

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Awareness to Action

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SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 24, 2024

Problem Statement

The design and construction industry has a people problem:

The industry has an alarming rate of deaths by suicide

Aging workforce/Labor shortage

Reputation

Listen to respond not to understand

What we intend to do today



Deepen understanding of HOW **you** can make a difference in the workplace



Discover how Respect for People looks in practice, why it matters and how it can change the industry



Explore Active Listening Techniques



GOAL: Commit to have necessary, difficult conversations

Agenda

Background – How we got here

Moving from Awareness to Action

Simulation & Conversation

Q&A and Wrap Up

BACKGROUND



LCI Definition of Respect for People

All Lean projects must be guided by a mutual respect among all people involved in and affected by a construction project.

Team members respect the opinions, skill sets, and feelings of one another, and project managers respect the stakeholders of a project.



Respect for People – Congress 25

A word cloud centered around the word "Respect". The word "Respect" is the largest and most prominent, rendered in a bold, dark blue font. Surrounding it are numerous other words in various shades of blue, including lighter and darker tones. The words are arranged in a circular, cloud-like pattern. Some of the visible words include: engagement, unique, measures, acknowledgment, fostering, intertwining, feedback, people, corrective, transcends, empowerment, bedrock, genuine, dynamics, incisive, accentuate, actions, profound, individual, diversity, trust, support, empathy-driven, dialogue, sincere, melds, narratives, Safety, navigates, heralding, holistic, interactions, multigenerational, societal celebration, and transformation.

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Congress 25 Crowd Sourced Definition

Respect for people melds genuine dialogue, empathy-driven actions, and sincere acknowledgment. Safety, corrective measures, and holistic support accentuate it, intertwining with a celebration of diversity and unique narratives. With a bedrock of trust and empowerment, it navigates multigenerational dynamics, fostering feedback, and incisive engagement. Such respect transcends individual interactions, heralding profound societal transformation.

Recognizing and appreciating the value each member of the team brings

Fostering an environment where people feel comfortable sharing concerns, knowing that others will listen and consider their perspectives

Adopting a “problems first” attitude

A willingness from all members to accept that they might not know everything, and an openness to new ideas

**Avoiding conflict and
difficult discussions is
antithetical to Lean and
Respect for People**

Why Respect for People Matters

Trust: *Increase respect drives transparency and collaboration*

Knowledge: *Be open to new perspectives to enhance decision-making*

Confidence: *Share knowledge, improve efficiency, and reduce rework*

Motivation: *Boost morale and dedication*

Value: *Improve communication, share knowledge, innovate*



Respect for People & Mental Well-being



For every 100,000 construction workers, 45.3 will die by suicide. This is compared to the national average of 14.2. For male construction workers, 56 out of 100,000 will die by suicide compared to the national average of 32.

2021 data from Center for Disease Control



A number of factors contribute to the poor mental health of the industry, including grueling working conditions, a high risk for injury, a lack of transparent communication around mental health, and a “tough guy” mentality that often dismisses mental health issues.



LCI embraces the importance of mental health as a Respect for People concept. There are a number of great resources you can access whether you're suffering from mental illness or are someone who wants to help make our industry stronger.

Select Mental Health Resources

[Construction Suicide Prevention Week \(September 4-8, 2023\)](#)

[The Construction Industry Alliance for Suicide Prevention \(CIASP\)](#)

[Construction Working Minds: Mental Health Promotion, Suicide Prevention, and Addiction Recovery at Work](#)

[The Center for Construction Research and Training Suicide Prevention Resources](#)

[Occupational Safety and Health Administration \(OSHA\): Preventing Suicides](#)

[Associated General Contractors of America \(AGC\): Mental Health & Suicide Prevention](#)

Upcoming Mental Health First Aid Training

Friday, Dec 13, 2024

(8am PDT, 9am MDT, 10am CDT, 11am EDT)

PRIVATE LCI Mental Health First Aid Course

THIS COURSE IS ONLY FOR LEAN CONSTRUCTION INSTITUTE PARTNERS AND NOT OPEN TO THE GENERAL PUBLIC.

- Adult Mental Health First Aid certification, which must be renewed every three years, teaches participants to:
 - Recognize the potential risk factors and warning signs for a range of mental health problems, including: depression, anxiety/trauma, psychosis, psychotic disorders, substance use disorders, and self-injury.
 - Use a 5-step action plan to help an individual in crisis connect with appropriate professional help.
 - Interpret the prevalence of various mental health disorders in the U.S. and the need for reduced negative attitudes in their communities.
 - Apply knowledge of the appropriate professional, peer, social, and self-help resources available to help someone with a mental health problem treat and manage the problem and achieve recovery.
- The Adult MHFA course is valued at \$170 and is being offered at a DISCOUNTED rate of \$116 per person. This course includes a FREE MHFA Manual, Participant Workbook, Resource List, 988 Factsheet, and Self Care Plan.
- YOU MUST BE 18 YEARS OF AGE OR OLDER TO ATTEND THIS COURSE.

This course is facilitated by Erin Callinan, MSW, Beneath the Brave Founder and MHFA Instructor.
For more information, please contact erin@beneaththebrave.com or 602-902-1373.



How to Model Respect for People

Lead

- Set the tone from the top
- Select team members who value respect
- Create and maintain a culture of respect

Listen

- Be open to new ideas
- Seek to understand other perspectives
- Consider all ideas without judgement

Learn

- Embrace continuous improvement
- Stay humble and curious
- Recognize that innovation can come from anywhere



MOVING FROM AWARENESS TO ACTION



Active Listening*

Active listening involves not just hearing but tuning into someone's thoughts and feelings.

It creates a two-way, non-competitive interaction.

Key Quote: "You're not a sponge merely absorbing information. Think of yourself like a trampoline, amplifying the speaker's thoughts."

***SOURCE FOR ACTIVE LISTENING:** <https://hbr.org/2024/01/what-is-active-listening> by Amy Gallo

Three Aspects of Active Listening

1. **Cognitive:** Comprehend and integrate explicit and implicit information.
2. **Emotional:** Stay calm and manage emotional reactions.
3. **Behavioral:** Show interest through verbal and nonverbal cues.

Reminder: Even small improvements make a big difference.



Understanding Your Default Listening Style – Possible to delete

Four Listening Styles

- 1.Task-Oriented:** Focused on efficiency and facts.
- 2.Analytical:** Neutral analysis of the problem.
- 3.Relational:** Building connection, understanding emotions.
- 4.Critical:** Evaluating content and speaker.

Tip: Reflect on your natural style and adjust it based on the conversation's needs.



Active Listening in Practice

01

Make a Conscious Choice: Ask yourself why you need to listen and adapt your listening style accordingly.

02

Stay Focused: Avoid distractions and keep attention on the speaker.

03

Ask Questions: Clarify and dig deeper for better understanding.

04

Avoid Hijacking: Keep the focus on the speaker, not on yourself.

Avoiding Common Listening Pitfalls

- Don't tune out if you think you've understood.
- Interrupting to clarify is better than pretending you're following.
- Stay present mentally, not just physically.
- Listen to understand, not to respond.



Active Listening



Avoid “information bubbles” where others hesitate to share problems.



Be open and encourage feedback from everyone.



Listeners improve trust, communication, and organizational success.

SIMULATION & CONVERSATION



The Listening Architect

Objective: Develop skills in active listening and paraphrasing to ensure understanding.

Instructions

1. Divide into groups of three.
 2. One person in each group shares a work-related challenge they are facing.
 3. The next person summarizes what was said and adds their own thoughts.
 4. Repeat until all group members have shared and summarized.
 5. Encourage attentive listening and accurate paraphrasing.
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The Listening Architect - Debrief



How did summarizing help in understanding the problem?



Were there differences in interpretations?

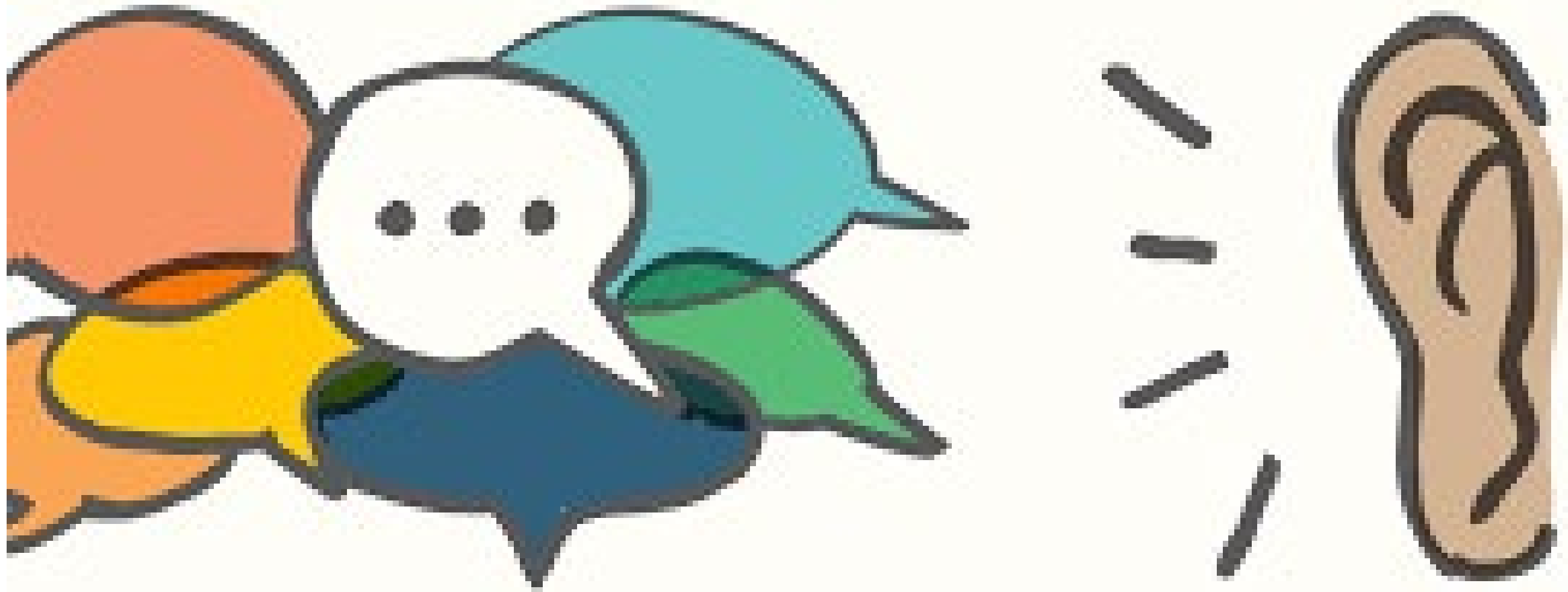


How did hearing the interpretations make you feel?



How can paraphrasing improve communication in team meetings?

What did you learn today and how will you apply this tomorrow?



In Conclusion...

The fix to our industry
starts with you.



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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 26th Annual LCI Congress!