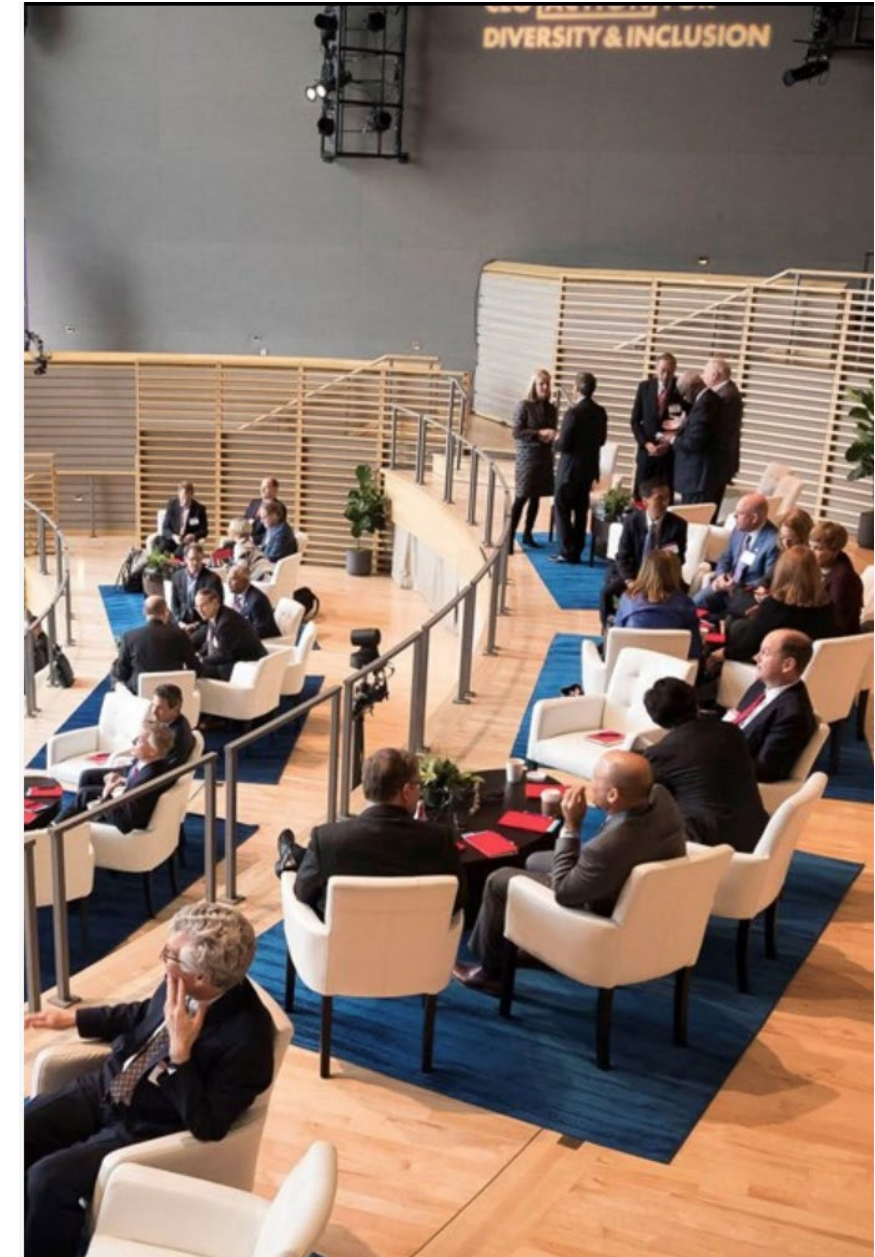
industries supported

**21M+**

employees represented in the U.S.

**CEO Action for Diversity & Inclusion™ is the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.**

[ceoaction.com](https://ceoaction.com)



# Scope of Work RFP

# HIRE A CONSULTANT

# Selection Interviews

## A3 Thinking



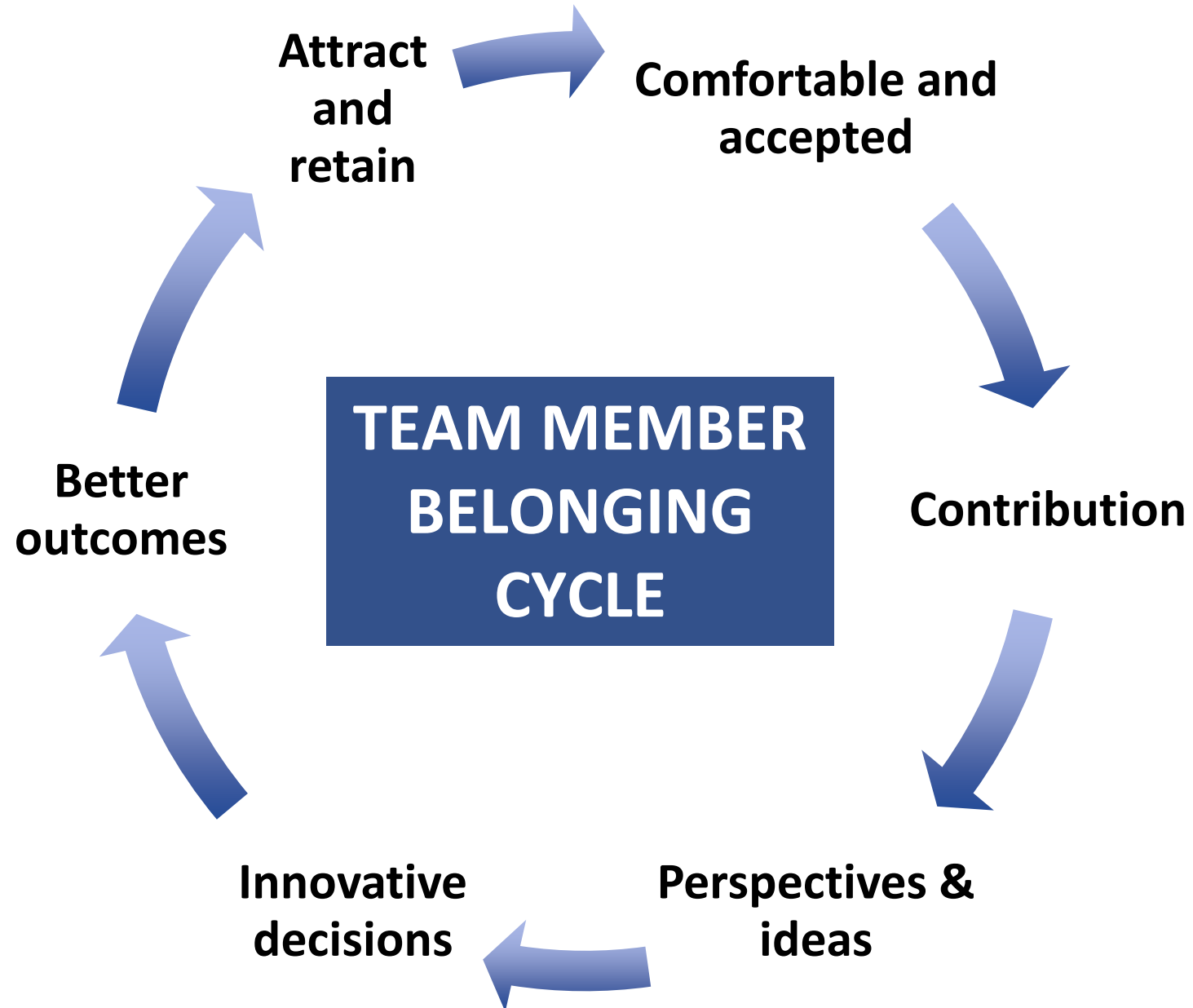
# SUPPORT

ADVICE

# GUIDANCE



## 2 - How to leverage lessons learned?

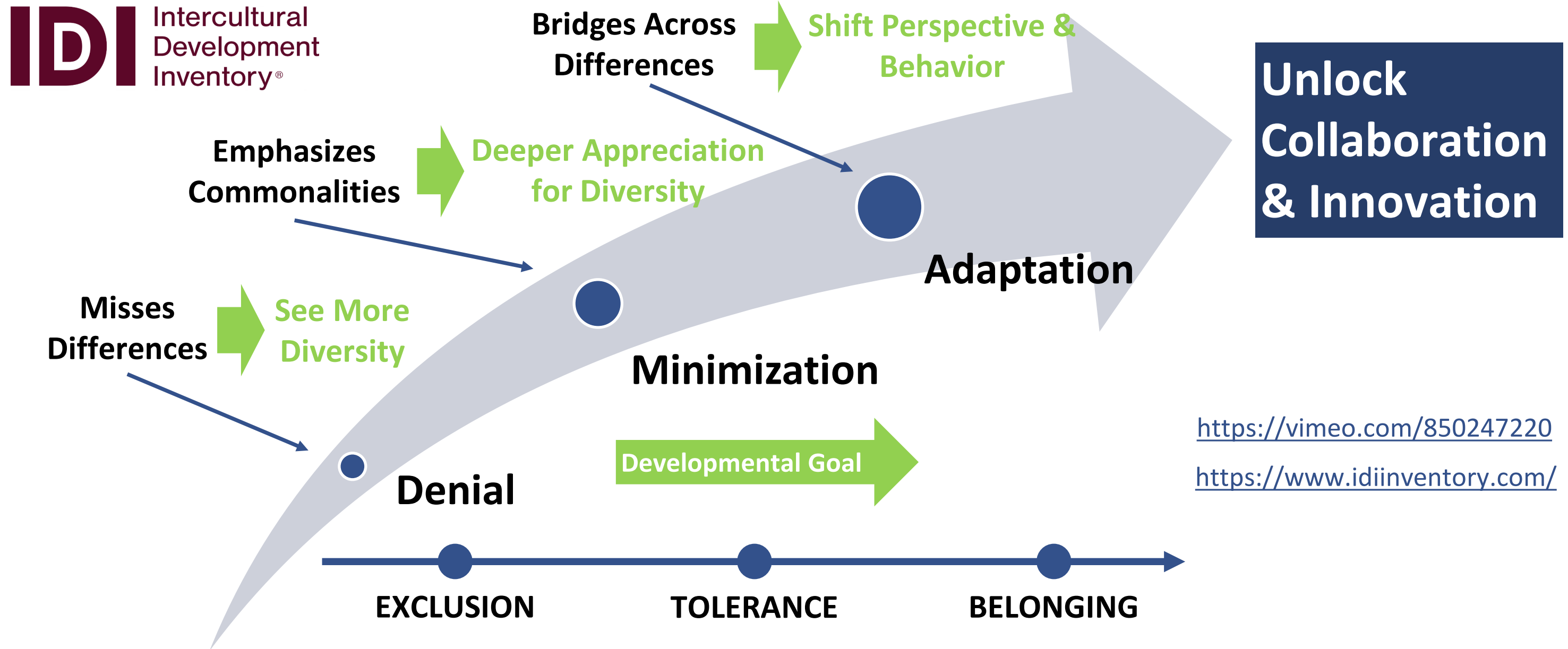


# 3 – How to engage leaders and team members?





## 3 – How to engage leaders and team members?



## 3 – How to engage leaders and team members?

### Learning Journey Phases

Lay the  
Foundation

Create &  
Launch  
Personal  
Action Plan

Reflect,  
Learn, Re-  
Commit





# 4 – Where are we going and Who are we?



## 4 - Where are we going?

**GOAL:** Everyone approaches daily interactions and decision-making with a DEI mindset

### 12-month Plan

#### Prepare Leaders to Lead

Leaders demonstrate DEI behaviors in daily leadership

#### Engage Employees

Foster a shared understanding of DEI and make it rewarding and easy for everyone to contribute to a culture of belonging.

#### Embed DEI into Operations

Align DEI with company values, strategies and goals; integrate into operational processes, talent management and adopt inclusive decision-making and communication

**OUTCOME**  
Current and future employees believe DEI is a core value



# 4 – Who are we?

DEI Roadmap

Issued:  
December 1, 2021

Purpose - Why DEI?

Mike Haller CEO

We have committed as a company to integrate diversity, equity and inclusion (DEI) values in all that we do in order to foster a culture of belonging internally and to positively contribute to the advancement of racial and social justice inside our organization our communities.

Committing to these values means we:

- Condemn racism, bigotry and discrimination in all forms
- Embrace the diversity inherent in all of us, including different experiences, perspectives and ideas
- Have the courage to embark on a collective journey to lead by example and learn and grow together

While our commitment to DEI and racial and social justice are the just and right things to do, they are not easy things to do. Achieving the true and lasting change we all want to see requires us to support one another and to be relentless in our efforts. This DEI Program Manual is one of many tools to help us collectively and consistently commit to DEI in our words, actions and intentions.

Thank you for your commitment to DEI and to racial and social justice as we strive together to always be our best, better serve our customers and positively impact the community.

Values

- Embrace diversity, equity and inclusion and recognize it as an advantage.

Vision

Diversity, equity and inclusion are core values. Embracing diversity inherent in all of us and valuing different experiences, perspectives and ideas fuels trust, belonging and innovation. This enables us to be our best, better serve our customers and positively impact the community.

Mission

We champion diversity, equity and inclusion with commitment to lead by example, having courage to learn and grow and by consistently integrating these behaviors into all we do.

Agenda 2020

PEOPLE - "The members of this team and their path to excellence"

10.DEI: Implement an Enterprise-wide Diversity, Equity, and Inclusion program and begin measuring "what matters"

DEFINITIONS

Diversity

"The mix of individual differences that make a difference in interactions with others."

Equity

"Getting each individual what they need to succeed based on where they are and the journey ahead."

Inclusion

"Getting the mix of individuals to work well together when differences are valued and respected."

GOAL: Everyone approaches daily interactions and decision-making with a DEI mindset


OUTCOME: Current and future employees believe DEI is a core value

Built to be Better Together

Together, we are building a culture of belonging that embraces all dimensions of diversity and values different experiences, perspectives and ideas. Come build it with us.

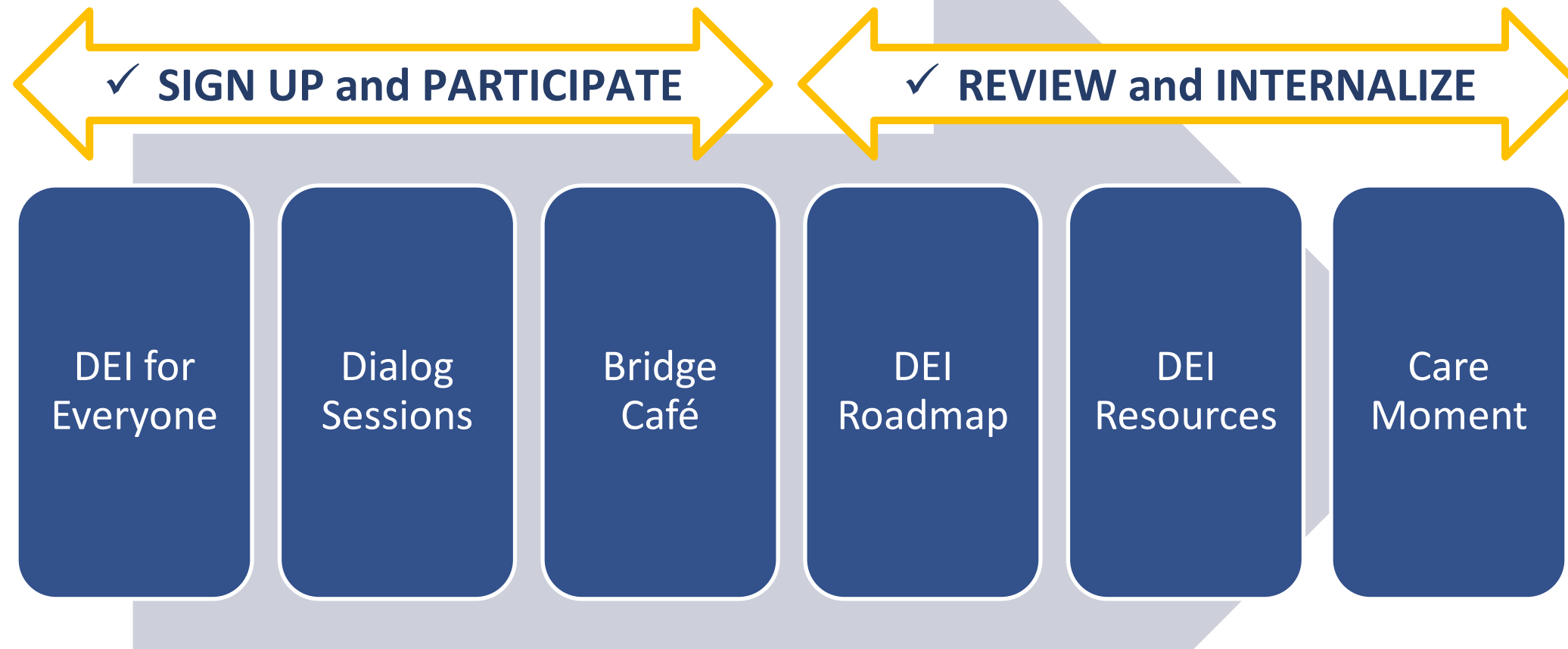
CONFIDENTIAL

- 1. Why DEI?
- 2. Values
- 3. Vision (where)
- 4. Mission (who)
- 5. Priority
- 6. Definition (alignment)

 © LEAN CONSTRUCTION INSTITUTE

## 4 - Where are we going?

### Team Member Orientation





# 5 - What processes and resources are required?



# 5 - What processes and resources are required?

## Do (3) things every month

### Consume Content

- Book
- Article
- Video
- Podcast

**Socialize at different places – Dialog Sessions**

**Broaden your Perspective**



### (50) Everyday Acts of Inclusion

- Slow down
- Be present
- Be curious
- Show appreciation

**Acts of Inclusion**



### Monthly Meeting

- Build a relationship
- Share actions
- Share experiences
- Beliefs explored
- What was learned
- What got in the way

**Accountability Partner**

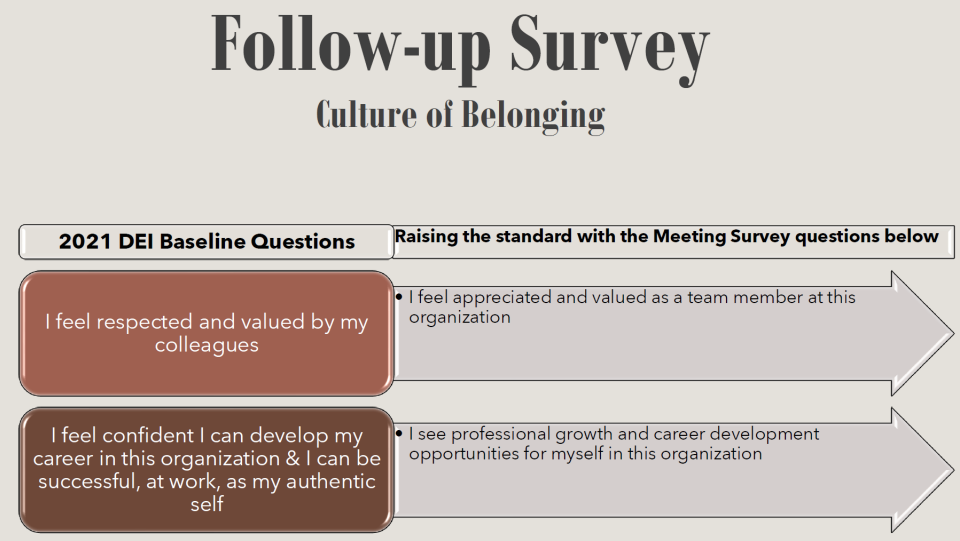
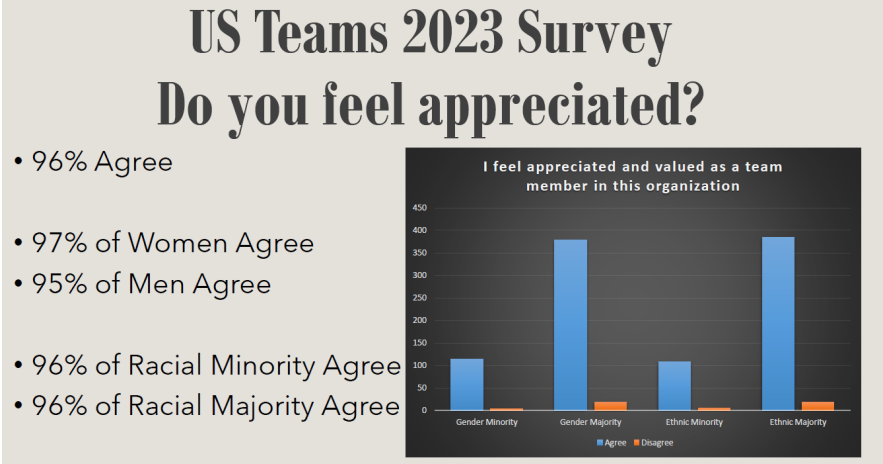
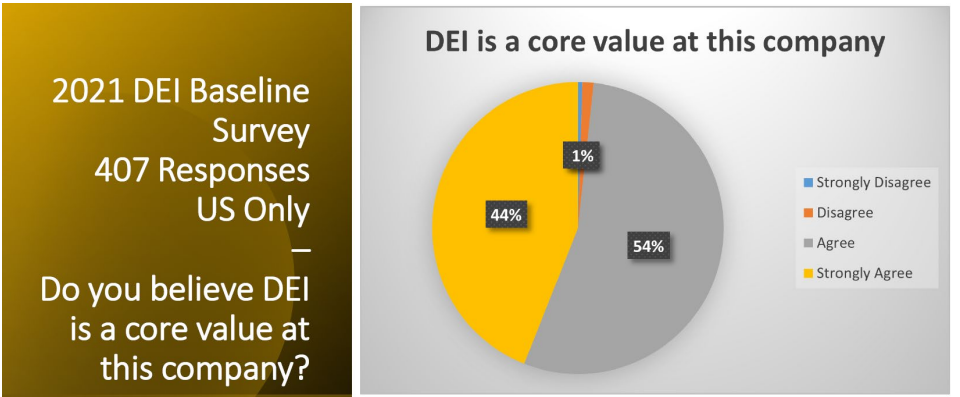





# 6 - How do we measure progress? Identify plus / deltas?



# 6 - How do we measure progress? Identify plus / deltas?





CULTURE

OF

CARE

DIVERSITY & INCLUSION ASSESSMENT

Supported by **PROCORE**

Export Report - 2020

Date: 6/11/2021

Account Name: Walbridge

Created By: Richard Krout

NOTES: \* denotes required question(s) | answer fields shaded in gray are calculated automatically by the online platform | answer

Assessment Results

View My Results	My Answer	Meaning of Score
SCORES BY SECTION		
Workplace Assessment Results	66%	Emerging
Workforce Assessment Results	51%	Aspiring
Community Assessment Results	79%	Managing
Vendors Assessment Results	97%	Optimizing

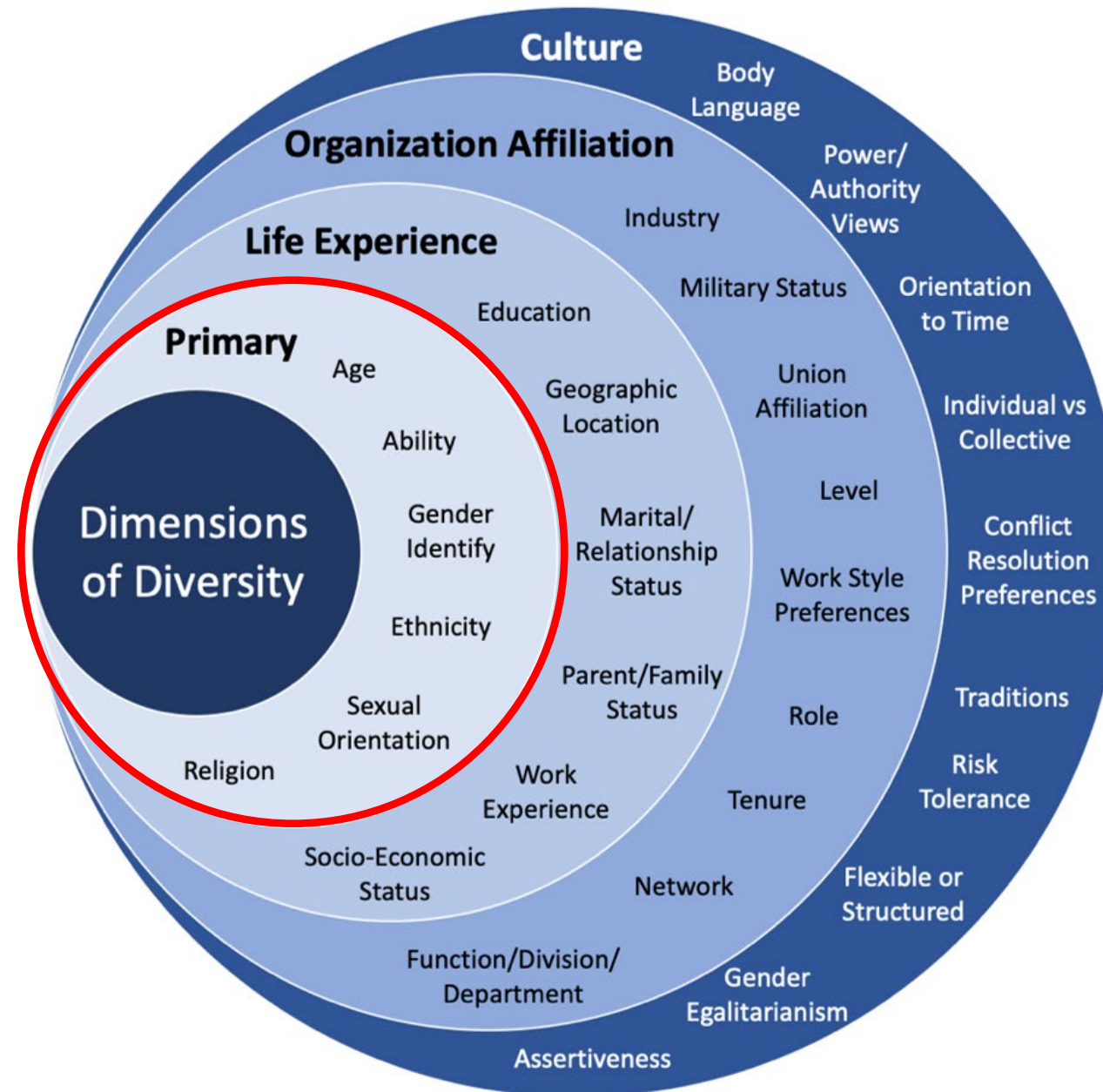




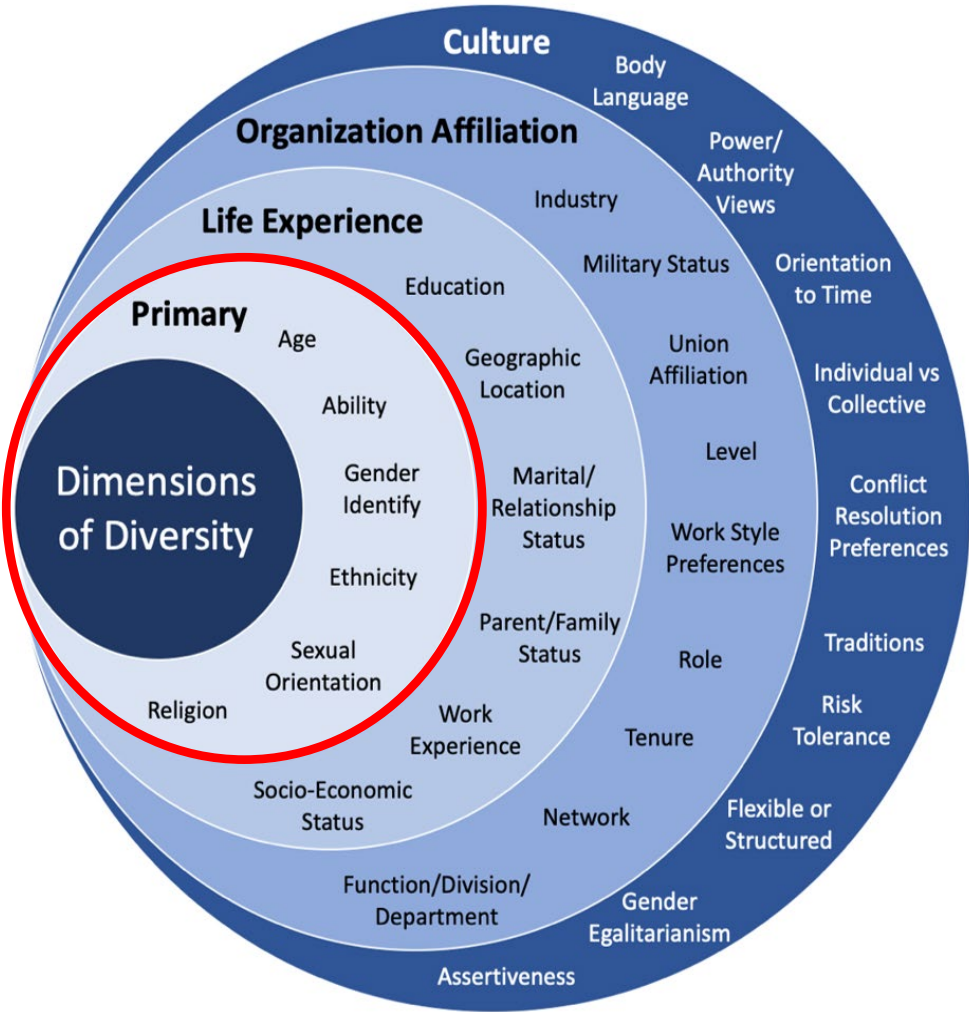
# 7 - Lessons Learned along the way







# 7 - Lessons Learned along the way



# 7 - Lessons Learned along the way



2022 Metrics through 6-1-22			
Dialog Sessions (YTD)	DEI Training (YTD)	Accountability Partners	Future DEI Training
			
15 Sessions	8 Sessions	142 – Teams of 2	June – New Hires & Interns
90 Participants	355 Participants	Meet Monthly	August – New Hires



# Lessons Learned along the way



## **1. *It's a cultural change – not a program***

1. Action based
2. Assessments
3. Assign Responsibility – broadly
4. Balance Realism and Aspiration
5. Embed
6. Goal Alignment
7. Leadership Buy-in
8. Seek input

## **2. *Be Inclusive***

1. DEIs hidden aspects
2. Train in stages
3. Types of activities

# Lessons Learned along the way



### 3. *Be Dynamic*

1. Feedback
2. Language
3. Policy
4. Process/Practice

### 4. **Accountability**

1. *Continuous Feedback*
2. *Refresh teams*

# Key Takeaways





# Key Takeaways



- The Why?
- Vision / Mission / Values
- Priority
- Definitions (alignment)
- Expected Behavior

- Concepts & Competencies
- Assessment / Playbook
- Accountability Partners
- Dialog Sessions
- Mindset/Language

- HS&E
- Supplier Diversity
- HR
- Teamwork / Recognition
- Survey / Metrics

# How can you apply this tomorrow?

## 1<sup>st</sup> (6-9) Months - Checklist of KEY ACTIONS

### Diverse Leadership Team

- ✓ CEO + Sr Leaders
- ✓ Boundaries
- ✓ Execution Team
- ✓ Prioritize vs current business goals and objectives

### Benchmark

- ✓ Join CEOAction
- ✓ Mine AGC Culture of Care
- ✓ Self-guided education
- ✓ AGC D&I Assessment
- ✓ Begin implementation of “low hanging” fruit

### Consultant

- ✓ Find DEI Guide
- ✓ Listen and Learn (2-way)
- ✓ Not “cookie-cutter” approach
- ✓ Assess current state (IDI)
- ✓ Education
- ✓ 3-year plan / Vision / Definitions





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# Q & A - 10 min



Cynthia Weaver



Eric Twigg





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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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**Eric Twigg**

Walbridge

etwigg@walbridge.com

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**Cynthia Weaver**

Walbridge

cynthia.weaver@walbridge.com







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Thank you for attending this presentation. Enjoy the rest of the 25<sup>th</sup> Annual LCI Congress!