

MCAA 25



People First: The Next Evolution of Construction for Culture, Performance and Profit

Mark Breslin

Wednesday, March 5th
11:00 a.m. – 12:30 p.m.

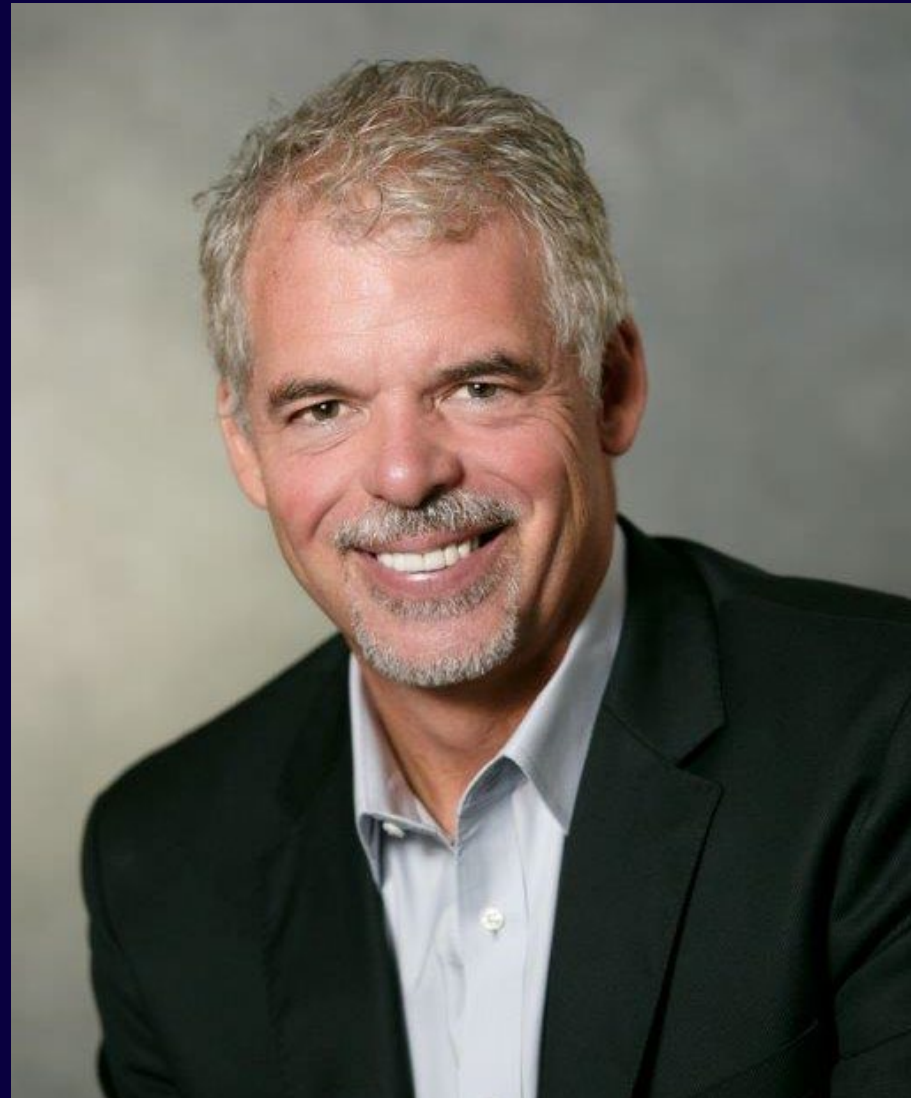
Please let us know what you thought of this session



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MCAA25



Mark Breslin

**People First:
The Next Evolution of
Construction for Culture,
Performance & Profit**

PEOPLE FIRST:

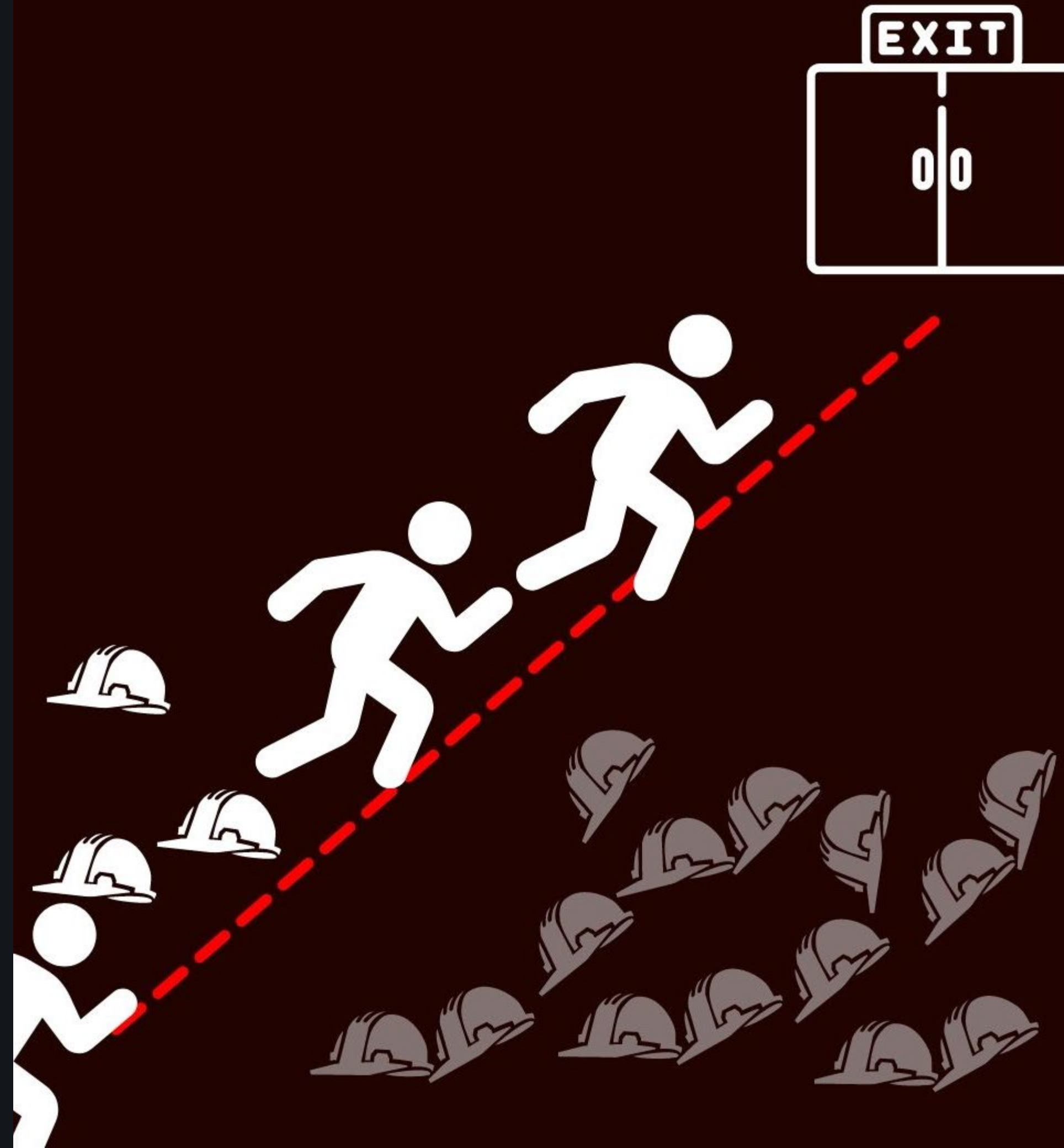
The Next Evolution of Construction for
Culture, Performance & Profit

Mark Breslin

ENGAGEMENT IS THE
KEY STRATEGY

THE
31%-52%-17%
CHALLENGE

THE GREAT CULTURE
CHANGE OPPORTUNITY

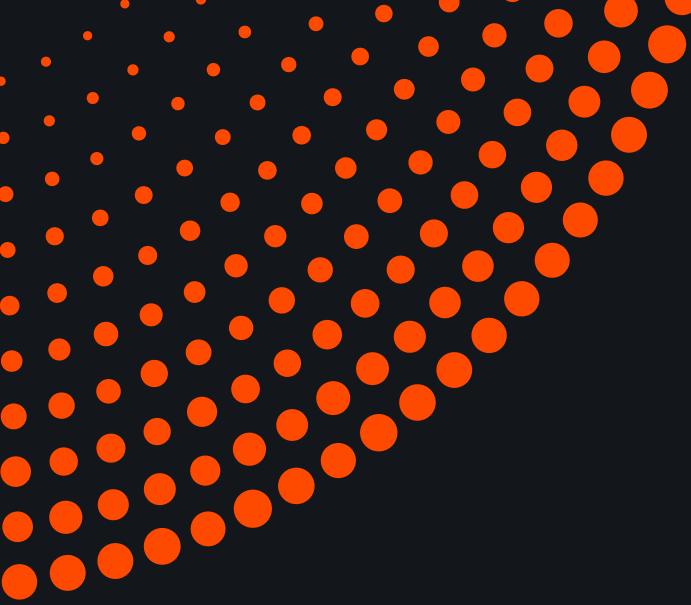




WHAT WAS THE EXPECTATION
OF YOUR GRANDPARENTS
FROM THEIR WORK?



WHAT WORDS WOULD THEY
USE?



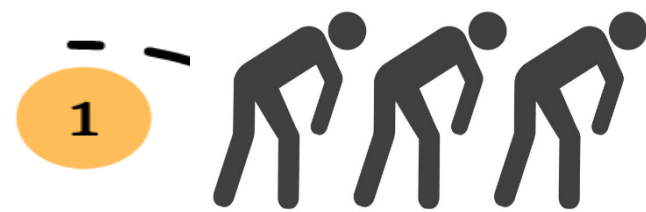
WHAT ARE THE EXPECTATIONS OF YOUR CURRENT AND FUTURE EMPLOYEES FROM THEIR WORK?

WHAT WORDS WOULD THEY
USE?

THE EVOLUTION OF WORK

Compulsory

No Choice, & No Options



Transactional

Employee, Time Trade for \$,
Paternal, Options Driven by
Employers



Transformational

Worker - Employer Synergy,
Independence, Best Places to
Work, New Expectations, Talent
Evens the Playing Field,

LEADERSHIP TESTED



WHAT ARE THE
BEST & WORST
PARTS OF OUR
BUSINESS FOR
YOU?





OWNING THE BEST & WORST

- PRIDE IN ACCOMPLISHMENT
- TEAM SUCCESS
- MENTORING & TEACHING
- CHALLENGE
- PROBLEM SOLVING
- RESPONSIBILITY
- GROWTH
- OPPORTUNITY
- BAD ATTITUDES
- LOW GIVE-A-SHIT FACTOR
- CONFLICT
- RESISTANCE TO CHANGE
- OFFICE VS FIELD
- BAD OWNERS
- ALL ABOUT ME
- LACK OF COMMUNICATION

LEADERSHIP DEFINED



*HOW YOU SHOW UP FOR YOURSELF
AND OTHERS*

LEADERSHIP COMES FROM WITHIN

*IT IS A NEW WORLD OF LEADERSHIP
IN CONSTRUCTION*



A MAJOR WORKPLACE TRANSFORMATION IS OCCURRING

LEGACY IS THE NEW FOUNDATION: HOW IS LEGACY DEFINED?



HOW ARE LEADERS GOING TO TAKE IT ON?


IS THERE A CHALLENGE
FINDING AND
DEVELOPING A KILLER
WORKFORCE?

GETTING BETTER OR WORSE?





TRANSFORMATIONAL DRIVERS OF CHANGE

- THRESHOLD OF PAIN: RECRUITMENT, RETENTION AND QUALITY OF WORKFORCE
 - OLD SCHOOL DOESN'T WORK
 - TALENT MANAGEMENT MATTERS MORE THAN EVER BEFORE
- 



REVISTING THE WORKFORCE & LEADERSHIP CHALLENGE

BABY BOOMERS

80,000,000

1946-1964

GEN X

46,000,000

1965-1980

MILLENNIALS

76,000,000

1980-1997

GEN Z

60,000,000+

1997 +



MENTORING IN CONSTRUCTION

WHY CRITICAL NOW?

THE GREAT GENERATIONAL HANDOFF

- KNOWLEDGE
- SKILLS
- EXPERIENCE

75%



MILLENNIALS WILL
REPRESENT THE
WORKFORCE IN 2025

THE WORKPLACE JOURNEY FOR GEN Z



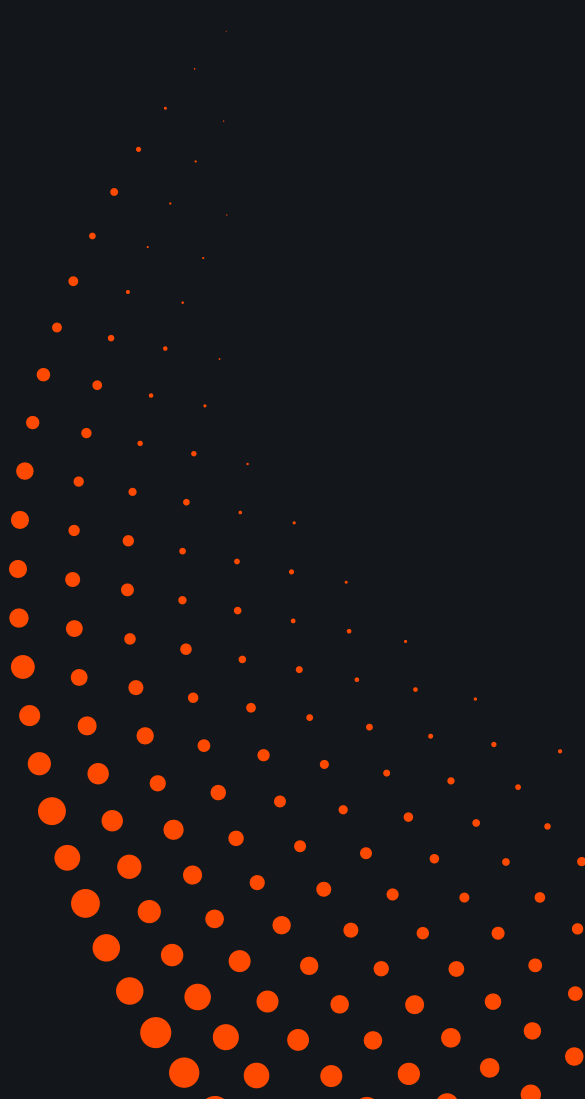
MINDSET FOR NEXT GEN

- ✓ CAREER PATH WITH YOUR SUPPORT
- ✓ ACTIVE COACHING AND MENTORING
- ✓ NOT PRE-JUDGED
- ✓ SOMEONE CARES ABOUT ME
- ✓ WHAT I DO MATTERS
- ✓ VISIBLE VALUES THAT MATTER



TRANSACTIONAL EMPLOYMENT: WHAT'S WRONG WITH MONEY?

- TRADING TIME FOR MONEY IS OVER (A HIGH-POTENTIAL CASE STUDY)
- TRANSACTIONAL RELATIONSHIPS ARE THE MOST SUPERFICIAL AND LEAST ENGAGING
- GEN Z RANKS MONEY AS THE LOWEST REASON THEY WOULD CHOOSE A COMPANY



BUILDING THE CULTURE EDGE

“TALENT FLOWS TO
WHERE IT IS VALUED
MOST”

WHAT DOES THAT VALUE LOOK LIKE?

WHAT IS ONE BIG DIFFERENCE FROM
NOW TO THERE?



TRANSFORMATIONAL BELIEF SYSTEM



“WE BUILD THE WORK”

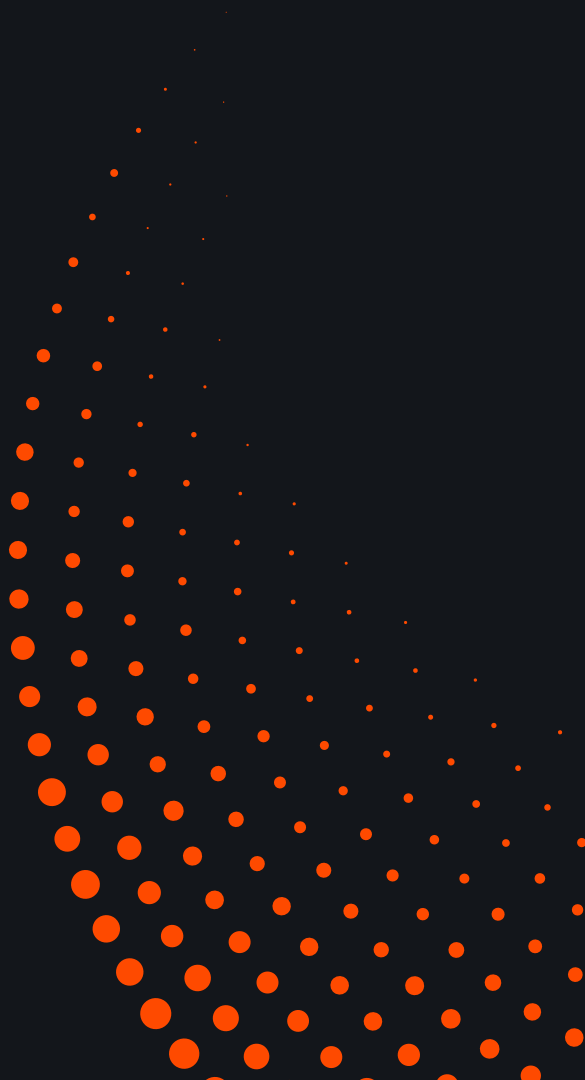


**“WE BUILD THE PEOPLE WHO
BUILD THE WORK”**



ENGAGEMENT VS TRANSACTIONAL WORK



- BUT OUR PEOPLE LOVE WORKING HERE
 - THESE INDUSTRY ISSUES AND PROBLEMS EXIST,
BUT NOT IN MY ORGANIZATION
 - IF I THOUGHT IT WAS A REAL PROBLEM, WE
WOULD DEFINITELY DO SOMETHING ABOUT IT
- 

OUR FAILURE TO TRANSFORM INDUSTRY TEST



WHAT PERCENT OF APPRENTICES REPORT BEING MISTREATED OR IGNORED?

WHAT PERCENT OF WOMEN AND MINORITY CONSTRUCTION WORKERS REPORT FACING DISCRIMINATION OR HARASSMENT?

WHAT PERCENT OF ALL JOB SITE PERSONNEL HAVE HEARD YNPTT?

WE CAN CHANGE ALL OF IT!

LEARNING FROM THE SAFETY TRANSFORMATION



THE PERFORMANCE POWER OF A NO-COMPROMISE CULTURE



COMMITMENT TO CULTURE

ARE YOU COMMITTED OR
COMPROMISING: RANK YOURSELF

DO YOU HAVE THE CHALLENGE?
WHY AND IMPACT? WHAT ABOUT YOUR EMPLOYEES?



COMPROMISE CULTURE & IMPACT

WHY?

- CAN'T DO WITHOUT THEM
- MAKES US TOO MUCH MONEY
- NO ONE TO REPLACE THEM
- BEEN HERE FOREVER
- DON'T WANT TO FACE IT
- FRIEND OR FAMILY
- WEAK LEADERS ACCEPTING STATUS QUO

IMPACT?

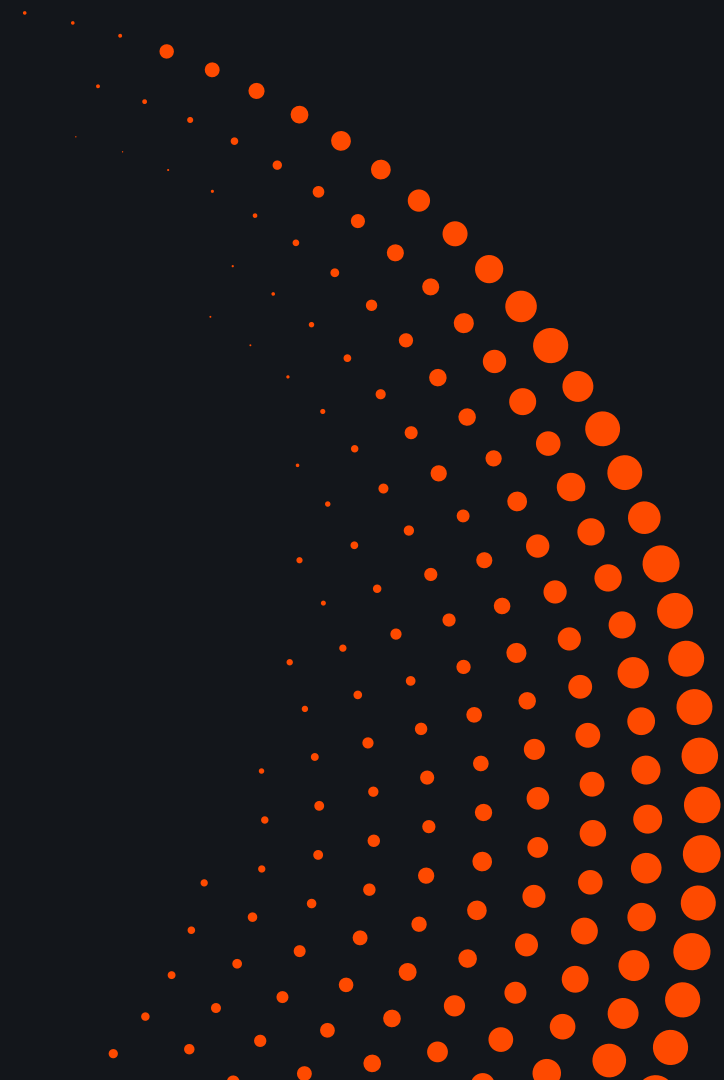
- LOSS OF RESPECT FOR LEADER
- LOSS OF BELIEF IN VALUES
- SHOWS IT IS OK TO OTHERS
- CONFLICT, FRICTION & APATHY
- EROSION OF CULTURE
- IMPACT ON ENGAGEMENT

ENGAGEMENT AS A KILLER STRATEGY



“ONLY 30% OF THE NORTH AMERICAN
WORKFORCE DESCRIBE THEMSELVES
AS HIGHLY ENGAGED AT WORK.”

-Gallup Poll (Pre-Covid)



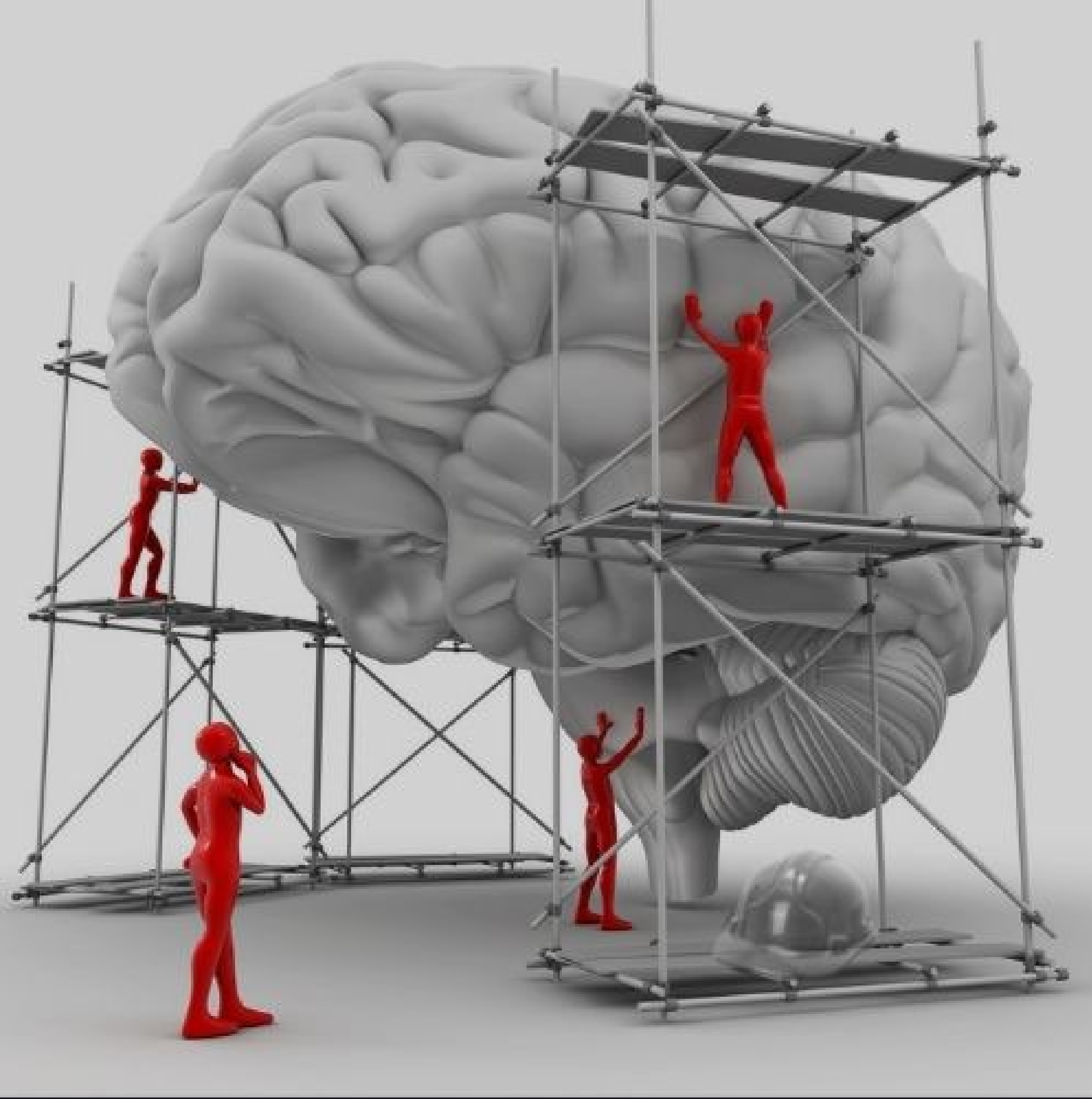
YOUR TRANSFORMATIONAL EDGE



“ONLY 3 IN 10 PEOPLE AT WORK IN THE
U.S. FEEL THEY HAVE SOMEONE AT WORK
THAT ENCOURAGES THEIR
DEVELOPMENT.”

- Gallup State of the American Workforce Study

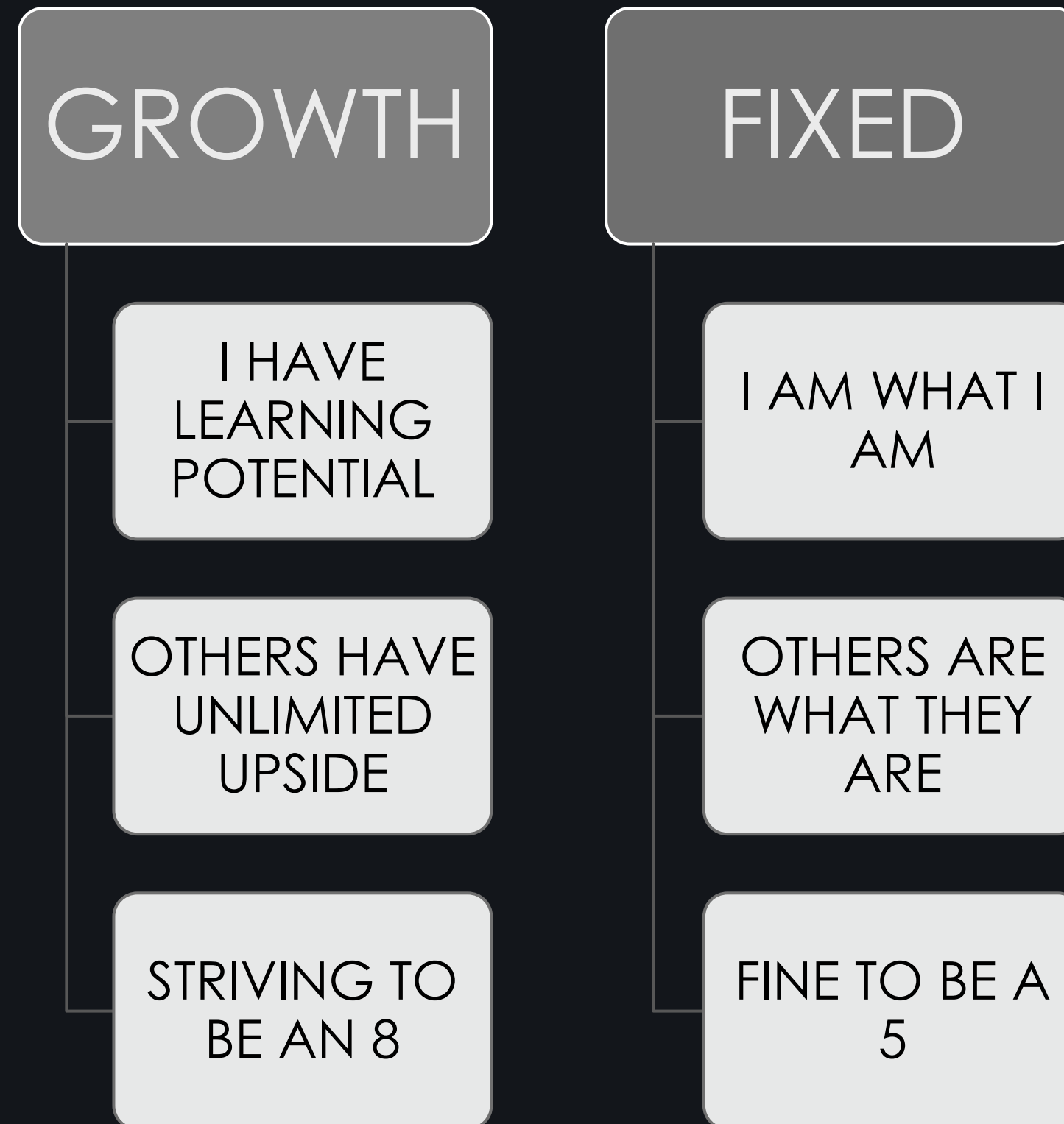




ORGANIZATIONAL MENTORING GROWTH MINDSET



MENTORING AND THE GROWTH & FIXED MINDSETS



WHITE COLLAR VERSUS BLUE TRANSFORMATION



WHITE



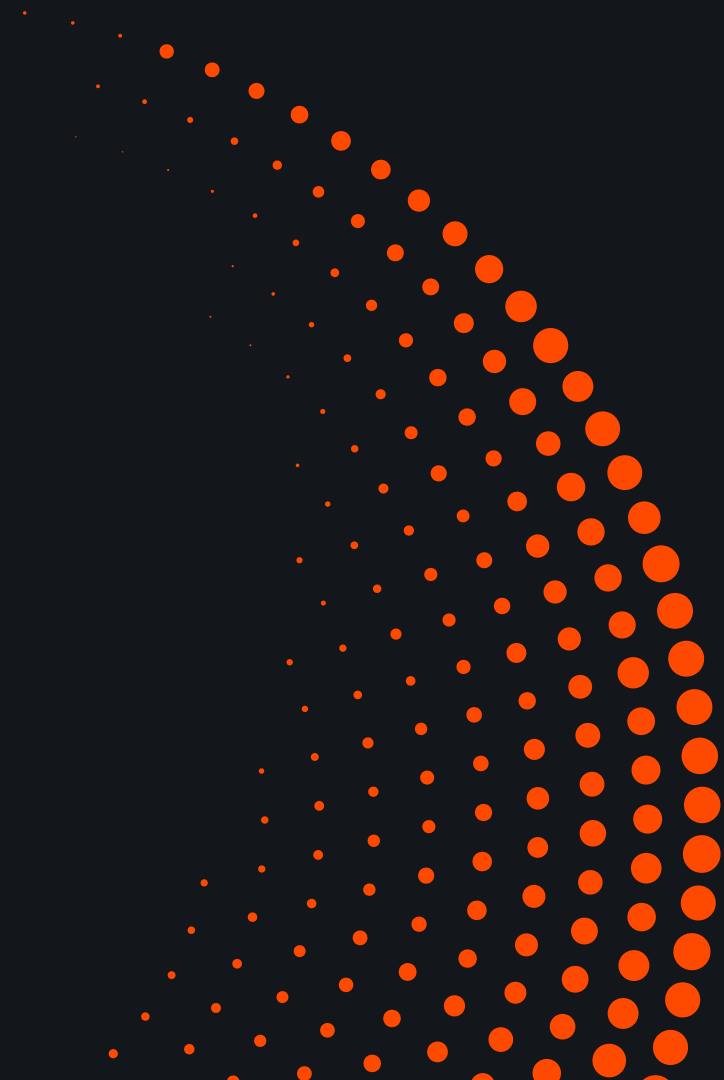
BLUE



JOB SITE LEADERSHIP & TRANSFORMATION



- WHAT IS THE ROLE OF FIELD LEADERSHIP IN ALL THIS?
- WHAT IS OUR CURRENT LEVEL OF COMMITMENT TO LEARNING, DEVELOPMENT AND LEADERSHIP FOR THE FIELD?
- APPRENTICESHIP VS SUPERVISORY INVESTMENT?





TRANSFORMATION TO PEOPLE-CENTRIC

- EVERYONE IS A LEADER & THINKING LEGACY
- VALUES-DRIVEN ORGANIZATION: SEE AND FEEL
- BUILD THE PEOPLE WHO BUILD THE WORK
- ORGANIZATIONAL GROWTH MINDSET
- CREATE BEST PLACES TO WORK (L&D)
- NO COMPROMISE CULTURE FOR PEOPLE'S BS



YOUR COMPANY 20-60-20 SCORECARD

PEOPLE-CENTRIC

TIME PRIORITY

WE VS ME ATTITUDE

MENTOR & COACH

SHOWS UP FOR SELF

20%

LEADING WITH
TRANSFORMATION

SOME OF ALL BUT
NOT ENOUGH

LACKS PLAN BUT
TRYING

A LITTLE
INCONSISTENT

DO FOR SOME BUT
NOT OTHERS

60%

SOMEPLACE AROUND
OR BELOW AVERAGE

FIXED MINDSET

RESISTANT TO
CHANGE

EGO OR NO SELF
AWARENESS

LEGACY PEOPLE
OR CULTURE

20%

FAILING AND DON'T
KNOW IT OR CARE





TRANSFORMATION & YOUR WORKPLACE



1

WHAT I DO MATTERS

LEADERS MUST
CONNECT

2

3


VALUES & PURPOSE
ARE REAL

MY VOICE MATTERS

4

5

WHAT'S YOUR
GROWTH PLAN FOR
ME NOW?



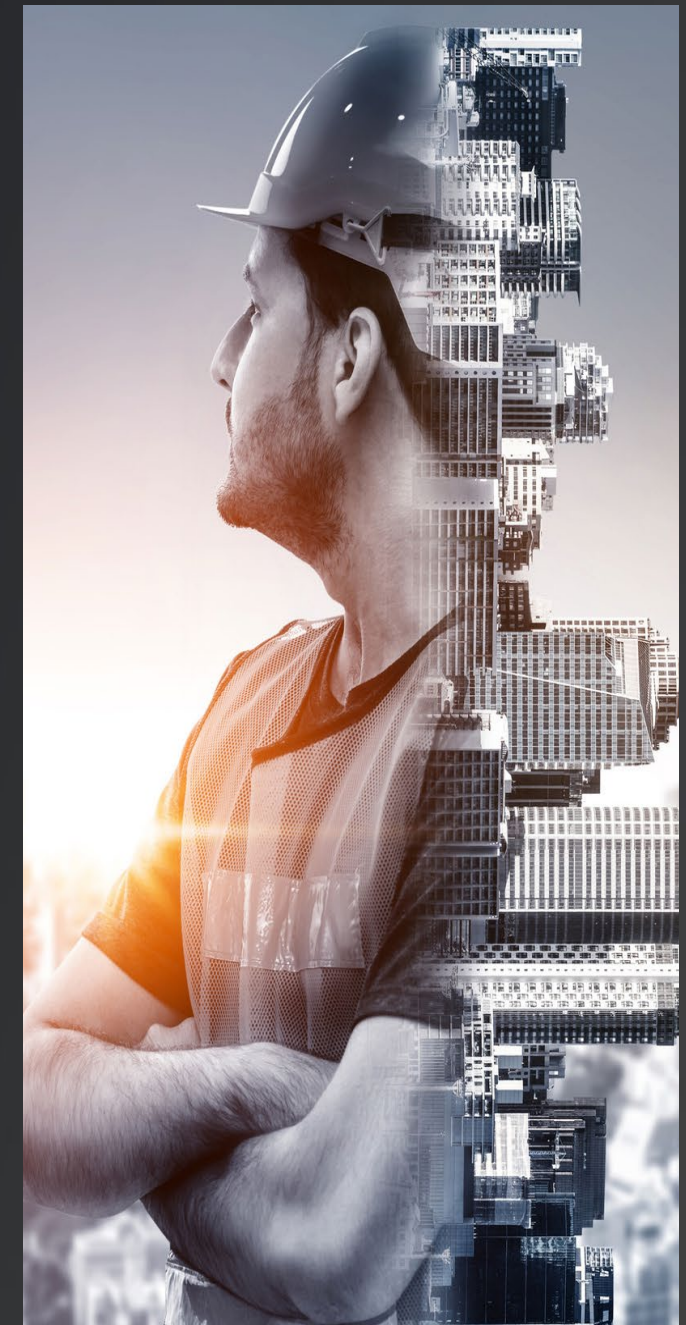
MCAA LEADER ACTION

ADOPT FORMAL (Breslin or other) MENTORING PROGRAM

LAUNCH L&D MODEL FOR FIELD = TO PE/PM

ADD NEW AWARD: "MENTORS OF THE YEAR"

COMPANY VALUES AS A LEADERSHIP FOUNDATION





LEADING OUR TRANSFORMATION

BUILDING THE PEOPLE WHO
BUILD THE WORK

WITH SINCERITY,
AUTHENTICITY &
COMMITMENT

