

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Building Strong Teams

Rex Miller - MindShift

Heather Ormonde - Pursue Perfection Consulting

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 22, 2024

A portrait of Rex Miller, a middle-aged man with a beard, wearing a dark shirt, with his arms crossed. The background is dark and textured.

THE **RESILIENCE**

REX MILLER LAB

IMAGINE A PLACE PRODUCTIONS



mindshift

www.rexmiller.com

LinkedIn



Heather Ormonde

Pursue Perfection Consulting



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.”

Pursue-Perfection.Com





Google
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Whiting Turner
MWH Constructors
Lewis Build
COAA

Federal Reserve Headquarters
San Diego Pure Water
Intel RA WATR
San Francisco Water
Fort Meade
Andrews AFB
Langley AFB
Atrium Health
Disney Avatar
UCSF Hospital
UC Davis Surgical
Google Bayview
Eli Lilly Manufacturing
Merck
Wake Forest Hospital
Jackson Hospital
Parkland Hospital
AT&T Dallas HQ
ABSG Headquarters
Abbot Labs
Hunt Energy Headquarters

genius SPARK

REIGNITE YOUR LIFE



rex MILLER



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



© Lencioni Model

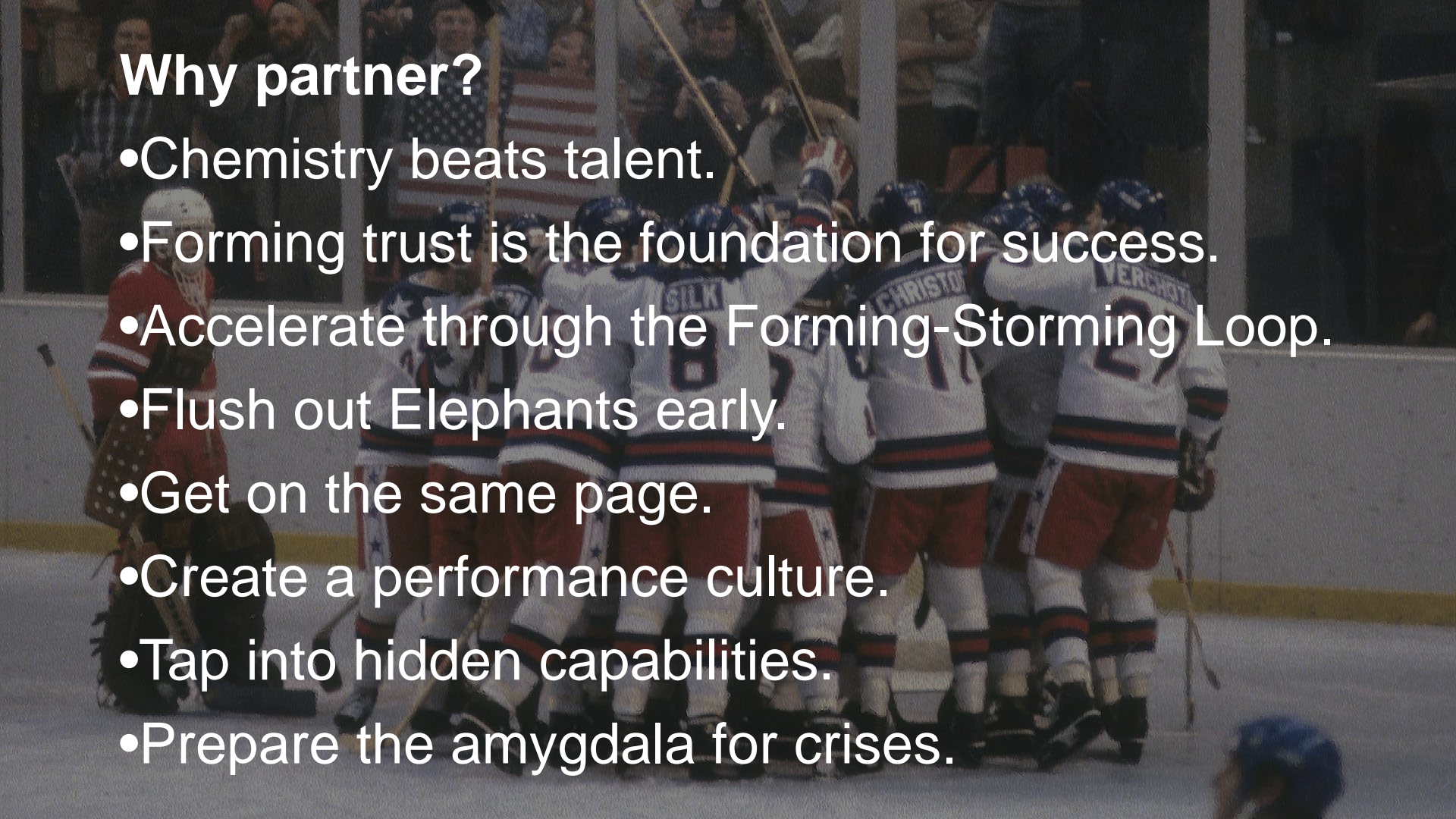
COHESIVE TEAM

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?

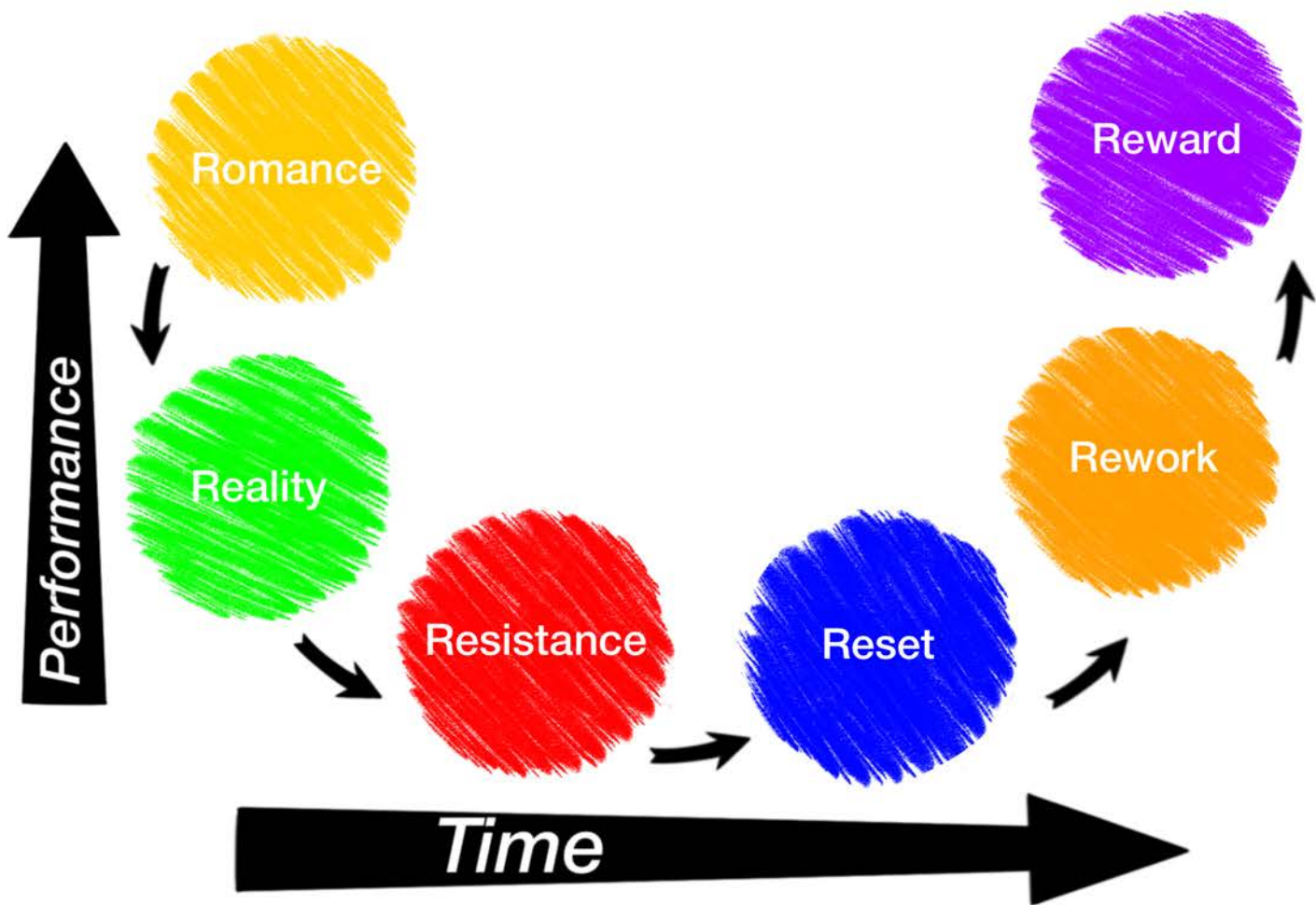
- It's a box to check off.
- We go down the checklist without knowing why.
- It is a one-and-done event.
- Fail to follow the Getting Things Done framework.
- We underestimate the time needed.
- We over-pack the agenda .
- Mindset issue - don't see partnering as strategic.



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.

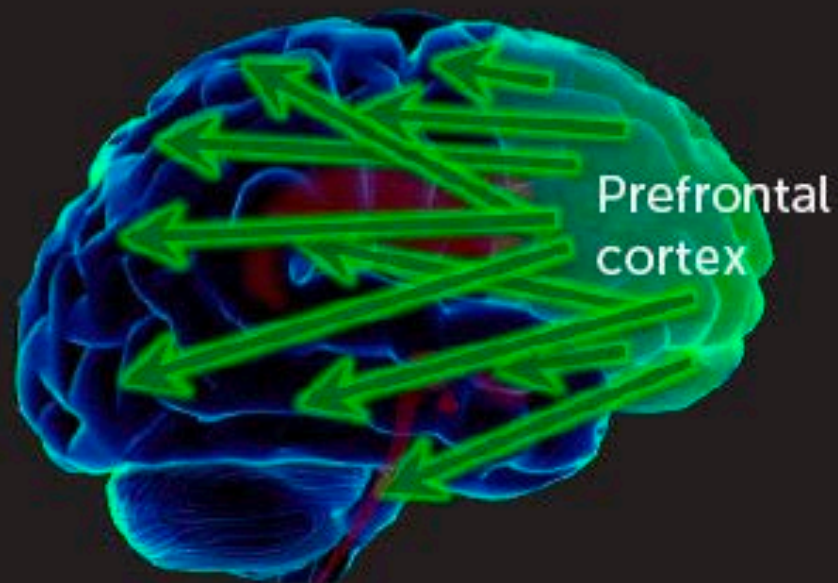
Then, go back and star the best word and the worst word you chose.

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

A group of men are seated around a round table covered with a white tablecloth in a meeting room. The table is cluttered with various items including papers, charts, a water pitcher, and glasses. One man in a light blue shirt is looking at a document, while another in a dark blue shirt is resting his chin on his hand. A third man in a purple striped shirt is looking towards the center. In the foreground, the back of a man in a grey jacket is visible as he looks at a smartphone. The background features a wall with numerous papers pinned to it. The text "What was the best team you've been on and why?" is overlaid in white on the image.

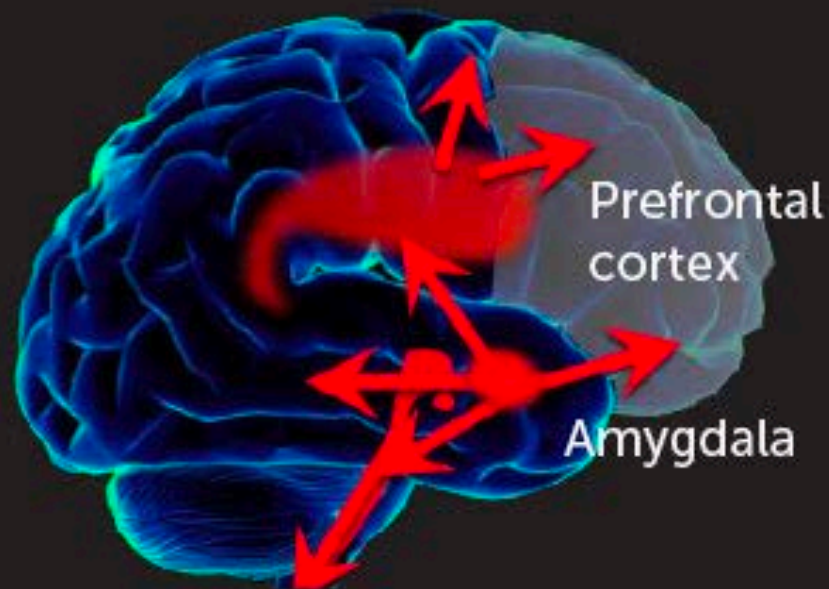
What was the best team
you've been on and why?

Unstressed

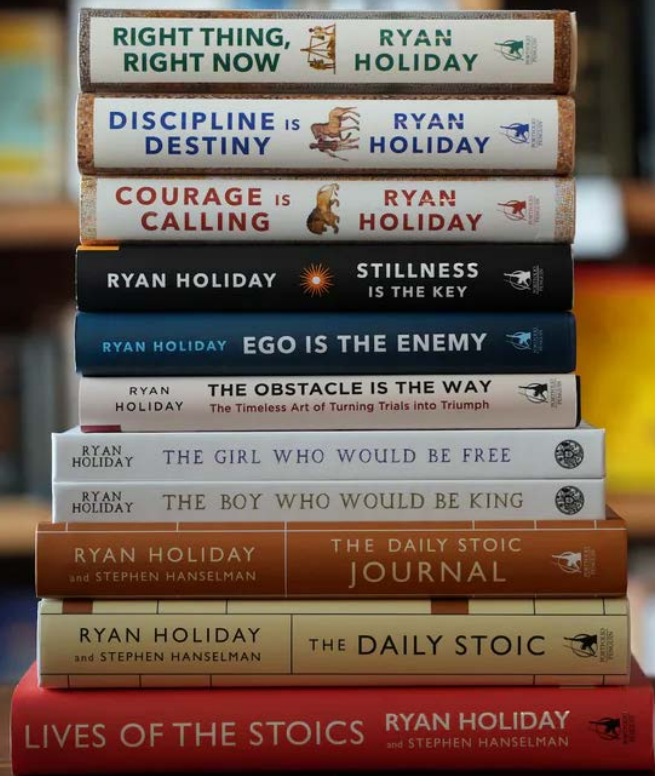


Tight control of thoughts,
emotions and actions

Stressed



Weaker control of thoughts,
emotions and actions





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

	A	B
1		Rate 1 to 5
2	1. Early gut feel	
3	2. A weak mission that doesn't influence behavior	
4	3. Politics, drama and turf	
5	4. Disengagement	
6	5. Ignoring elephant issues	
7	6. Problems won't go away	
8	7. Missed milestones	
9	8. Boring meetings with false harmony	
10	9. Safety or quality issues	
11	10. Sidebar meetings after the meeting	
12	11. Frontline folks feel it is Us vs. Them	
13	12. Lack of clarity and fuzzy commitments	
14	Total	
15		
16	Which one are you most concerned about?	
17	Why?	
18		

confronting +
correcting

Humility
and trust in
the leadership
group

(continued)
 1. 1955-1956

connection

communication + transparency

rules

False Harmony /
Quality Boring Meetings

Agenda

Icebreaker

Right People

Time of
meeting^s

- Cancel meetings w/ no agenda

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

Identify who will be involved in the process, what their roles are, and how they will be involved.

Meet with the building department and other stakeholders to define the process.

Develop a flowchart of the process.

Early Stage Meeting with AHS to Review Standard Permit Request

COMMUNICATION

Develop a communication plan for the process.

Develop a communication plan for the process.

Develop a communication plan for the process.

Develop a communication plan for the process.

Develop a communication plan for the process.

Develop a communication plan for the process.

THREE ACTION STEPS

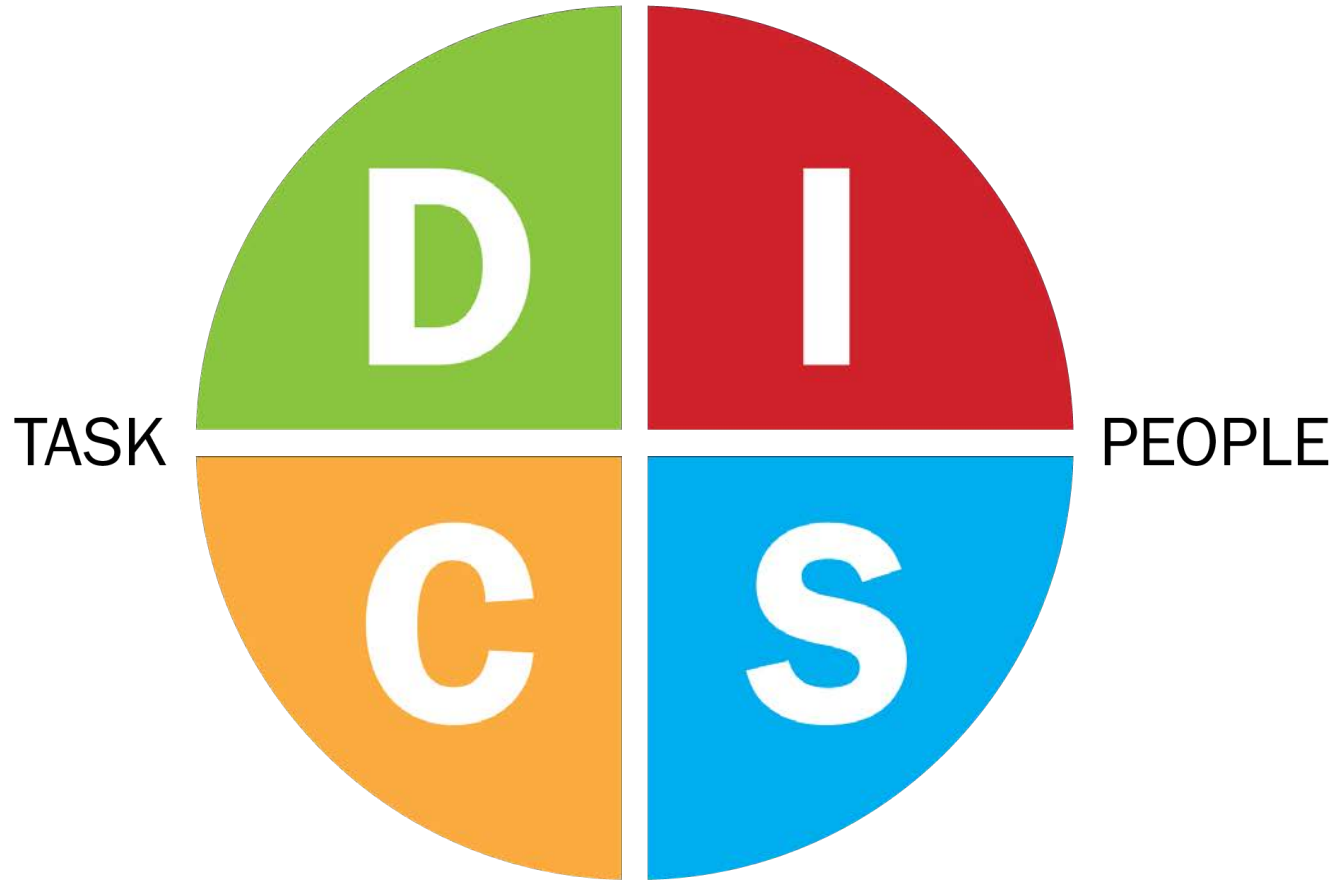
1. REQUEST THAT THE CURRENT PROCESS BE FINE TUNED TO ALLOW FOR DIRECT COMMUNICATION WITH PLAN REVIEW STAFF.
2. UCD BLDG. DEPARTMENT TO CREATE A PERMITTING FLOWCHART. (GET THE PROCESS ON PAPER)
3. HAVE AN IN-PERSON MTG WITH BOTH ADMIN AND REVIEW STAFF TO AGREE ON PROCESSES MOVING FORWARD.

SUCCESS = PERMITTING FLOWCHART

DOMINANT

OUTGOING

INSPIRING



TASK

PEOPLE

CAUTIOUS

RESERVED

SUPPORTIVE

CliftonStrengths®

DISCOVER THE ASSESSMENT EMPOWERING **OVER 25 MILLION PEOPLE TO SUCCEED**



genius **SPARK**



LCI PM Team

CONNECTOR

20% 20% 40% 20%

TEAM PROFILE

Darcy DeGeorge	Heather Ormonde	Jody Douglas	Julie Dolan	Kim Whitehead
Responsibility® Maximizer® Relator® Arranger® Self-Assurance®	Restorative® Woo® Communication® Positivity® Input®	Developer® Arranger® Discipline® Positivity® Empathy®	Strategic® Relator® Responsibility® Input® Achiever®	Positivity® Maximizer® Strategic® Communication® Achiever®
CONNECTOR WAVE WOMAN	CONNECTOR EAST GIRL	CONNECTOR MARY POPPINS	SERVANT LEADER CAPT MARVEL	CONNECTOR BLACK WIDOW
Lisa Reichart	Matt Bleakley	Rex Miller	Thomas Kicklighter	
Consistency® Relator® Responsibility® Empathy® Achiever®	Analytical® Command® Adaptability® Self-Assurance® Communication®	Strategic® Learner® Achiever® Connectedness® Relator®	Competition® Achiever® Deliberative® Consistency® Analytical®	Velvet Hammer
SERVANT LEADER HERMIONE & RAGGED	CONNECTOR TONY STARK	SERVANT LEADER CAPT MILLER	POWERHOUSE ETHAN HUNT	





SUMMARY STATISTICS

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%



SUMMARY STATISTICS

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 for 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.



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?

Trust

Conflict

Commitment

Accountability

Results

Your Team's Average Score

2.52

2.98

2.89

2.66

2.45

Percentile

8 %

19 %

9 %

21 %

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

Accepting
People-focused
Receptive

Questioning
Logic-focused
Challenging

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

Moderate-paced
Calm
Methodical

Conscientiousness

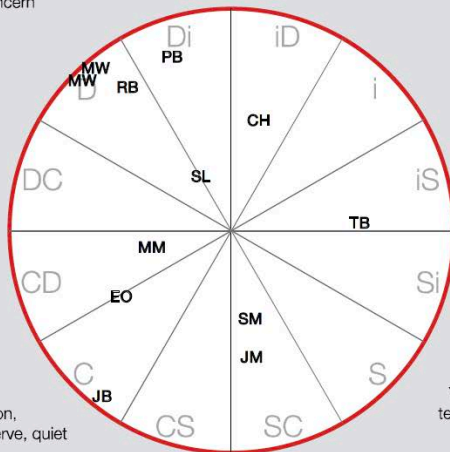
Steadiness

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

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

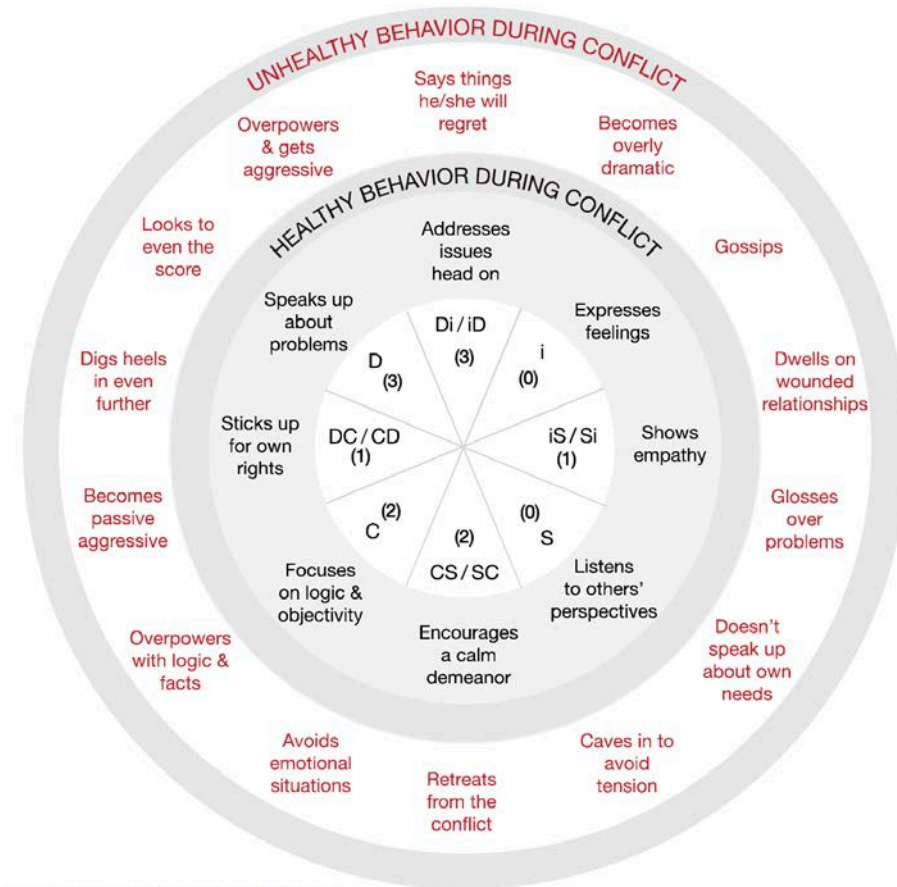
Fears: loss of stability, change, loss of harmony, offending others

Limitations: overly accommodating, tendency to avoid change, indecisiveness



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).







NIMSU

Paul PM

PROJECT MANAGER



60% 40%

Responsibility®

Loyal and Reliable

Restorative®

Revitalizer

Adaptability®

Agility Ace

Communication®

Word Wizard

Belief®

Protector of Principle



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.

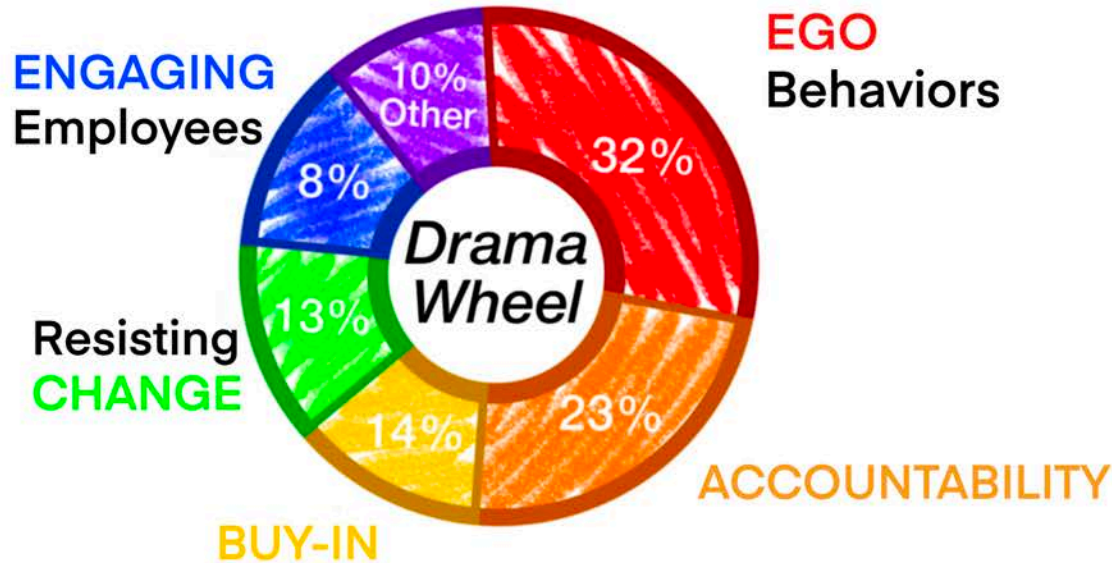
KRYPTONITE PARAGRAPH

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 is emotional waste 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.





FRONT OF BOAT SUMMARY

Comms/ Walk the Talk
Feedback Talk

GREAT COMMUNICATOR

Giving open feedback

Forum for meetings

Good + precise communication

openminded (ask questions be curious)

LEARN

be open to feedback

be open to feedback

be open to feedback

be open to feedback

be open to feedback

Walk the Talk
- see the what we say + do

CLARITY IS KINDNESS

ORGANIZED

DISCIPLINE

Follow through on commitments

Saying "No" when it does not line up w/ our strategy

Servant Leadership

INCLUSIVE

INCLUSIVE

LOYAL & DRIVEN

Honesty

CONSIDERATION

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

Good relationship

offer support

PROMOTING + LIVING THE DPR VALUES

Lead by example (e.g. ELT model)

CARING

Generous praise

Working 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

Go home / office / etc.

GOSSIPING

Asking leading questions

NOT listen to understand

Talking about others not to others

Agree in the room, behave otherwise outside

Agree or seem to agree in the room, then to disagree else later

Make all decisions without anyone's input

Don't agree / disagree / etc.

LACK OF ENGAGEMENT

Not showing up in meetings without cancelling

DON'T PARTICIPATE

ACTIVE IN MEETINGS

ACCOUNTABILITY

Don't have ownership

DON'T TEST TEAM TO MAKE DECISION

Uncommunicative / no long conversations

CLARITY

VAGUENESS

WORKAROUND

LACK OF DECISION

Don't have ownership

Procrastinate / not agreement

Meeting Etc. as US coordination

Ownership of the project / team

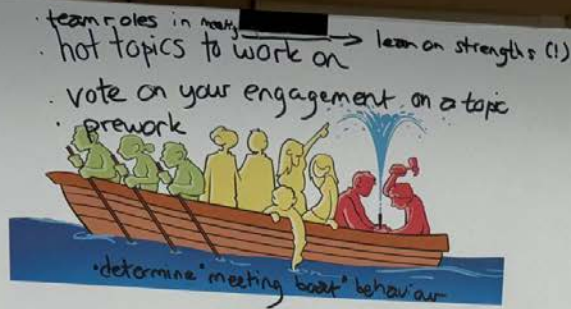
Want to have influence / give feedback

Outward facing



Front 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



rules of Engagement
'evolving'



Middle of the Ship

- Disengagement
 - ↳ creates uncertainty indecision
- To Avoid conflict
- Uncertainty
 - ↳ lack of clarity or asking questions



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

Back of the Ship

- 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

Accountable

Curious

Collegial

Collaborative

Helpful

Transparent

Genuine

Proactive

Pro-social

Solution minded

Outcome focused

Have a point of view

Shows agency

Wait to be told

Excuses

Non-committal

Two-faced

Blame shifting

Dependent

Acts helpless

Gossip

Tattling

Score keeping

Resists change

Ego first

Disrespect

Negative

Withholds buy-in

Holds the team hostage

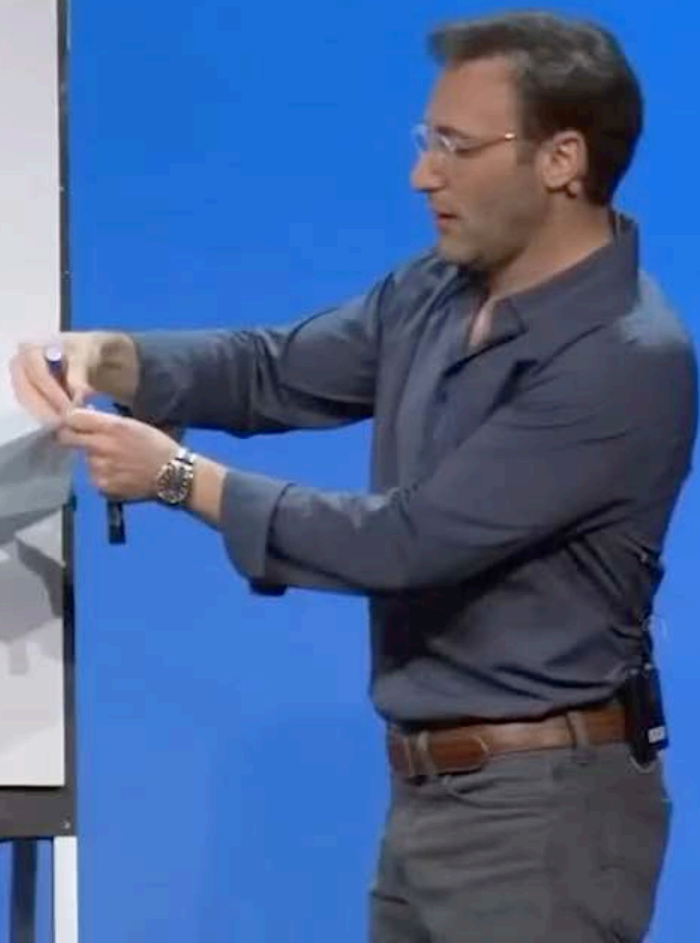
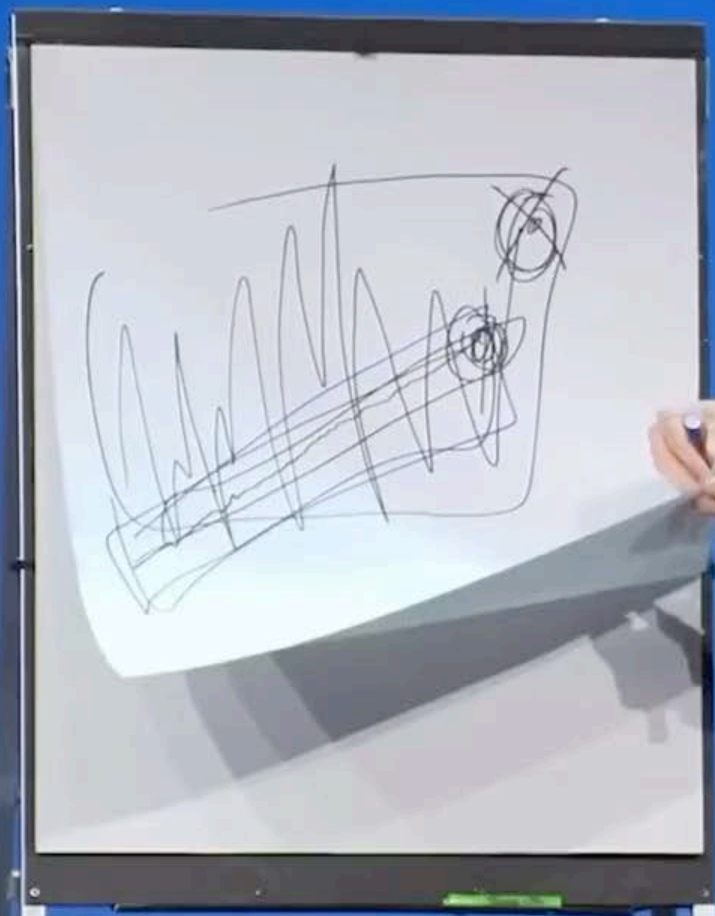
Threats

Attacks on others

Anti-social

Plays the victim







C.A.V.E.



Consistently
Against
Virtually
Everything



- 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.

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



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.

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.

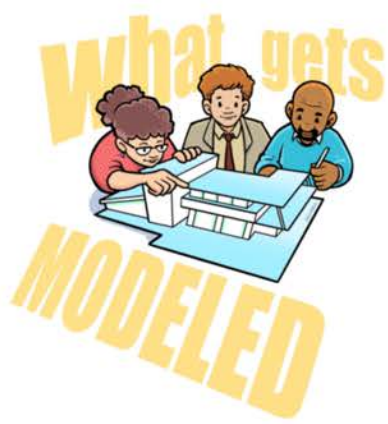
BACK OF THE BOAT

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?

- Don't ignore it.**
- 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?
- Communicate your perspective.** Get contributions from the wider team.
- Suggest a path forward** that is in the best interest of the organisation.



7 Essentials to Getting Things Done



UCSF
Benioff
Children's
Hospital



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 it 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?

INSIGHTS

GOALS

TO BECOME ...
TO ACCOMPLISH ...

NEXT
STEPS



26TH LCI CONGRESS
OCTOBER 22-25, 2024



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