Leading People, Managing Tasks
Leading People
“You Don’t Need a Title to be a Leader and Having a Title Doesn’t Make you a Leader”
Construction Industry

“What other industry turns over hundreds of millions of dollars of work to guys that they do not prepare adequately for the job?”

Mark Breslin, CEO of United Contractors

FMI, March 2016
EXHIBIT 2

RELATIVE IMPORTANCE OF SKILLS
FOR LEADERS AS THEY PROGRESS
IN THEIR CAREERS

- Interpersonal Skills
- Management Skills
- Technical Skills

IMPORTANCE

High

Low

Low  Field Level  Executive Level  High
What are your biggest challenges as a leader?
Reason people leave their job?

Don’t be that boss!
Be the kind of leader that you would follow.
Great Leaders
Lead vs Manage
Common Themes:

Lead Yourself
Team First, Individual Second
Shared Vision
Empower Others
Where do we start

• Lead Yourself Effectively

• Commit to Developing Others

• Pull the Team Together
Lead Yourself Effectively

- Time Management
- Priority Management
- Crisis Management
- Delegation
Commit to Developing Others

Assess Performance

One on One

Coach

Empower

Hire/Fire
Pull the Team Together

- Shared Vision
- Conflict Management
- Communication
- Accountability
Motivation

Autonomy

Relatedness

Competence
The highest type of ruler is one of whose existence the people are aware.
Next comes one whom they love and praise.
Next comes one whom they fear.
Next comes one whom they despise and defy.

When you are lacking in faith,
Others will be unfaithful to you.

The Sage is self-effacing and scanty of words.
When his task is accomplished and things have been completed,
All the people say, ‘We ourselves have achieved it!”

Lao Tzu
570 BC - China
Managing Tasks
Time Management

Assess how you spend your time
Urgent vs Important
Master List

Run the day or the day runs you!
# Time Log

<table>
<thead>
<tr>
<th>Start time</th>
<th>Activity</th>
<th>Time taken</th>
<th>Was this planned?</th>
<th>Comments</th>
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Urgent vs Important

Urgent tasks: Demand your attention right now — daily deadlines, emails from your boss, and the like

Important tasks: Contribute to your long-term goals — staying fit, getting financially secure, advancing your career
Four Quadrants

- Important and Urgent
- Important but Not Urgent
- Not Important but Urgent
- Not Important and Not Urgent
# The Eisenhower Matrix

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<th>Do first</th>
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<th>Delegate</th>
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Get the right things done. — EISENHOWER — More on www.eisenhower.me
Task Management

HOW? And WHO?
Know your people and your business
Insist on realism
Set clear goals and priorities
Follow through
Reward the doers
Expand people’s capabilities
Know yourself

From: Execution The Discipline of Getting Things Done, Bossidy and Charan
Root Cause – Asking Why
Root Cause Analysis

Contaminated soil was found during excavation, with a strong petroleum smell, this was not listed in the soil boring report.

Why?
- Prior use of the site was not fully explored
  Why?

Or...

Why?
- Sample borings were not done in that part of the site
  Why?
- There were design changes
  Why?
Ask

What did we want?
What did we get?
If they were different, why?
What did we learn?
Impact of Actions
Key Take Aways

Leader vs Manager
Bring the Weather
Commit to Others
Urgent vs Important
Root Cause, Ask Why?
Post Project Review
Lead People, Manage Tasks
Call to Action

What are one or two things you learned today that you can put into practice immediately?