26TH LCI CONGRESS
OCTOBER 22-25, 2024

Building Strong Teams

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SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 22, 2024

Heather Ormonde
Pursue Perfection Consulting

genius **SPARK**

Connectedness®

EVERYTHING AND EVERYONE IS CONNECTED

Restorative®

Woo®

Communication®

Positivity®

Input®

PURSUE PERFECTION COACHING

a guide for your lean journey

" To help and inspire people, so they feel empowered to achieve positive change. "

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Merck
Wake Forest Hospital
Jackson Hospital
Parkland Hospital
AT&T Dallas HQ
ABSG Headquarters
Abbot Labs
Hunt Energy Headquarters

My Journey Story

My favorite meal as a child was… because…

My favorite childhood pastime was…because…

I get energized by…because…

I get drained by…because…

I am the go-to person for…

One of my career highlights was…because…

One of my biggest life challenges I overcame was…

The thing that keeps me up at night is…

The thing that gets me up in the morning is…

My name is_____ and I want to come away
from this workshop with…

THE LENCIONI MODEL

Patrick Lencioni

Cohesive Team (left pyramid, bottom to top): Trust, Conflict, Commitment, Accountability, Results

Dysfunctional Team (right pyramid, bottom to top): Absence of Trust, Fear of Conflict, Lack of Commitment, Avoidance of Accountability, Inattention to Results
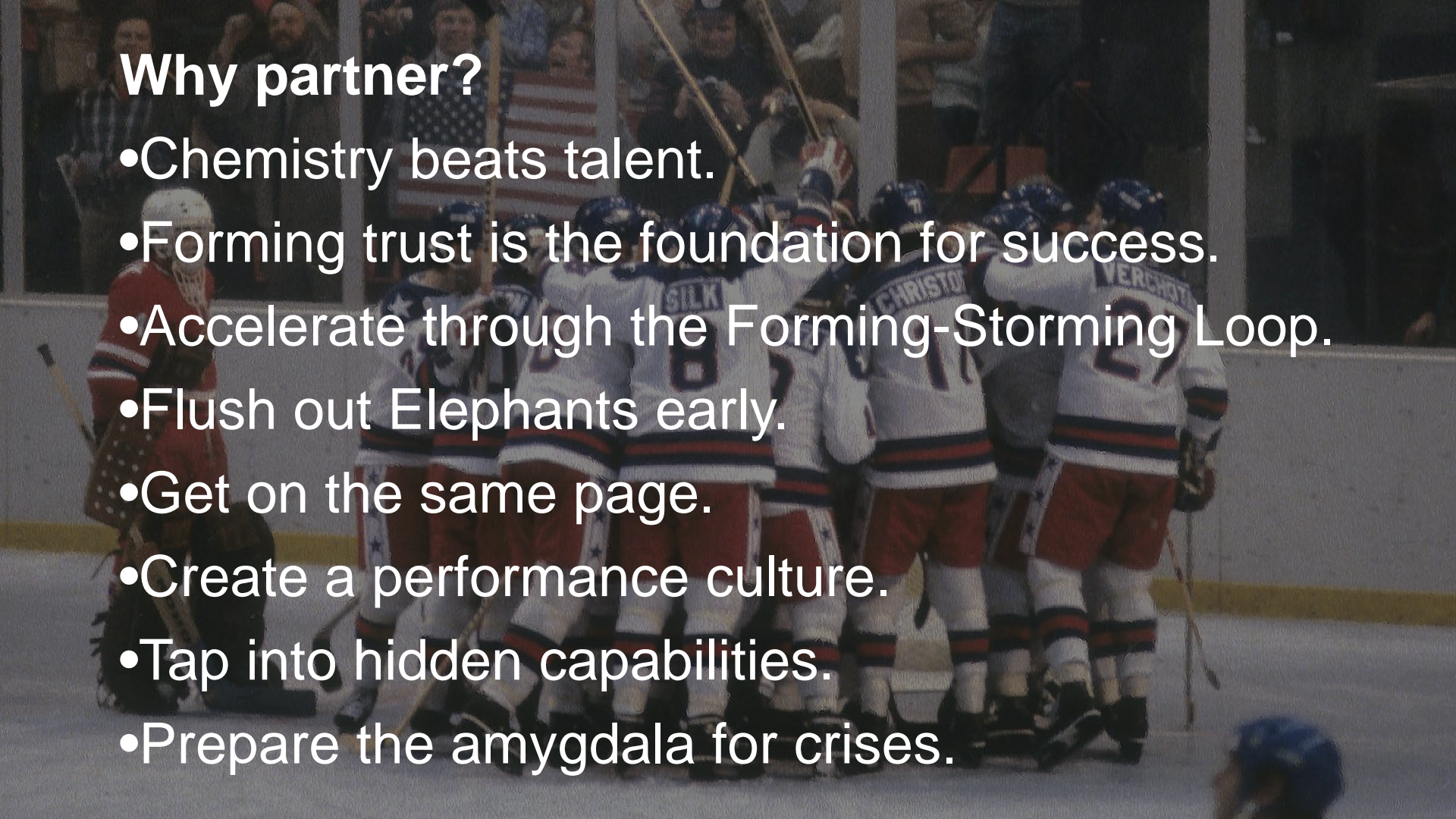
© Lencioni Model

COHESIVE TEAM   **DYSFUNCTIONAL TEAM**

Why partner?

- Chemistry beats talent.
- Forming trust is the foundation for success.
- Accelerate through the Forming-Storming Loop.
- Flush out Elephants early.
- Get on the same page.
- Create a performance culture.
- Tap into hidden capabilities.
- Prepare the amygdala for crises.

Why partnering fails?

- It's a box to check off.
- We go down the checklist without knowing why.
- It is a one-and-done event.
- Fail to follow the Getting Things Done framework.
- We underestimate the time needed.
- We over-pack the agenda .
- Mindset issue - don't see partnering as strategic.

HOW BIG THINGS GET DONE

THE SURPRISING FACTORS

THAT DETERMINE THE FATE OF EVERY PROJECT

FROM HOME RENOVATIONS TO SPACE EXPLORATION

AND EVERYTHING IN BETWEEN

BENT FLYVBJERG *and* DAN GARDNER
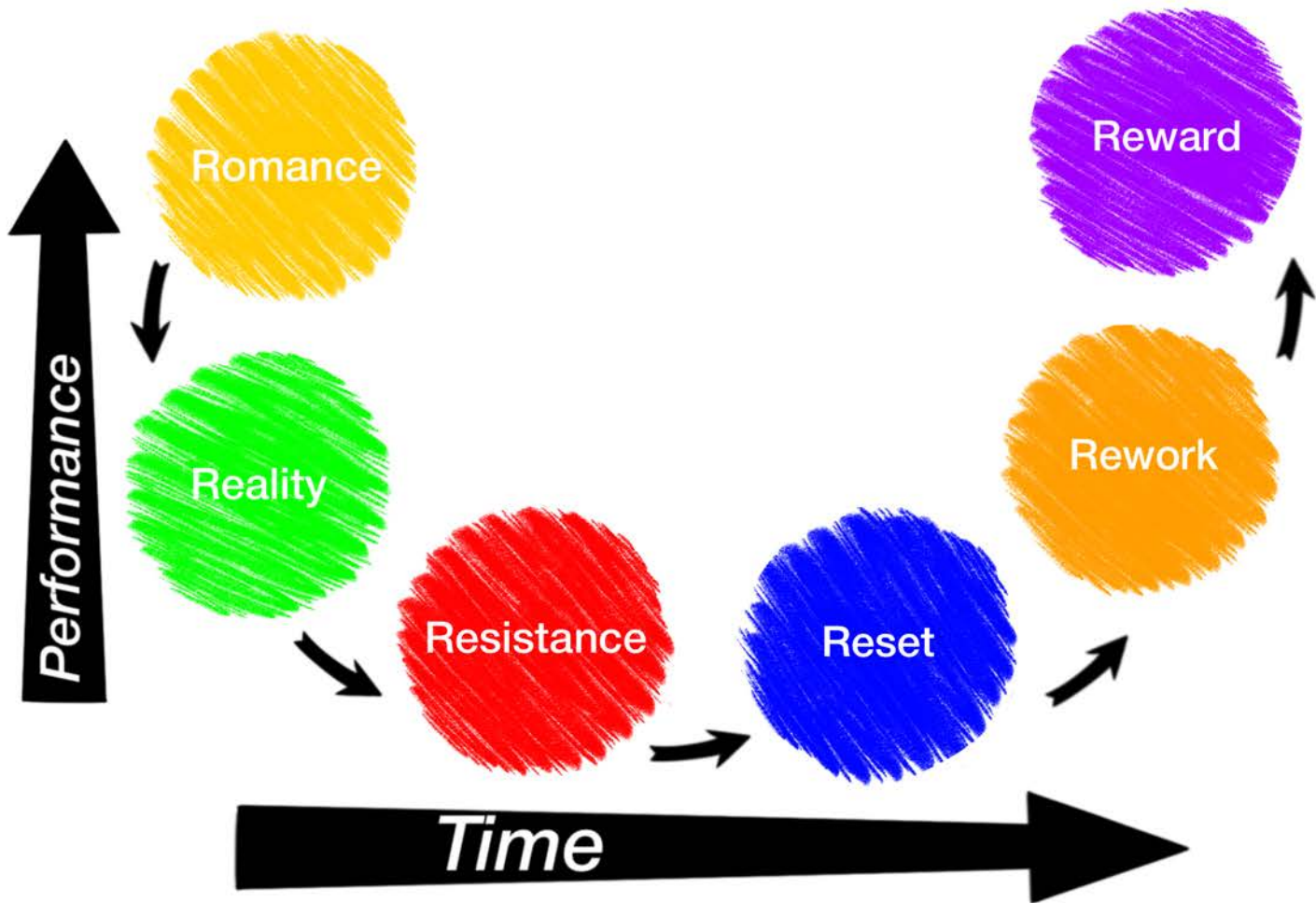
PROJECT TYPE	(A) MEAN COST OVERRUN (%)*	(B) % OF PROJECTS IN TAIL (≥ 50% OVERRUN)	(C) MEAN OVERRUN OF PROJECTS IN TAIL (%)
Nuclear storage	238	48	427
Olympic Games	157	76	200
Nuclear power	120	55	204
Hydroelectric dams	75	37	186
IT	73	18	447
Nonhydroelectric dams	71	33	202
Buildings	62	39	206
Aerospace	60	42	119
Defense	53	21	253
Bus rapid transit	40	43	69
Rail	39	28	116
Airports	39	43	88
Tunnels	37	28	103
Oil and gas	34	19	121
Ports	32	17	183
Hospitals, health	29	13	167
Mining	27	17	129
Bridges	26	21	107
Water	20	13	124
Fossil thermal power	16	14	109
Roads	16	11	102
Pipelines	14	9	110
Wind power	13	7	97
Energy transmission	8	4	166
Solar power	1	2	50

SOURCE: FLYVBJERG DATABASE

* Cost overrun was calculated not including inflation and baselined as late in the project cycle as possible, just before the go-ahead (final business case at final investment decision). This means that the numbers in the table are conservative. If inflation had been included and early business cases used as the baseline, cost overrun would be much higher, sometimes several times higher.

SKIP NOTES

Topic:	-4	-3	-2	-1	0	1	2	Score
Environment	Disdained	Toxic	Stressful	Worry	Safe	Positive	Uplifting	
Focus	Open Battle	Escalation	Pre-emption	Process	Scope	Outcome	Mutual Success	
Relationships	Enemies	Hostile	Disrespect	Indifferent	Cordial	Cooperative	Collaborative	
Process	Retribution	Sabotage	Hidden agendas	Chain of command	Task at Hand	Keeping promises	Making it Easier for Others	
Behavior	Create Pain	Micromanage	CYA	Do my job	Respect	Partnering	Transparency	
Outcomes	Lawsuits	Tit for Tat	Politics	Slow	Efficient	Learn from mistakes	Improve	
Systems	Chaos	Dysfunctional	Distracting	Hassle	Does not get in the Way	Supportive	Flexible	
Ethics	Duplicity	Obstruction	Self-interest	Compliance	What is Expected	What is right	What is Good	
Schedule	Weapon	Done to the Trades	Basis for Claims	Confusing	Collaboration with the Trades	Manage Priorities	Time Machine	
							Total	

Instructions:

Think of a specific project. It can be your favorite project, worst project, best project--but make sure it is a single project.

For each of the nine green topic rows, circle the word on the row that best describes how your project felt.

After choosing the nine words, enter the numeric value from the top row for that word selection in the score column.
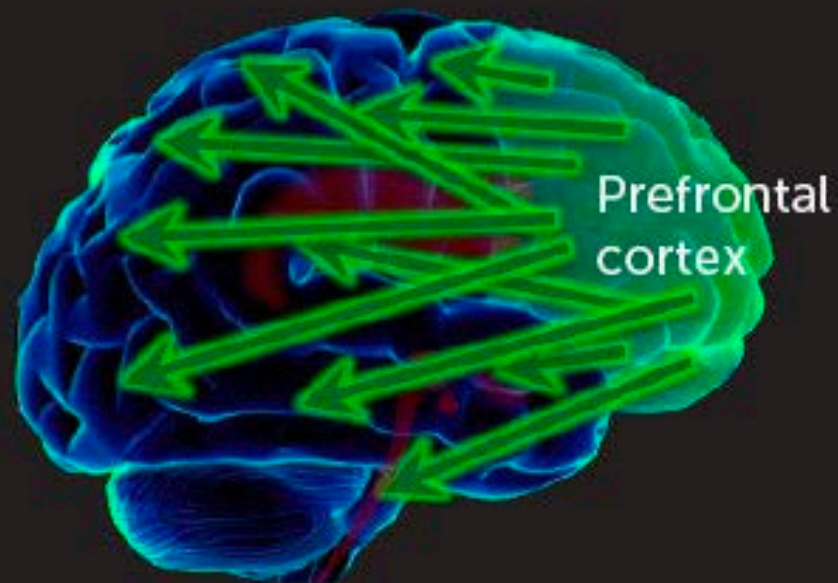
Then, go back and star the best word and the worst word you chose.

Briefly describe one person who influenced the team culture on the project you scored:

What was the best team
you've been on and why?

Unstressed

Prefrontal cortex

Tight control of thoughts, emotions and actions

Stressed

Prefrontal cortex

Amygdala
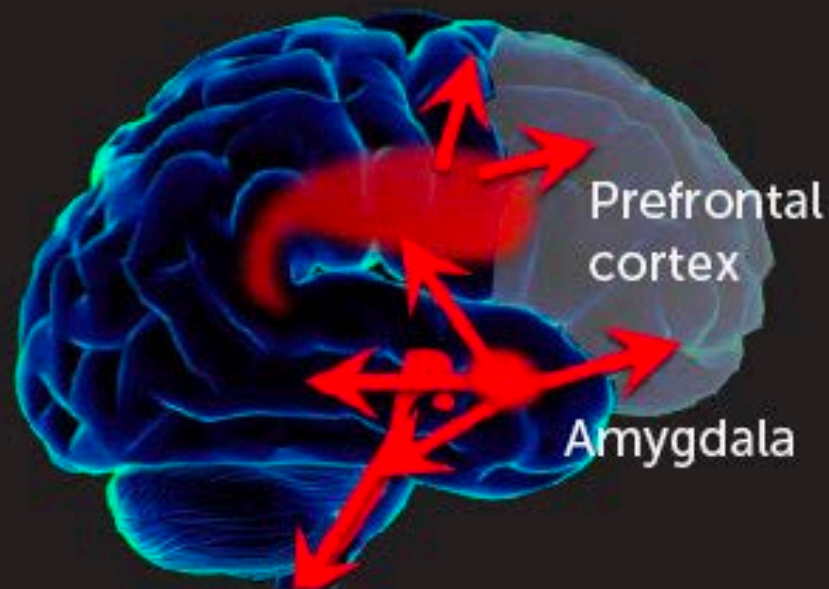
Weaker control of thoughts, emotions and actions

RIGHT THING, RIGHT NOW — RYAN HOLIDAY

DISCIPLINE IS DESTINY — RYAN HOLIDAY

COURAGE IS CALLING — RYAN HOLIDAY

RYAN HOLIDAY — STILLNESS IS THE KEY

RYAN HOLIDAY — EGO IS THE ENEMY

RYAN HOLIDAY — THE OBSTACLE IS THE WAY
The Timeless Art of Turning Trials into Triumph

RYAN HOLIDAY — THE GIRL WHO WOULD BE FREE

RYAN HOLIDAY — THE BOY WHO WOULD BE KING

RYAN HOLIDAY and STEPHEN HANSELMAN — THE DAILY STOIC JOURNAL

RYAN HOLIDAY and STEPHEN HANSELMAN — THE DAILY STOIC

LIVES OF THE STOICS — RYAN HOLIDAY and STEPHEN HANSELMAN

Seneca wrote:
"What is quite unlooked for is more crushing in its effect, and unexpectedness adds to the weight of a disaster. This is a reason for ensuring that nothing ever takes us by surprise. We should project our thoughts ahead of us at every turn and have in mind every possible eventuality instead of only the usual course of events…"

Pre-Mortem Exercise: Instructions

Welcome to the pre-mortem exercise. Today, we will explore potential risks by imagining the project has failed. This exercise is designed to simulate failure scenarios, help you identify potential issues, and establish a realistic understanding of what could go wrong. Here's how we'll proceed:

Step 1: Set the Scene

Imagine it's one year after the established completion date, and the project is still unfinished. Picture the moment you realize things have gone off the rails.

- Who is informing you of the failure? Is it an email, a meeting, or a phone call?
- Where are you when you get the news, and what are you feeling—shock, frustration, confusion?
- What does the message say, and what is your first reaction?

Take a moment to vividly picture this scenario.

Step 2: Rewind the Story

Now, let's step back and trace the series of events that led to this failure. Think through the chain of decisions, mistakes, and miscommunications that brought the project to this point.

- What was the first sign that something was going wrong?
- How did small issues evolve into larger problems?
- What key decisions or actions contributed to the failure?
- How did team dynamics or communication play a role in the unfolding crisis?

Be specific—walk through the timeline of events leading to the failure.

Step 3: Create Characters

Think about the key people involved in this failure. Who are the main players?

- Was it a leader who missed the warning signs? A team member who didn't speak up? A client who changed the scope?
- What were their motivations, fears, and blind spots? How did their actions (or inactions) contribute to the failure?

Give these people life and personality. This helps to make the scenario more real.

Step 4: Identify Turning Points

Every failure has critical moments—turning points where things could have gone differently but didn't. Identify those moments.

- What were the key decisions or missteps that sealed the project's fate?
- Was there a missed deadline, a lack of communication, or a decision not thoroughly thought through?
- What could have been done differently to avoid this turning point?

Describe these moments clearly, and think about how they shaped the outcome.

Step 5: Reflect on the Aftermath

Now that the failure has played out, consider the aftermath.

- How are people reacting? Is there blame, regret, or frustration?
- What are the consequences for the team, the company, and the client?
- How does this failure impact future projects or relationships?

This reflection helps you consider the full scope of the failure and its ripple effects.

Step 6: Extract Lessons

Finally, let's step back from the story and reflect on what we've learned.

- What risks were ignored, underestimated, or not anticipated?
- What actions could have been taken earlier to avoid this outcome?
- Where were the blind spots, and how can you prevent this scenario from happening?

This is your opportunity to draw insights from the story and identify tangible steps to mitigate these risks in the future.

12 Early Warning Signs

	Rate 1 to 5
1. Early gut feel	
2. A weak mission that doesn't influence behavior	
3. Politics, drama and turf	
4. Disengagement	
5. Ignoring elephant issues	
6. Problems won't go away	
7. Missed milestones	
8. Boring meetings with false harmony	
9. Safety or quality issues	
10. Sidebar meetings after the meeting	
11. Frontline folks feel it is Us vs. Them	
12. Lack of clarity and fuzzy commitments	
Total	
Which one are you most concerned about?	
Why?	

PROBLEM: THE LACK OF CLARITY ON THE PERMIT PROCESS RESULTS IN RE-WORK, TIME DELAYS, FRUSTRATION OF THOSE INVOLVED, AND POTENTIAL RISKS TO THE CONSTRUCTION COST AND SCHEDULE.

PROCESS

COMMUNICATION

THREE ACTION STEPS

1. REQUEST THAT THE CURRENT PROCESS BE FINE TUNED TO ALLOW FOR DIRECT COMMUNICATION WITH PLAN REVIEW STAFF.

2. UCD BLDG. DEPARTMENT TO CREATE A PERMITTING FLOWCHART. (GET THE PROCESS ON PAPER)

3. HAVE AN IN-PERSON MTG WITH BOTH ADMIN AND REVIEW STAFF TO AGREE ON PROCESSES MOVING FORWARD.

SUCCESS = PERMITTING FLOWCHART

STRENGTH	ZONE	SCORE	TEAM COUNT	TEAM PERC	US COUNT	US PERC
Achiever®	Acting	4.00	5	56%	4,039,040	32%
Relator®	Relating	3.00	4	44%	3,288,225	26%
Strategic®	Thinking	1.67	3	33%	2,733,337	22%
Responsibility®	Relating	2.33	3	33%	3,494,805	28%
Positivity®	Motivating	3.00	3	33%	2,199,491	18%
Communication®	Relating	4.00	3	33%	1,627,619	13%
Maximizer®	Motivating	2.00	2	22%	1,257,197	10%
Consistency®	Thinking	2.50	2	22%	1,576,471	13%
Arranger®	Thinking	3.00	2	22%	1,496,894	12%
Analytical®	Thinking	3.00	2	22%	1,583,457	13%
Self-Assurance®	Acting	4.50	2	22%	474,626	4%
Empathy®	Relating	4.50	2	22%	2,437,545	19%
Input®	Thinking	4.50	2	22%	2,497,393	20%
Competition®	Motivating	1.00	1	11%	1,426,701	11%
Developer®	Motivating	1.00	1	11%	2,207,718	18%
Restorative®	Acting	1.00	1	11%	2,469,714	20%
Command®	Motivating	2.00	1	11%	597,423	5%
Woo®	Motivating	2.00	1	11%	1,432,888	11%
Learner®	Thinking	2.00	1	11%	3,345,875	27%

STRENGTH	ZONE	SCORE	TEAM COUNT	TEAM PERC	US COUNT	US PERC
Discipline®	Acting	3.00	1	11%	1,032,102	8%
Deliberative®	Thinking	3.00	1	11%	1,361,463	11%
Adaptability®	Acting	3.00	1	11%	2,213,989	18%
Connectedness®	Thinking	4.00	1	11%	1,568,837	13%
Significance®	Acting	–	0	0%	724,043	6%
Focus®	Acting	–	0	0%	882,528	7%
Activator®	Acting	–	0	0%	1,116,090	9%
Context®	Thinking	–	0	0%	1,174,818	9%
Ideation®	Thinking	–	0	0%	1,531,958	12%
Includer®	Relating	–	0	0%	1,559,453	12%
Intellection®	Thinking	–	0	0%	1,569,824	13%
Belief®	Acting	–	0	0%	1,616,675	13%
Futuristic®	Thinking	–	0	0%	1,766,657	14%
Individualization®	Relating	–	0	0%	1,938,876	15%
Harmony®	Relating	–	0	0%	2,384,053	19%

The Five Behaviors and Your Team

Remember, the five behaviors can be mistakenly interpreted as five distinct issues that can be addressed in isolation of one another. But in reality they form an interrelated model, and neglecting even one of the behaviors can be potentially harmful to the success of a team. Below are your team's results for each behavior, based on the team's responses to the assessment questions.

LOW
1.00-3.24

MEDIUM
3.25-3.75

HIGH
3.76-5.00

RESULTS
2.85

ACCOUNTABILITY
2.73

COMMITMENT
2.90

CONFLICT
3.15

TRUST
2.56

	Your Team's Average Score	Percentile
Trust	2.56	9 %
Conflict	3.15	34 %
Commitment	2.90	10 %
Accountability	2.73	27 %
Results	2.85	13 %

Building Trust

What is needed to achieve trust?

As part of the assessment, you and your team members also had an opportunity to identify specific areas for the team to focus on in the interest of building trust. The number of people (out of 12) who selected each response appears in the corresponding box below. Note: You had the option to select all that apply.

There would be more trust on our team if people:

12	Understood each other's working styles	**8**	Reduced the amount of gossiping
11	Shared professional failures and successes	**7**	Readily apologized
11	Admitted their mistakes	**7**	Got to know each other on a personal level
10	Spent more time together	**5**	Would give credit where credit is due
9	Were more forthright with information	**4**	Let go of grudges

Points of Discussion

1. A number of group members felt that there might be more trust on the team if people understood each other's working styles. Now that you understand each other's DiSC styles, how will this information be used to build trust?

2. Trust might also improve if people shared professional failures and successes with each other. What are the current obstacles to doing this more often? How valuable would it be to the group's effectiveness?

	Your Team's Average Score	Percentile
Trust	2.52	8 %
Conflict	2.98	19 %
Commitment	2.89	9 %
Accountability	2.66	21 %
Results	2.45	2 %

Dominance

You will notice: self confidence, directness, forcefulness, risk-taking

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

Limitations: lack of concern for others, impatience, insensitivity

Fast-paced
Assertive
Dynamic

Influence

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

Limitations: impulsiveness, disorganization, lack of follow-through

Questioning
Logic-focused
Challenging

Accepting
People-focused
Receptive

You will notice: precision, analysis, skepticism, reserve, quiet

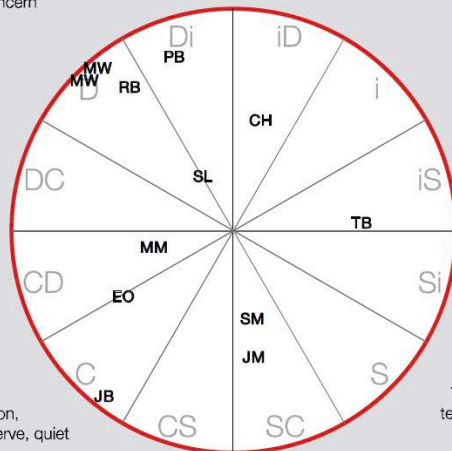**Motivated by:** opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

Limitations: overly critical, tendency to overanalyze, isolates self

You will notice: patience, team player, calm approach, good listener, humility

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

Limitations: overly accommodating, tendency to avoid change, indecisiveness

Moderate-paced
Calm
Methodical

Conscientiousness

Steadiness

Wheel labels: Di, PB, MW, MW, RB, D, CH, SL, DC, TB, MM, iS, CD, EO, Si, SM, JM, C, JB, CS, SC, S, iD, i

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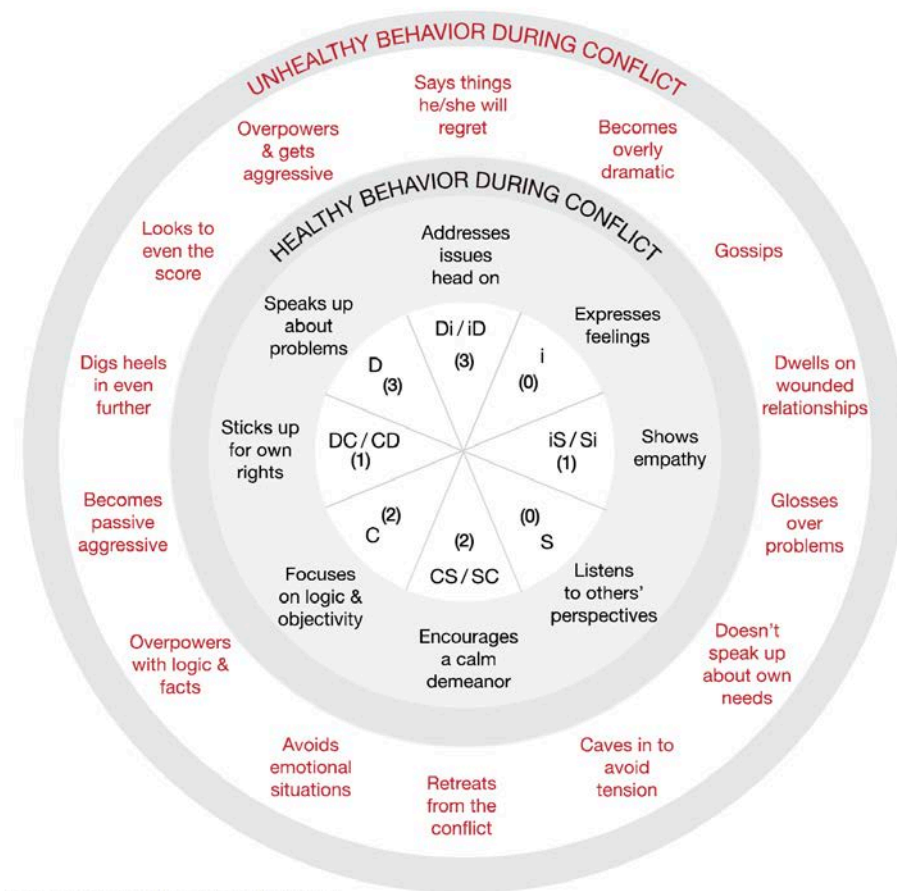## Conflict Team Map

The descriptions on the inner, gray circle illustrate what healthy behavior during conflict might look like. The descriptions in red on the outer circle illustrate unhealthy behavior related to each style. The numbers in the innermost circle reflect the **people on your team** who fall into each of the style regions (out of 12 people).

UNHEALTHY BEHAVIOR DURING CONFLICT

HEALTHY BEHAVIOR DURING CONFLICT

Outer (red, unhealthy):
- Says things he/she will regret
- Becomes overly dramatic
- Gossips
- Dwells on wounded relationships
- Glosses over problems
- Doesn't speak up about own needs
- Caves in to avoid tension
- Retreats from the conflict
- Avoids emotional situations
- Overpowers with logic & facts
- Becomes passive aggressive
- Digs heels in even further
- Looks to even the score
- Overpowers & gets aggressive

Inner (gray, healthy):
- Addresses issues head on
- Expresses feelings
- Shows empathy
- Listens to others' perspectives
- Encourages a calm demeanor
- Focuses on logic & objectivity
- Sticks up for own rights
- Speaks up about problems

Innermost (team counts):
- Di / iD (3)
- i (0)
- iS / Si (1)
- S (0)
- CS / SC (2)
- C (2)
- DC / CD (1)
- D (3)

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Paul PM
PROJECT MANAGER

60% 40%

Responsibility®
Loyal and Reliable

Restorative®
Revitalizer

Adaptability®
Agility Ace

Communication®
Word Wizard

Belief®
Protector of Principle

genius SPARK

Steve Sage
SAGE

60% 40%

Arranger®
Master Organizer

Relator®
Circle of Trust

Strategic®
Master Planner

Analytical®
Truth Seeker

Responsibility®
Loyal and Reliable

KRYPTONITE PARAGRAPH

My sense of ownership can turn into protecting my turf. I may have difficulty letting people solve their problems. I always feel pressure to offer a fix. I tackle the immediate need and sometimes need to prioritize better. I can talk over others when I get passionate about a topic. I can come across as having a closed mind when someone shares a new idea.
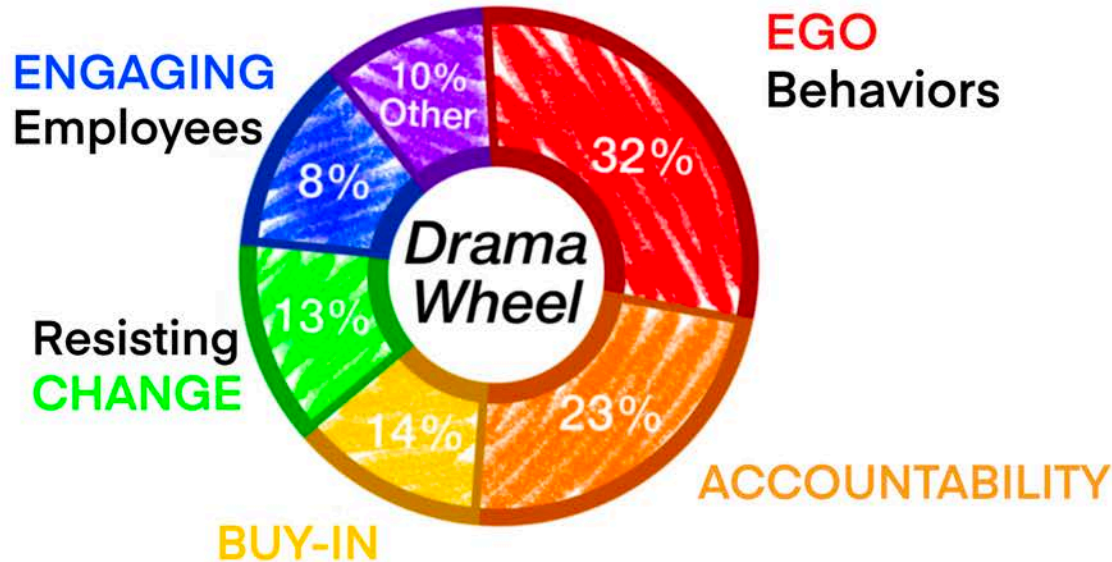
KRYPTONITE PARAGRAPH

I can lose time looking for the best solution when a good solution is good enough. I can vote someone out of my circle of trust for violating my code of behavior; they will likely not realize why. I often assume that what seems clear to me should seem clear to others. I have a hard time supporting a direction I have not fully explored. My sense of ownership can turn into protecting my turf.

Do I want to be right or effective?

Drama in the Workplace

Drama Wheel

- EGO Behaviors — 32%
- ACCOUNTABILITY — 23%
- BUY-IN — 14%
- Resisting CHANGE — 13%
- ENGAGING Employees — 8%
- 10% Other

Drama is <u>emotional waste</u> that takes energy away from results and well-being in the workplace.

You live with drama because you hired it or tolerate it.

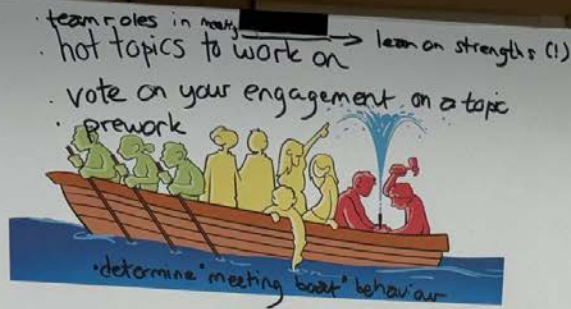**Drama consumes 2.5 hours a day per employee. 816 hours a year.**

Credit to Cy Wakeman

FRONT OF BOAT SUMMARY

Comms/ Feedback   **Walk the Talk**   Servant Leadership

INCLUSIVE

INCLUSIVE

- GREAT COMMUNICATOR
- Giving open feedback
- Forum for meetings
- Good + precise communication (...LEAN)
- openminded (ask questions be curious)

Walk the talk - we do what we say!

- CLARITY IS KINDNESS
- ORGANIZED
- DISCIPLINE
- Follow through on commitments
- Saying "No" when it does not line up w/ our strategy

- offer support
- LOYAL & DRIVEN
- HONESTY
- PROMOTING + LIVING THE DPR VALUES
- Lead by example (e.g. ELT models...)
- CARING
- Giving Praise
- SEEING OUR PEOPLE AS OUR MOST VALUABLE RESOURCE
- Good relationships Great Team
- willing to learn & curiosity

BACK OF BOAT SUMMARY
"EGO FIRST"

- VISIBLE CONTEMPT FOR OTHERS
- Stonewalling
- DISRESPECT
- Any of the "4 HORSEMEN"
- "ME" ONLY THINKING
- NOT AWARE OF OWN BLIND SPOTS

DISRESPECT / POOR PEOPLE PRACTICE

- Triangulation
- UNDERMINING POSITIONS OR POLICY TO PEOPLE OUTSIDE THIS TEAM
- Asking leading questions
- Talking about others not to others
- Agree in the room, behave otherwise outside
- Not listen to understand
- GOSSIPING
- Agree or behave in the moment then do something else later

LACK OF ENGAGEMENT

- Not showing up in meetings without cancelling
- DON'T PARTICIPATE
- Acting in silos
- ACCOUNTABILITY
- DON'T TRUST TEAM TO MAKE DECISION
- CLARITY
- VAGUENESS
- LACK OF DECISION

- PURSUIT APPROACH NOT AGREEMENT
- Missing EU ↔ US coordination
- WANT TO HAVE ANOTHER...

- team roles in meeting
- hot topics to work on → lean on strengths (!)
- vote on your engagement on a topic
- prework

"determine" meeting boat" behaviour

Outward facing

Front of the Ship

rules of engagement
'evolving'

Middle of the Ship

" shift behaviours to stop corosion
↑ takes time ... but starts somewhere"

Back of the Ship

Comms/Feedback
↳ improvement on past behaviours
active learning to make it stronger

Walk the talk
↳ stick to discipline

Servant leadership
↳ inclusive, recognised, praise

Disengagement   passive
↳ creates uncertainty
indecision

To Avoid conflict

Uncertainty
↳ lack of clarity or
asking
questions

reenforcing loop

EGO First
→ more active behaviours, showing up under
pressure or during conflict

Disrespect
→ absence of certain behaviour
leads to poor people practices in the
team

Lack of Engagement
→ Miro board example
everybody participates to
make it work

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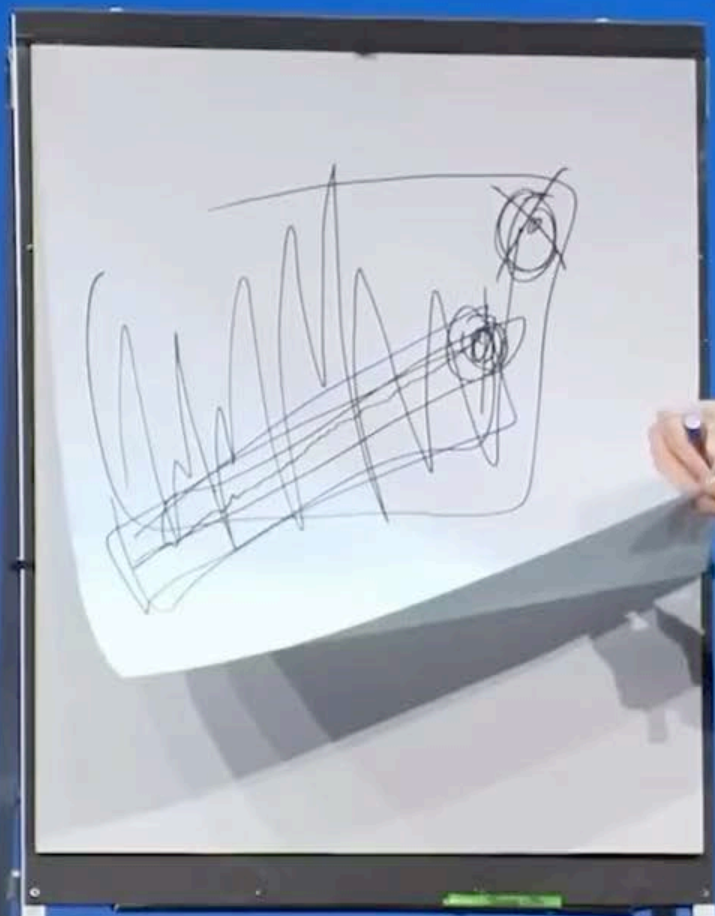
- Here is impact of your behaviors.
- Here are the behaviors we expect.

- **How are you going to support this direction?**
- **Or, How are you going to transition out?**

EUROPE LEADERSHIP TEAM CHARTER

We will put the success of our customers, projects and teams first, every day.

We're committed to **behaviours** that will support us in being a high performing team, setting an example for the organisation. They are reflective of a "bottom-up," customer- and project-centric approach.

GENIUS PARAGRAPH — WHEN WE ARE AT OUR BEST

At our core, we are a team that values trust, respect, and appreciation for each individual. We excel at optimizing team dynamics, adapting to change, and embracing curiosity to solve challenges. As natural learners, we thrive on exploring new ideas and ramping up quickly in new initiatives. We are the go-to team for getting things done, instinctively knowing what it takes to achieve results.

CONDITIONS OF SATISFACTION 2024

How we'll know if we're successful.

GET WORK & DO WORK
- Implement **touchpoints** (standardized check-ins by project stage) on all current projects.

GET WORK
- All of the mandatory ELT attendees will attend at **Go/No Go meetings**.
- **Identify an additional key account**.
- **Current, accurate zippering plans** for each key customer.

DO WORK
- **Strengthen the supply chain:** Identify 2-3 potential preferred partners by end of year for Germany and Switzerland.
- **Refine our project execution plan template**, using FRA18-22 as the basis.

TAKING CARE OF PEOPLE
- 100% participation of ELT in **Talent Reviews**.
- **Hire** all of our defined critical roles by the end of the year.
- Review **coach list** and make sure all employees have at least two conversations with their coach.
- Every new hire has someone from the ELT responsible for their **onboarding**.

STRATEGY

Our passion is to build highly technical projects for sophisticated, collaborative owners.

CORE MARKETS

ADVANCED TECHNOLOGY
Data centers

LIFE SCIENCES
Research and development and manufacturing

LOCATIONS
- **Germany** (Frankfurt)
- **Switzerland** (Zürich, Basel and Visp)
- **Amsterdam** (European headquarters, corporate services)

CONTRACTS
We will work for owners that want creative, collaborative contracting approaches.

KEY ACCOUNTS
Our focus will be on our key accounts:
- Digital Realty
- Vantage

BOAT BEHAVIOURS TRANSLATED INTO LEADERSHIP BEHAVIOURS

At our core, we are a team that embodies clear communication, unwavering commitment, and servant leadership. These behaviours define us at our best and guide us toward success.

FRONT OF THE BOAT
At our core, we are a team that embodies clear communication, unwavering commitment, and servant leadership. These behaviours define us at our best and guide us toward success:
- Effective communication and feedback
- Walking the talk
- Servant leadership

Recognize and reward these behaviours when you observe them.

MIDDLE OF THE BOAT
When our team finds itself in the "muddy middle," we experience **disengagement, uncertainty, and conflict avoidance**. These behaviours prevent us from taking initiative, making decisions, and moving forward as a cohesive unit.
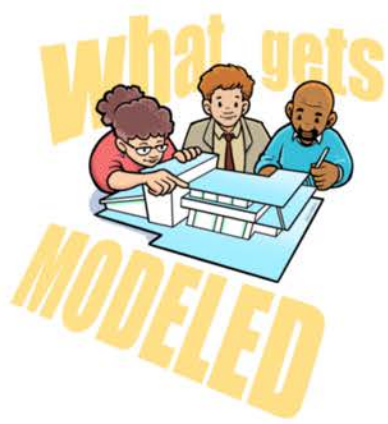
BACK OF THE BOAT
When our team falls into the "back of the boat" mentality, we exhibit behaviours that **prioritize ego**, display **disrespect**, and are **actively disruptive.** These toxic behaviours corrode the team's unity, trust, and effectiveness, requiring immediate identification and correction to prevent further damage.

STEERING BACK ON-COURSE
What will we do when we find we're not in the front of the boat?
1. **Don't ignore it.**
2. **Ask first:** If you think someone's in the back of the boat:
   - **Be curious**, ask questions before calling the behaviour out.
   - Do you have all of the information to make a judgment?
3. **Communicate your perspective**. Get contributions from the wider team.
4. **Suggest a path forward** that is in the best interest of the organisation.

what gets PICTURED

what gets MODELED

what gets SCHEDULED

what gets BUDGETED

what gets TRAINED

BEST PRACTICES

what gets MEASURED

what gets CELEBRATED

7 Essentials to Getting Things Done

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The Power

Of Humanizing

the Project

What Gets Done Worksheet

Describe the initiative.

What gets pictured gets done.

What is the mission?

Why is it important?

Who needs to be on board for it to be successful?

What does success look like?

What gets modeled gets done.

What behaviors support the mission?

What behaviors send the wrong message?

What gets scheduled gets done.

What is the next action?

When is is scheduled?

What gets resourced gets done.

What are the necessary resources? People, time, budget, and skill?

What resources are needed to sustain the effort?

What gets trained gets done.

What knowledge or skills are needed?

What training is needed?

What gets measured gets done.

What are the leading indicators for success?

How do we measure these?

Open assistant

What is the review process and action plan if needed?

What gets celebrated gets done.

How will we recognize progress and celebrate success?

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Thank you for attending this presentation. Enjoy the rest of the 26th Annual LCI Congress!