

25TH ANNUAL



25TH LCI CONGRESS
OCTOBER 24-27, 2023

Tiered Huddles: Ensuring Standard Communication Up and Down the Organization

Virginia Cosgriff – Operational Excellence, McGough

Ryan Goodsen - Senior Vice President, Operations, McGough

Josh Christensen - Vice President Project Management / Project Executive, McGough

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

October 26th, 2023 7:45am

Have You Ever...

...heard about a safety event a few weeks after it occurred?

...tried to ask for help about a procurement issue but didn't know who to ask?

...needed to communicate to leadership about schedule issues, but didn't trust that they would react appropriately?

... had a leader ask you why you didn't ask for help or inform them on something critical?

...heard about a quality issue on another project that might apply to yours too late?

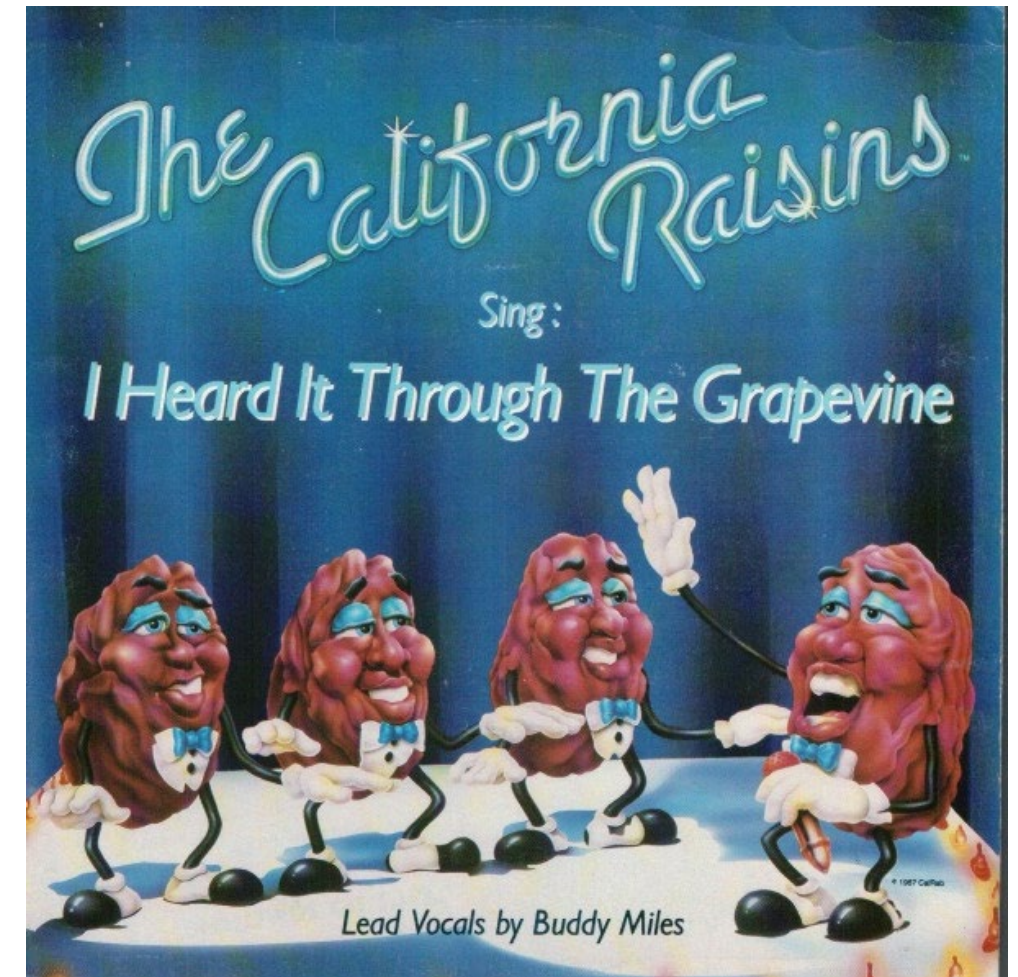
What was the problem?

The leaders of McGough were not able to support the project teams with what they needed in real time. This was causing

- Safety issues to not be shared or learned from
- Supply chain constraints were not raised until it was too late
- There were cost/schedule/quality issues leading to project margin loss
- Issues being heard “through the grapevine” and not knowing if it was true or not

Any issues that occurred were either being dealt with on the project level and not being shared anywhere, causing *unknown risk to the organization*.

We decided to try Tiered Huddles!



Agenda

1. What are Tiered Huddles?
2. How we implemented and Current State
3. Outcomes and Wins
4. What are we still working on?
5. Next Steps & Spread
6. What can you take away from this?
7. Q&A



About McGough

Headquarters

Minneapolis-St. Paul, MN

Offices

Dallas-Fort Worth, TX

Bismarck, ND

Des Moines, IA

Duluth, MN

Fargo, ND

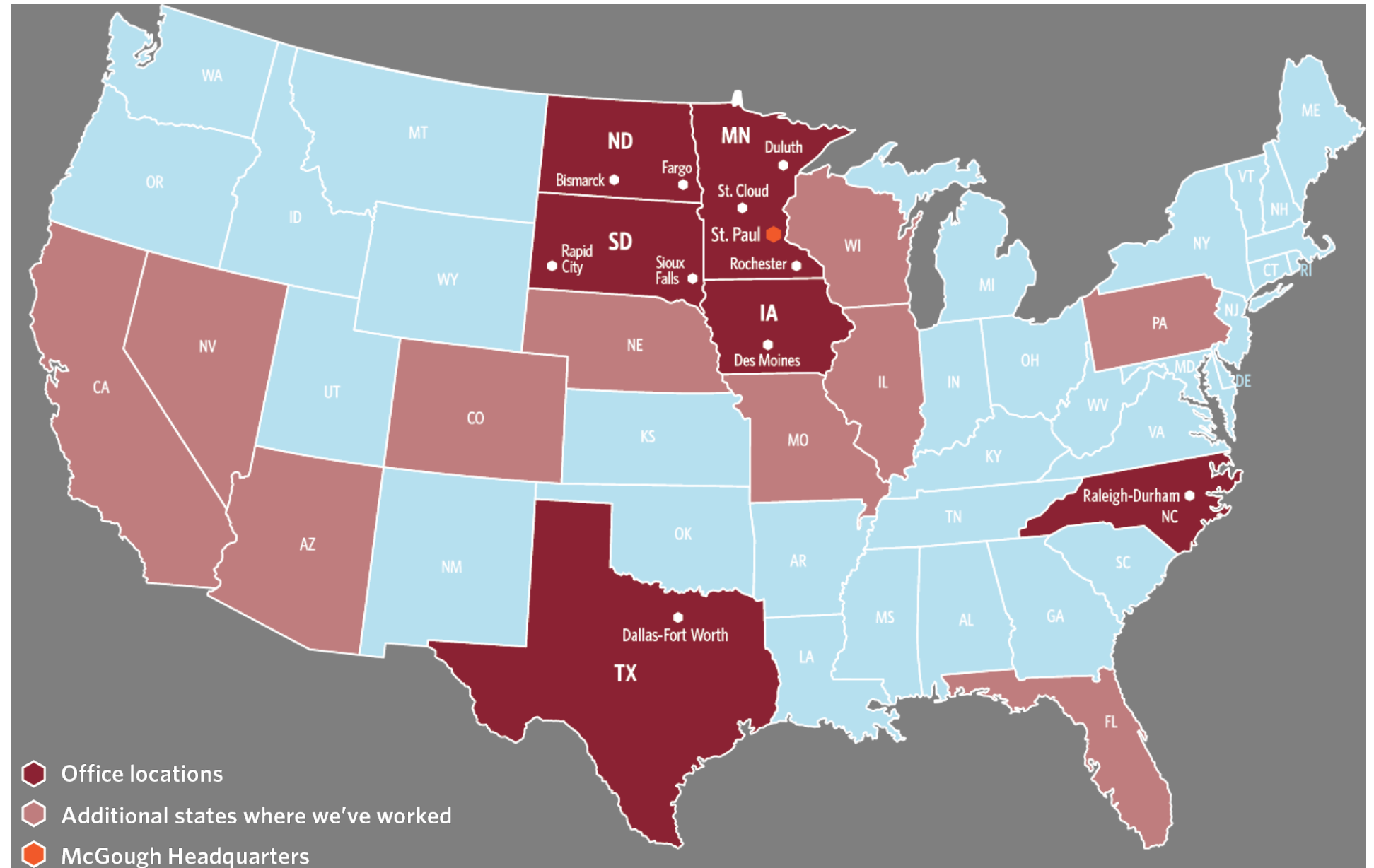
Raleigh-Durham, NC

Rapid City, SD

Rochester, MN

Sioux Falls, SD

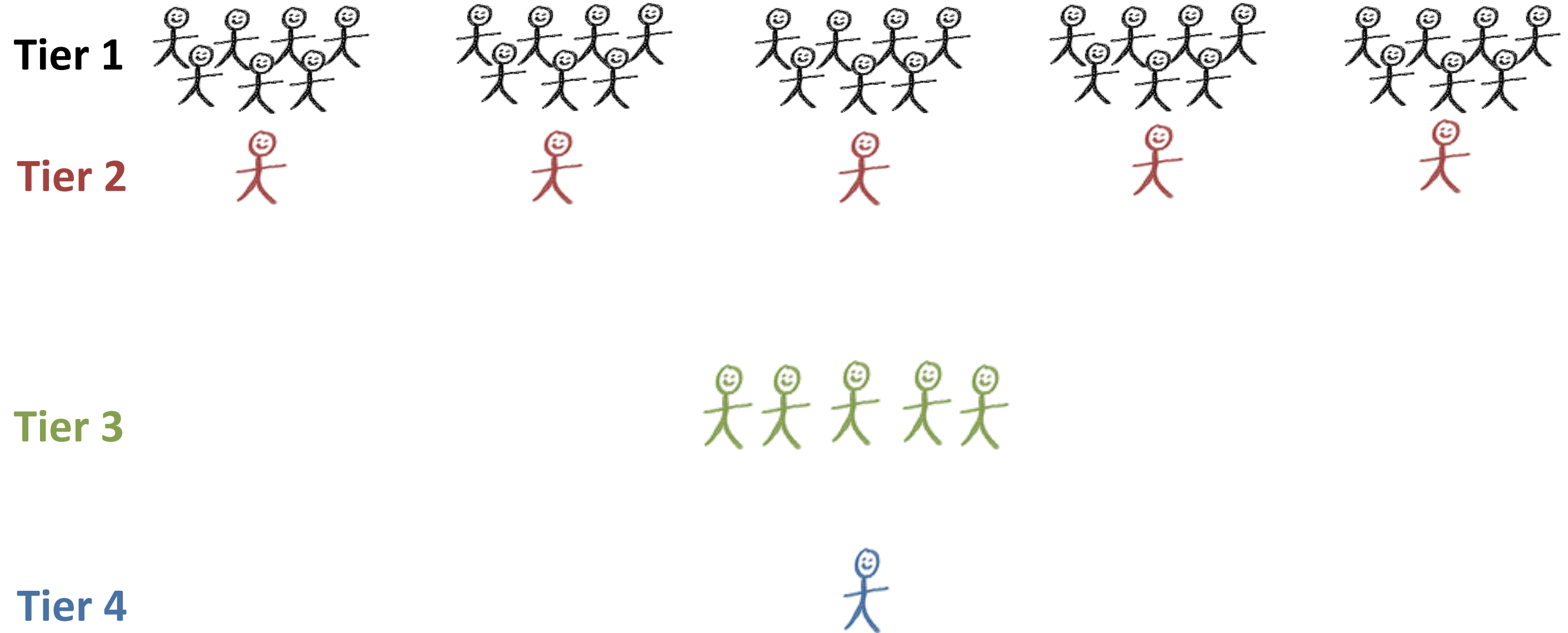
St. Cloud, MN



What are Tiered Huddles?



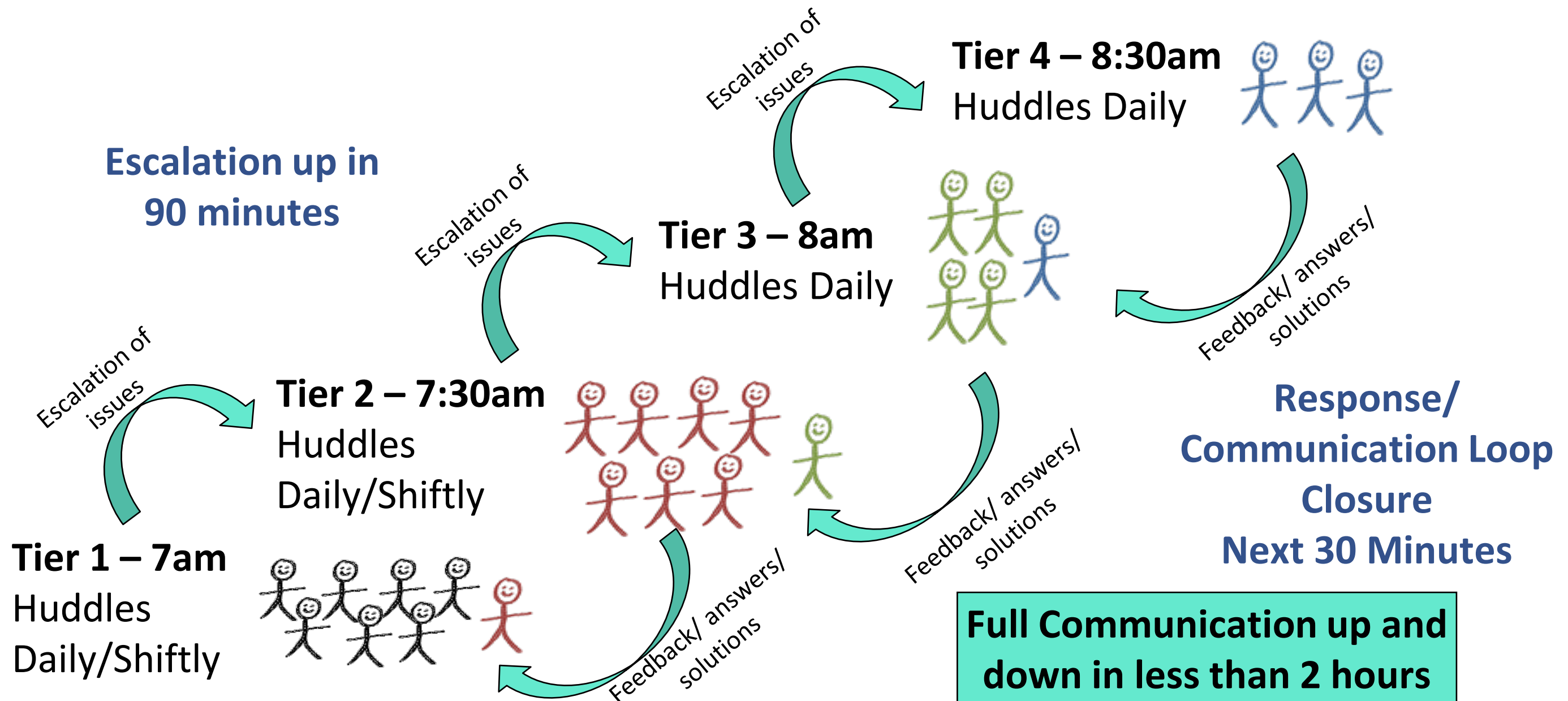
What Tiered Management Looks Like/Feels Like



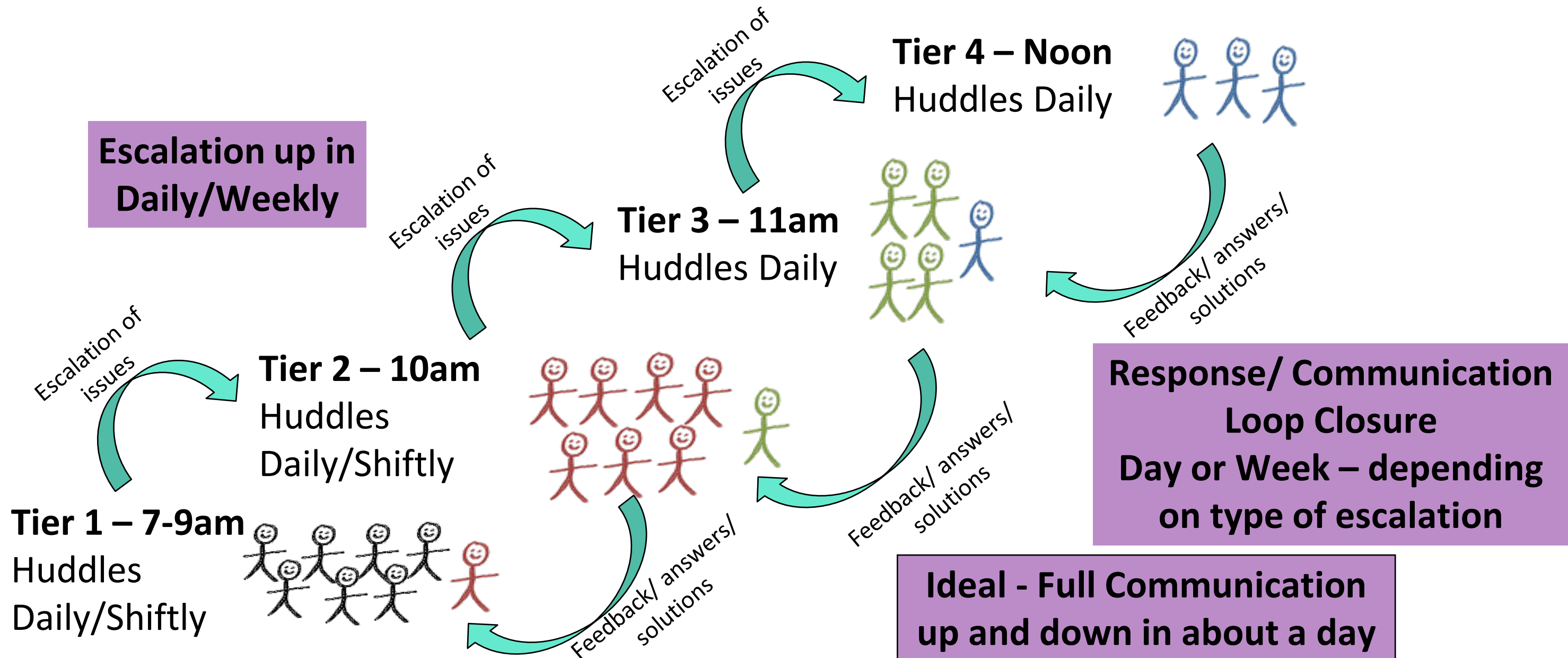
Where did Tiered Huddles come from and where has it been used?

Categories / Themes	Manufacturing	Healthcare	Construction
Safety	<ul style="list-style-type: none"> Safety incidents Near misses Risks for today/this shift 	<ul style="list-style-type: none"> Safety incidents Near misses Risks for today/this shift 	<ul style="list-style-type: none"> Safety incidents Near misses Critical risks coming up (significant hoisting, deep excavation, etc.)
Quality	<ul style="list-style-type: none"> Defects in products Customer Complaints & Issues 	<ul style="list-style-type: none"> Patient Experiences – time waiting, discharges, bed capacity, 1:1's, etc. Hospital borne infections, handwashing rates, etc. 	<ul style="list-style-type: none"> Upcoming pre-install meetings QAQC issues Rework/unbudgeted work
Cost	<ul style="list-style-type: none"> Cost per widget Scrap rates Defects/re-work Staffing 	<ul style="list-style-type: none"> Staffing Supplies & equipment Readmissions 	<ul style="list-style-type: none"> Labor Procurement Market Conditions New budget issues
Delivery	<ul style="list-style-type: none"> Widgets completed on time to Takt (customer demand) Delivery to customer 	<ul style="list-style-type: none"> Patient Concerns/rounding Discharges/OR schedule Patient Needs: Meds, tests, labs, etc. 	<ul style="list-style-type: none"> Schedule issues GMP amendments Starting a job in next month

Timing – Traditional Approach (Ideal)



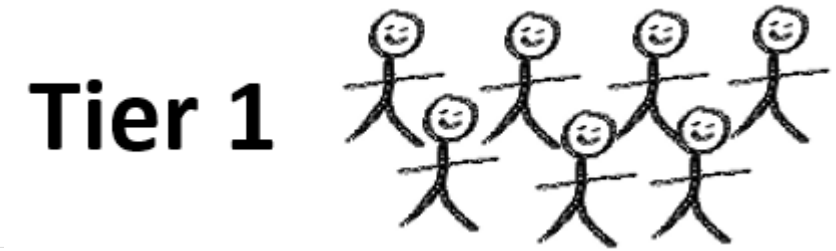
Timing – Construction



How we Implemented & Current State



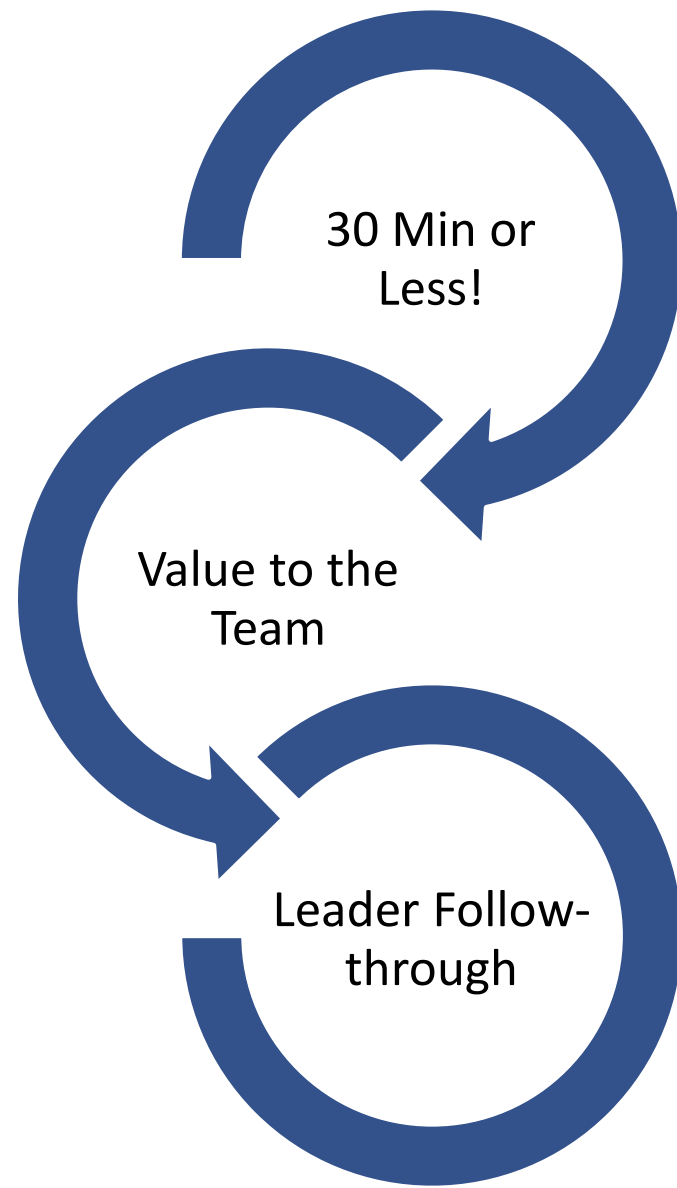
Tier 1 – Job Sites (Frontline Teams)



- **Daily Huddles** – Outside of trailer
 - Safety
 - Risks coming up today and in the next week
 - Today's tasks on Weekly Work Plan
- Semi-weekly or weekly gembu walks to understand what is being discussed in huddles (Trust but verify)
- Ensure PM/Field project leaders are talking to their people about T2 huddle content



Tier 2 – Development



- Started in April 2021
- Started by establishing the agenda and content
- Build Trust with Teams
- Change content based on adding the most value
- Started with PMs, then added Gen Sups Fall 2022

Outcome: Higher level of communication & awareness across company and projects

Tier 2:
(3)- PM Teams
Weekly

Tier 2:
(8)- Field
Teams Weekly

Team Leader:				
1	Celebrations			
1				
1 to Escalate, not 1	Safety/Critical Risks			
Were there any incidents last week? (sought care or lost time, documented near miss)				
Critical Safety Risks Next Week? (New sub, deep excavation, Significant Hoisting, Haz Matl, Weather)				
1	Project	Type	Pretask Plan Feedback	Awareness/Follow-up
	Quality – Pre-installation/unbudgeted work			
What pre-installation meetings were held in the previous week, what did we learn through the planning process?				
Was any Rework/unbudgeted work required on your project? What can we learn from it?				
1	Date	Project	Description of Rework	Who/Follow-up
	Cost – Margin/Revenue			
What have you learned in the last week in your regular meeting regarding labor?				
Did our actual align with the intended for L1/L2, market conditions, procurement?				
1	Project	Who/Follow-up	Reason why	
	Delivery – Schedule, Customer/Project Needs, Trades, Procurement			
EEO / Targeted Vendors (MBE, WBE, VBE) at Project Level				
Any Federal, State, County, City Funding provided for project?				
Does project have stated EEO / Targeted Goals?				
Are goals stated in bidding documents?				
Do subcontracts, as awarded, align with goals?				
Is McGough's workforce tracking to achieve goals?				
Are our tradepartners tracking to our goals?				
Overall are we tracking to goals? If not, what help is needed?				
1	Project	Who/Follow-up	Workforce Goals Trailing (McGeer/Trad)	Targeted Goals trailing (MBE, WBE, VBE)
	Any schedule or procurement issues to be aware of?			
Jobs requiring GMP Amendment approval?				
What job is starting in next month, is Start-up meeting scheduled? (delays, timeframes, staffing, etc.)				
1	Impact? (days)	Project	Issue	Who/Follow-up
	Staffing Concerns			
	Date Requested	Project	Need	Who/Follow-up
	Announcements/Lessons Learned to Share			

Tier 1



Tier 2



Tier 3 Huddles

Safety			
Were there any incidents last week? (sought care or lost time, documented near miss)			
Critical Safety Risks Next Week? (New sub, deep excavation, Significant Hoisting, Haz Matl, Weather)			
Team	Project	Type	Pretask Plan Feedback
Team 1		Reinstall precast	Plan in place
Team 1			
Team 1			
Team 1			
Team 1			
Team 1			
Team 1			
Team 1			
Team 2			
Team 2		Smashed finger	
Team 2		Safety rail pics	Plan submitted and approved
Team 2		Link Roof Pick - Landscaping materials	Working on a pick plan
Team 2		Car ran into the building - no injuries	
Team 2			
Team 2			
Team 2			

Gives leadership team a chance to solve problems for teams

- Identify who is taking which problem
- Who needs to be involved?
- Identify if escalate to an executive



- Tier 2 Agenda + Pursuits
- Recognize & Celebrate their teams to each other and the Tier 3 leader
- Team Effort - Tier 2 Leaders escalate items to Tier 3 if:
 - FYI for Tier 3 leader
 - Ask for help from Tier 3 leader or need higher up resources
 - This huddle acts like a constraint board for leaders
- Listen each other’s lessons learned – see if there is any follow-up

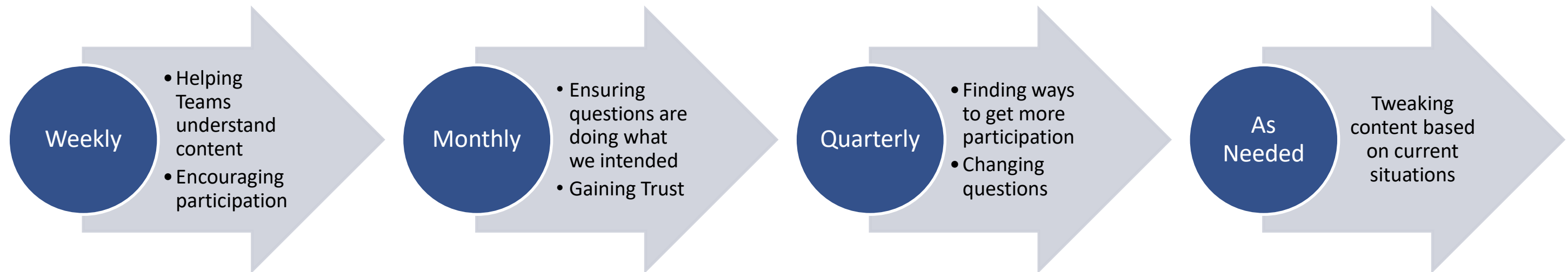
PDCA to the Rescue!



We used Plan Do Check Act to improve over 2.5 years

- Started frequently, then decreased as time went on

 Changing behavior requires more frequent check-ins at the beginning.



Outcomes



Awareness Related to Safety

- Safety events that occurred (regardless of whose site, local or not)
- Discuss upcoming critical risks
- Upcoming project site safety meetings

Progression of Trust Regarding Safety

Not comfortable
bringing safety issues
up or not aware

Listen to others share
safety events, good
and bad

Feel comfortable
sharing if something is
on their site

Share what happened,
what they did, safety
will send out lesson
learned

Helps with Real-time Communication throughout the Company

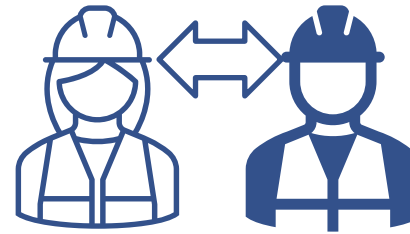
Helps us with a consistent communication standard through all regional office locations throughout the country



Keep pulse on
projects throughout
the company



More awareness



Coaching moments
more real time



Concerns are made
aware and discussed
on a weekly basis

Creates Transparency

- Clarified path of communication
 - VERY Intentional
- Increased Awareness
 - Similar projects share across and timely
- Decreased extra communication
- Items are visible until issue is resolved

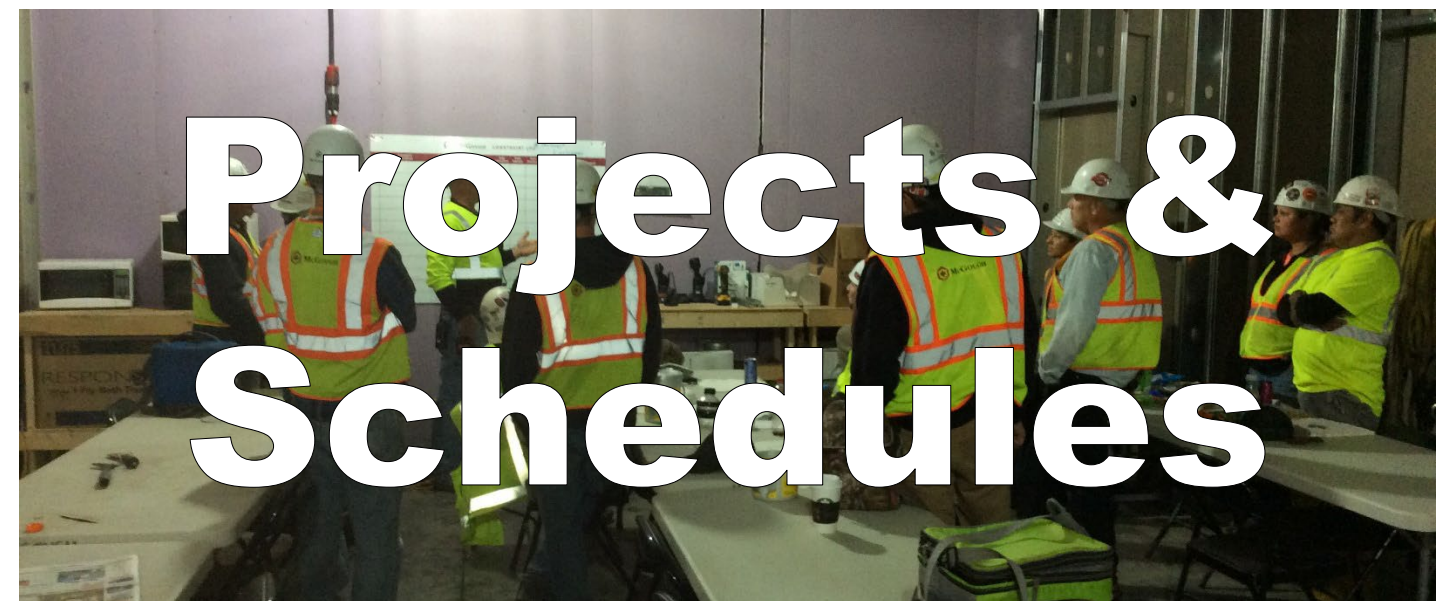


Builds TRUST

- Creates more trust between teams and leadership
 - Follow-through is key!!!
- Consistency – still have when leader is gone and assign who escalates
 - Even if huddle is canceled, the huddle document is still looked at in a timely manner and followed-up on
- Had to gain trust in order to get engagement
- Internal Customer focus such as departments or other offices increased collaboration



Catches Potentially High-Dollar Risks



Key Learnings



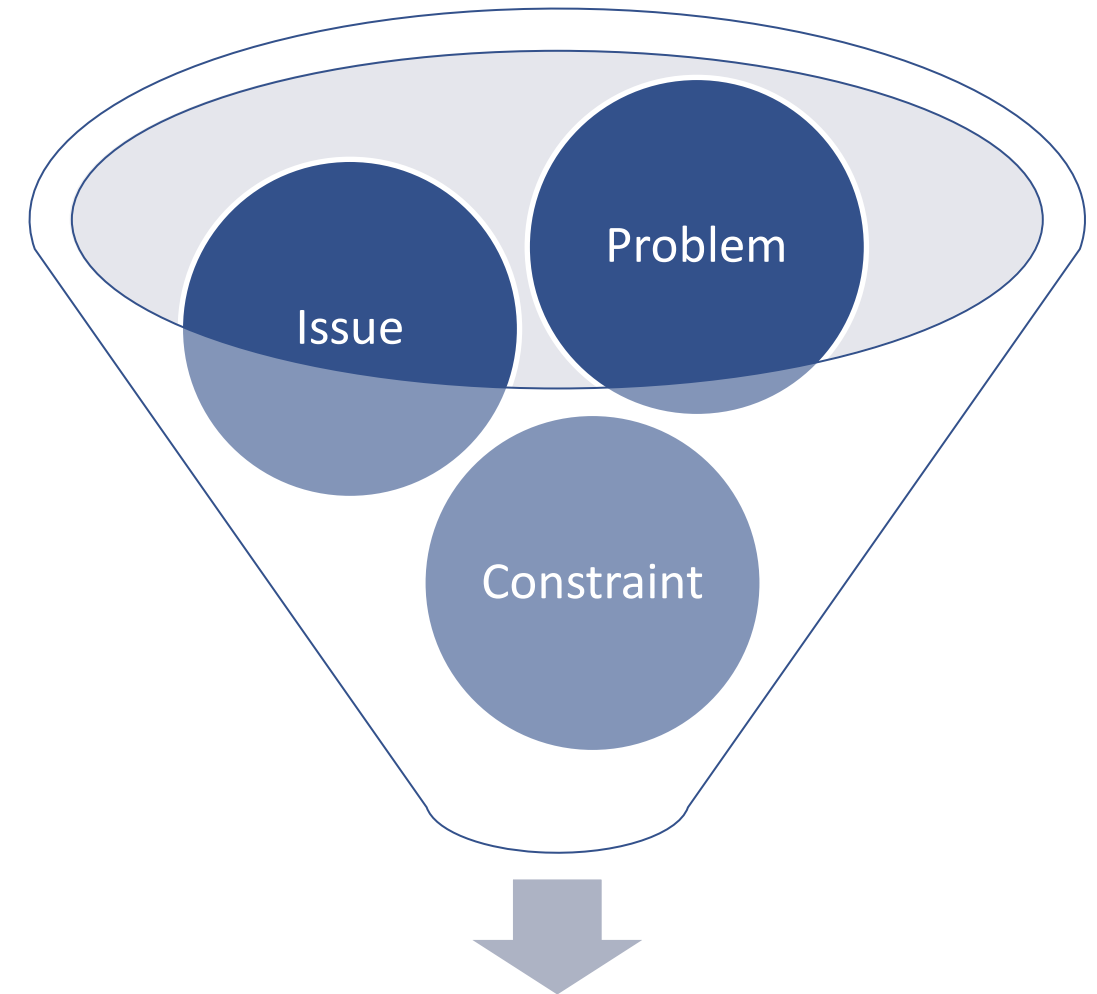
Everything is Continuous Improvement



- Started with set agenda and keep updating as needed
- Some questions still don't get engage
- Adjusted to add DEI to problem solve ahead of a problem
- Using in more parts of the company
- Originally set for information to go up for escalation, now transition to send information down as well
 - PMs get 1x/month information sharing
 - Sups get every other week information sharing

How to Filter Between Tiers

- Haven't formalized Tier 1 huddles to intentionally link to Tier 2
- Still working on filtering between Tier 2 and Tier 3
- Who is the right person/level to solve problems
 - Encouraging problem solving before it comes to Tier 3 (push it back down)
 - What is the filter?
- Collaboration – right conversations, solving things together, coaching problem solving



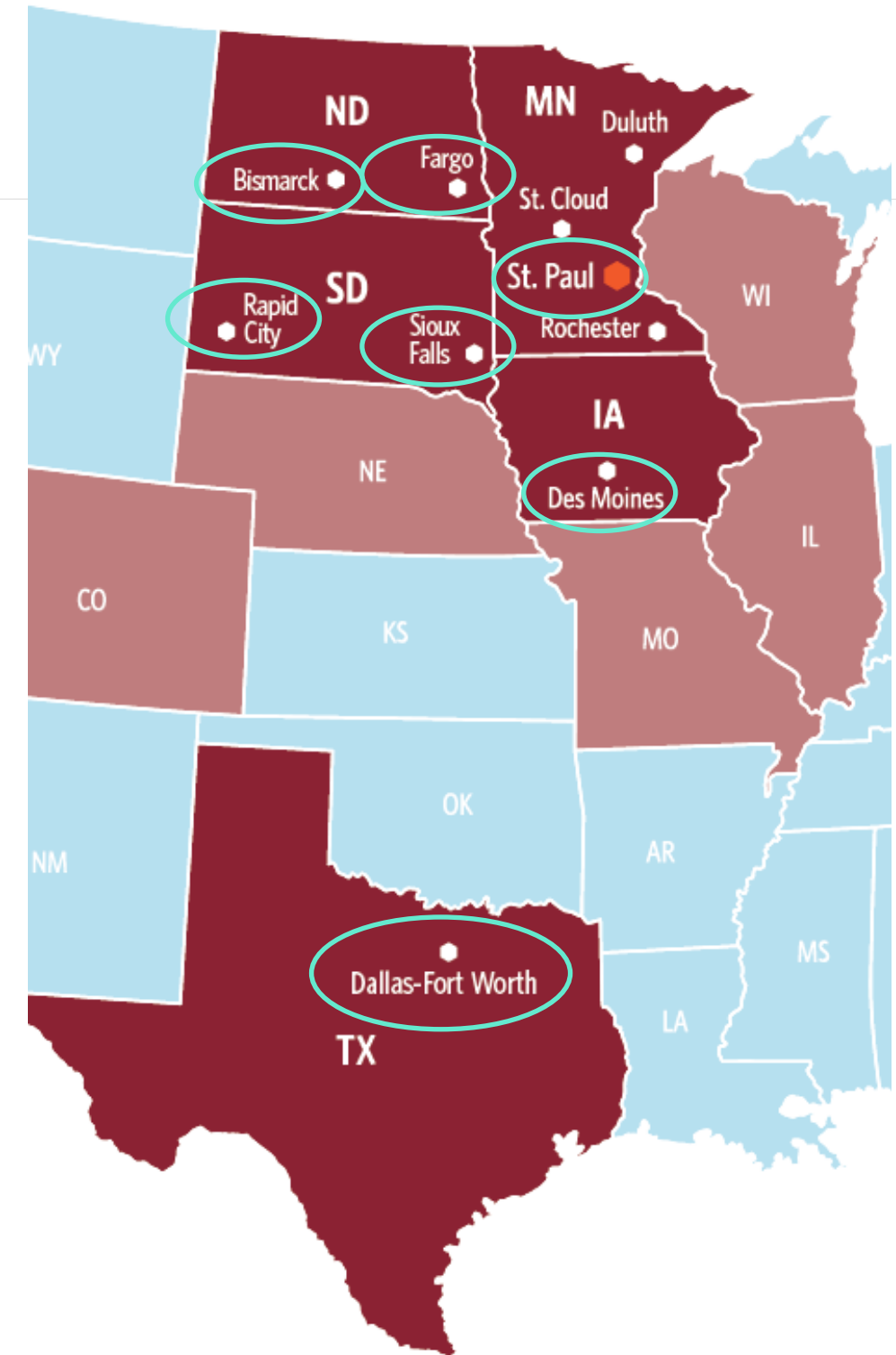
Right Person Solving the Right Problems at the Right Time

Next Steps to Keep Improving...



Active Next Steps: Spread Across Enterprise

- Started May 2023
- August 2023 initiated Tier Huddles across corporate location for field leaders (General Superintendents)
- 6 Offices + National Projects/Power & Infrastructure
- Dual Reporting
 - Report to Office they work in
 - Report to Ryan for Field Leadership
- Sharing Lessons Learned and participating, but sometimes gets off the path of only the items that need to be escalated.
- Next Steps: Currently Tier 2 huddles look different in the offices → Consistent feel throughout



How can you apply this tomorrow?

1. Start small with Tier 1 – track escalations and make them visual

- If you have any constraints from the job that need escalation, try to solidify a path with your leader
- Track accountabilities of escalation and when it is expected back
- What would like to share with or learn from other sites?

2. THIS IS A LEADER LEAD SYSTEM, so if you are a leader:

- Think about what information you are often missing or often hear second-hand
- How are you supporting your team:
 - How are teams escalating issues to you?
 - How can you gain their trust if they escalate something to you?
 - Are you closing the loop?
 - How often are you communicating with your team? Is it just one-way?

Questions or Comments? Contact Us!



Virginia Cosgriff (Op Ex)

McGough

virginia.Cosgriff@mcgough.com



Ryan Goodsen (SVP Field)

McGough

ryan.goodsen@mcgough.com



Josh Christensen (VP PM)

McGough

Josh.christensen@mcgough.com



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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.



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