

INDEPENDENT ELECTRICAL CONTRACTORS PRESENTS

2022 **business summit**

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***Are You a
Project Manager or a
Project Witness?***

Norb Slowikowski

What is Project Management?

- The choreography of people, processes, resources, productivity, and change to bring a project to a profitable completion
- The definition of Manager
- The definition of Witness
- What's the difference?

Key Components: Company Expectations & Core Beliefs

Expectations of Project Manager

- Schedule and track progress of projects
- Manage and control costs
- Manage scope of your project (keep track of changes)
- Act as a support person to Foreman/Superintendent
- Build positive relationships with internal & external customer

Core Beliefs

- Develop a reputation for excellence
- Strong customer focus
- Be innovative and creative
- Honesty & Integrity
- Do it better than anybody else
- Ongoing training and development of people

Key Components: PM Process

Project Manager Mission Statement

- Effectively manage the project from start up through close out for the purpose of:
 - Increasing productivity and maximizing profitability.
 - Deliverables
 - Effective communication with all players in construction process.
 - Effective coordination with Subs
 - Process all paperwork in effective timely manner.
 - Make sure all job controls are in place
 - Ensure high standard of quality.
 - Solve customer's problems and exceed customer's expectations.

Key Job Responsibilities

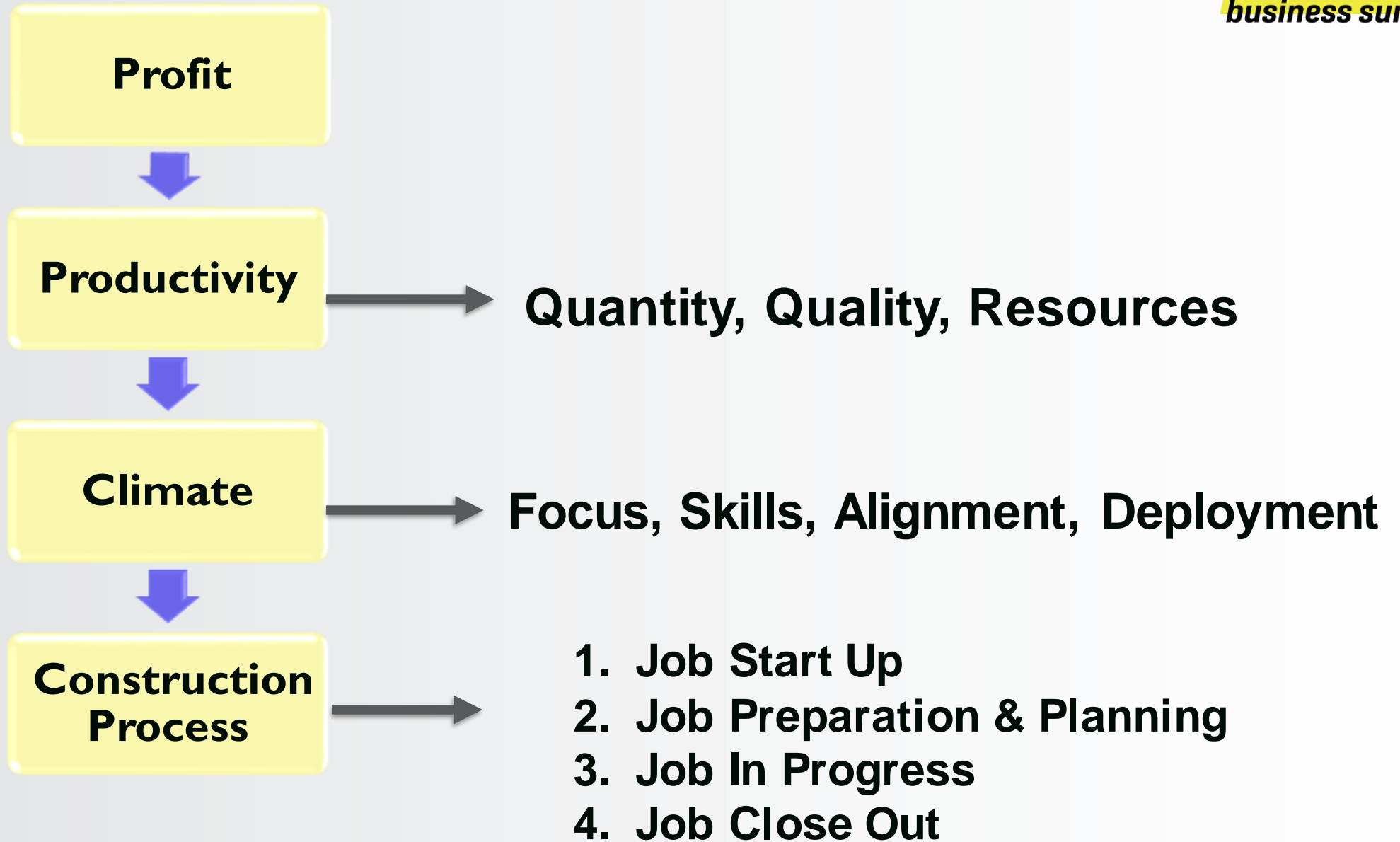
Categories

1. Planning & Organizing
2. Productivity/Profitability
3. Customer Satisfaction
4. Leadership
5. Safety
6. Job Knowledge

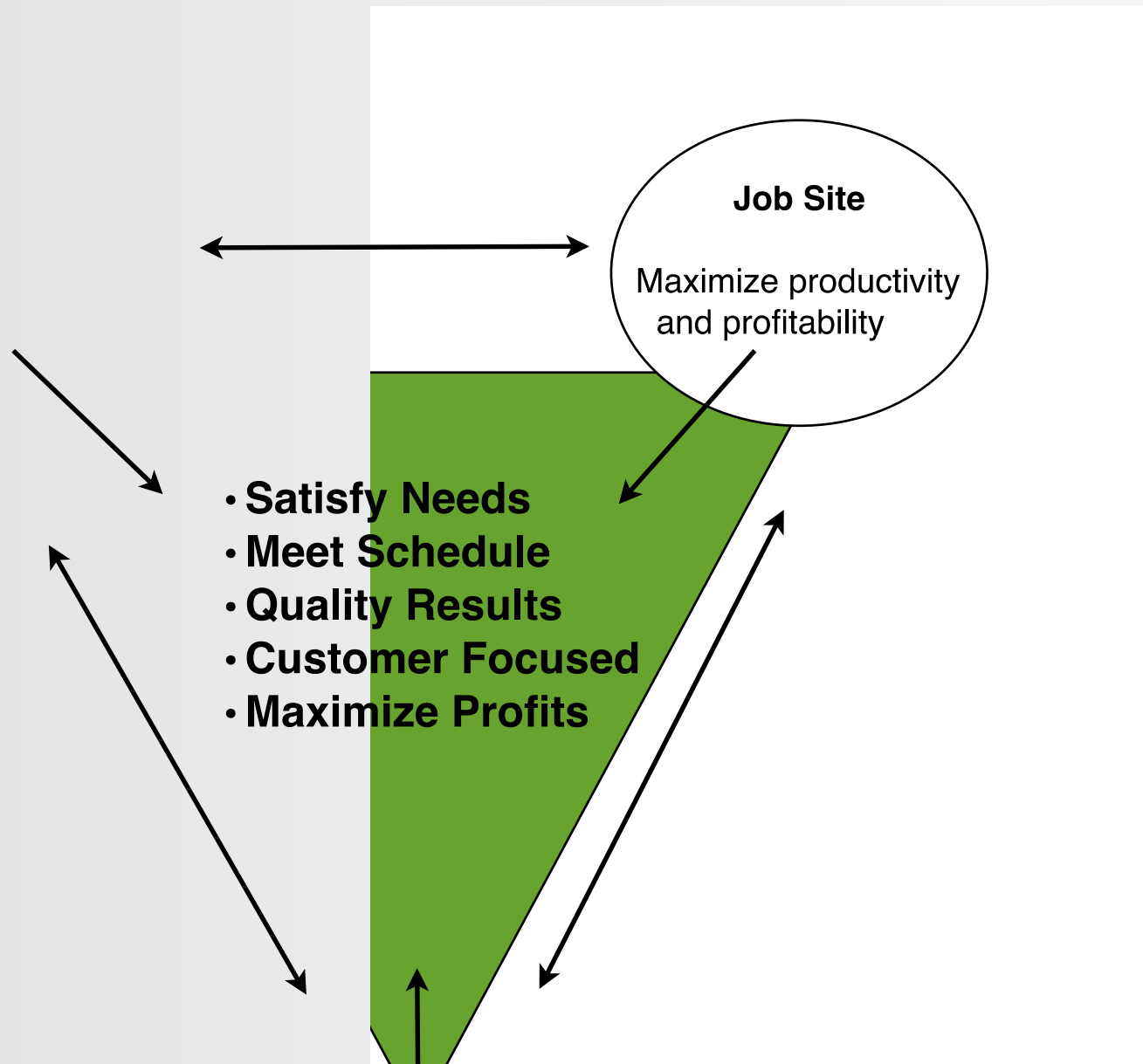
For each category:

- State Results Expected
- Set Standards for each

PIP Model



Support Team Triangle



Accountability System

- Communicate standards/expectations
- Follow Up & Check
- Assess the situation
- Communicate consequences (positive and negative)
- Follow Up & Check Again
- Deliver consequences if necessary

- When establishing controls for good performance, the following three factors are extremely important:
 - ✓ Output
 - ✓ Cost
 - ✓ Resources

Leadership Skills

Leadership is:

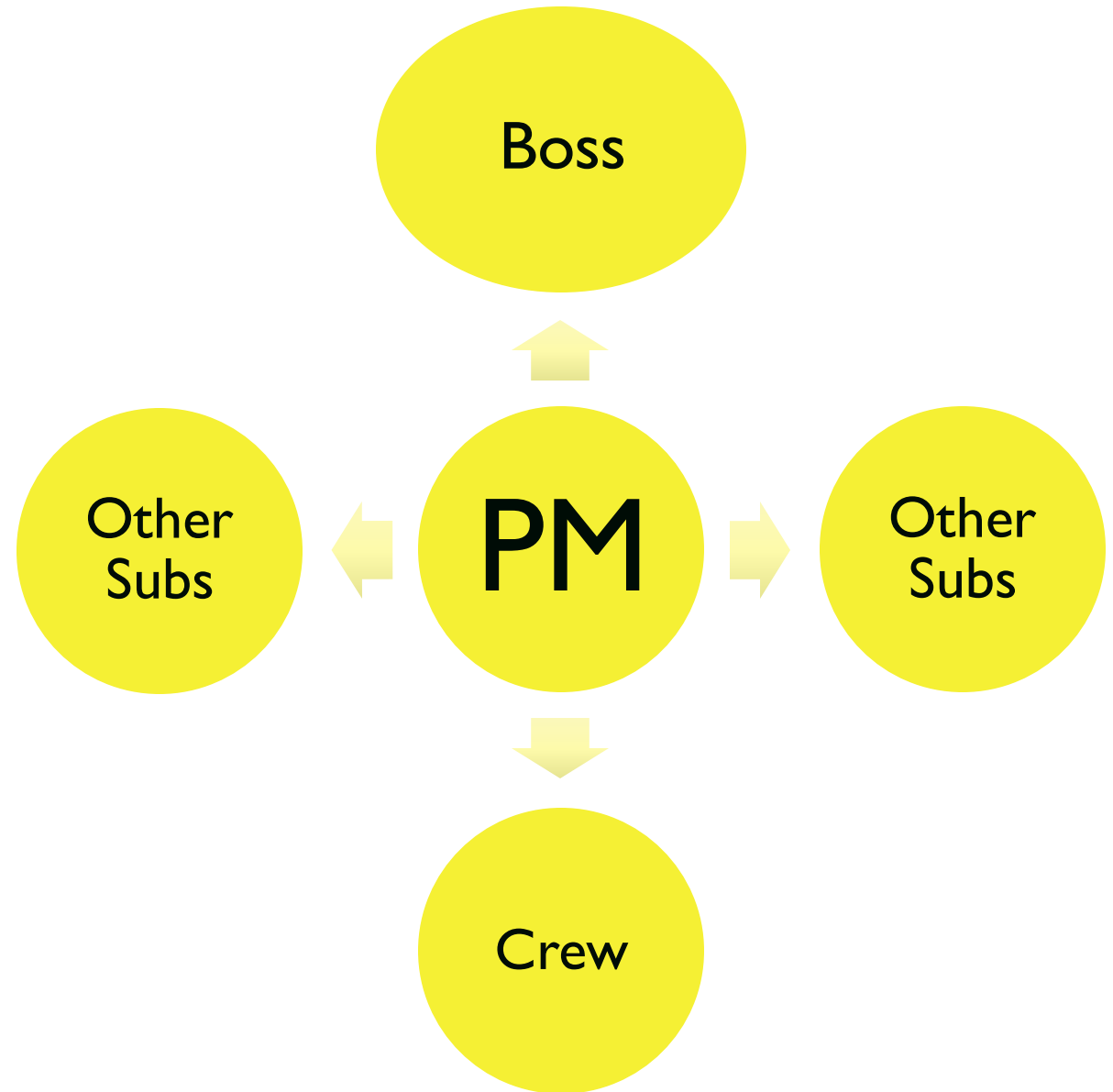
The ability to establish a positive work climate so that people like coming to work every day and do their best work.

- ✓ Persuasive, not coercion
- ✓ Gaining cooperation
- ✓ Building positive relationships

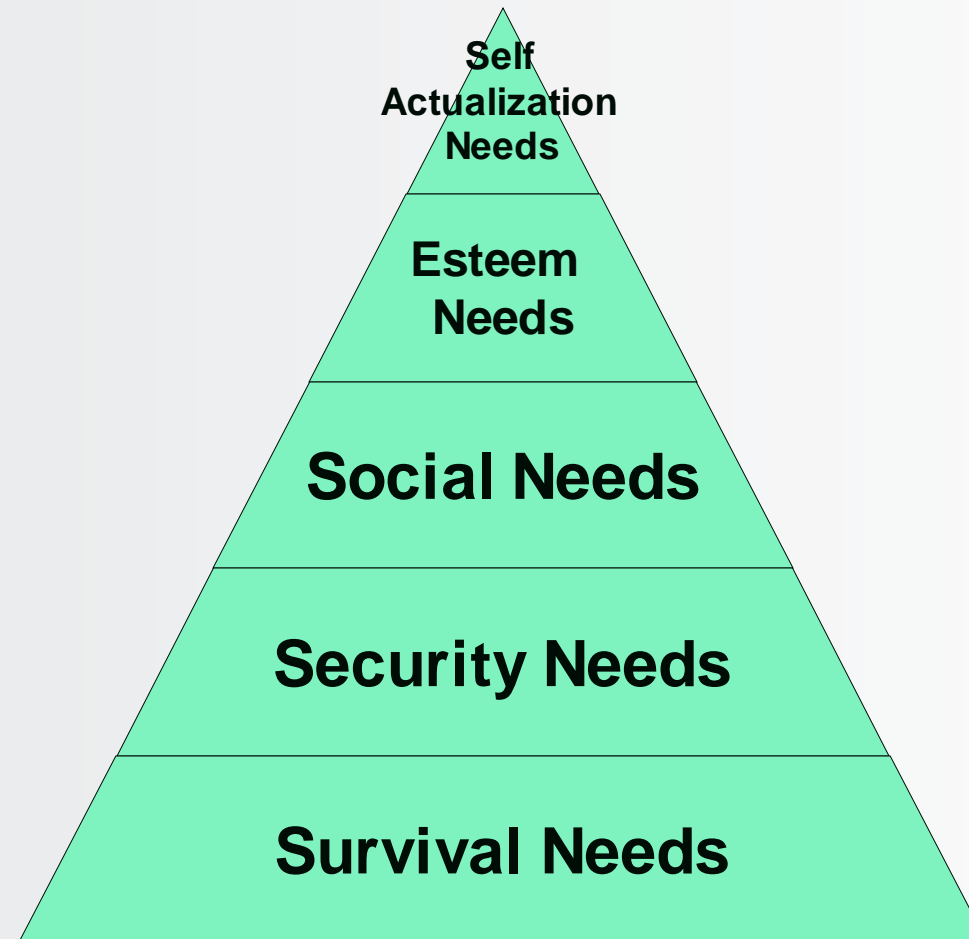
Communication

A three-way interactive process between two or more people to achieve understanding of:

- *Meaning*
- *Expectations*
- *Behavior*
- *Feelings*



Hierarchy of Human Needs



Behavioral Tendencies

Dominant

- Forceful, competitive, results-oriented
- High energy, works long hours
- High opinion of self
- Performs well under pressure
- Restless, impatient
- Critical and fault-finding
- May be loud and emotionally explosive

Influencer

- Likes to socialize, outgoing & friendly
- Tends to procrastinate
- Trusting of others, likes people
- Not into details, likes to delegate
- Positive and optimistic
- Avoids disciplining others
- Typically dislikes busy work

Steady

- Likes structure, routine, resists change
- One task at a time
- Very dependable, sense of pride
- Avoid arguing
- Takes things literally
- High level of emotional control
- Attention to details, deadlines

Competent

- Organized, quality conscious, reacts to facts
- Deliberates on decisions, asks questions
- Likes things in writing
- Quiet, doesn't talk a lot
- Diplomatic
- Dislikes criticism
- Likes defined limits of authority

THE SURVEY

Recent research concerning the specific ways that people naturally sense, conceptualize and respond to situations has led to the discovery of four basic behavioral styles.

Instructions

In the spaces provided below, identify those behaviors, which are most to least characteristic of you in an identified situation. Working each row from left to right, assign "4" points to the MOST characteristic behavior, "3" to the next most characteristic, then "2", then finally "1" to your LEAST characteristic behavior.

Example (for row 1)

3 Directing 4 Influencing 2 Steady 1 Cautious

Directing	Influencing	Steady	Cautious
Self-Certain	Optimistic	Deliberate	Restrained
Adventurous	Enthusiastic	Predictable	Logical
Decisive	Open	Patient	Analytical
Daring	Impulsive	Stabilizing	Precise
Restless	Emotional	Protective	Doubting
Competitive	Persuading	Accommodating	Curious
Assertive	Talkative	Modest	Tactful
Experimenting	Charming	Easy-Going	Consistent
Forceful	Sensitive	Sincere	Perfectionist
TOTAL	TOTAL	TOTAL	TOTAL

INSTRUCTIONS FOR COUNTING & GRAPHING

- Total the numbers in each of the columns. Place total number for each column in the blank at the bottom of the column.
- Check accuracy by adding all columns together. When all four columns are added together, they will equal 100.
- Plot the numbers from the totals column above, on the graph to the right. For example: if the total number in the "D" column is 5, you would place the plotting point (D, 5) half-way between the 4 and the 6 on the graph for that dimension.

After completing your graph, circle the highest visual point. This represents your strongest behavioral characteristic. The higher you score on the graph, the more intensity you bring to this behavioral characteristic.

Level of Energy	D	I	S	C
	40	40	40	40
	38	38	38	38
	36	36	36	36
	34	34	34	34
	32	32	32	32
	30	30	30	30
	28	28	28	28
	26	26	26	26
	24	24	24	24
	22	22	22	22
	20	20	20	20
	18	18	18	18
	16	16	16	16
	14	14	14	14
	12	12	12	12
	10	10	10	10

Communication Cheat Sheet

<i>STYLE</i>	<i>MOTIVATORS</i>	<i>STRENGTHS</i>	<i>WEAKNESSES</i>	<i>HOW TO INFLUENCE</i>
<i>DOMINANT</i>	<ul style="list-style-type: none"> • Difficult Assignments • Little/No Supervision • Advancement • Logical Explanation • Authority & Prestige 	<ul style="list-style-type: none"> • Quick Decisions • Self Starter • Highly Competitive • Outspoken • Performs under pressure • Open to change 	<ul style="list-style-type: none"> • Acts before having facts • Critical & Fault Finding • Poor Listener • Not Detail-Oriented • Blunt & Emotionally Explosive • Poor delegator 	<ul style="list-style-type: none"> • Be brief and to the point • Point out benefits • Be firm • Confront with facts • Don't be bullied
<i>INFLUENCER</i>	<ul style="list-style-type: none"> • People Contact • Helping Others • Freedom from Control • Social Recognition • Incentives 	<ul style="list-style-type: none"> • Outgoing, Enthusiastic • Trusting of Others • Articulate, Poised • Persuasive • Motivates Others 	<ul style="list-style-type: none"> • Tends not to follow up • May oversell an idea • Procrastinates • Avoids disciplining others • Overly influenced by friendships 	<ul style="list-style-type: none"> • Socialize at start • Let person share goals • Instructions in writing • Listen for their ideas • Give a deadline & follow up
<i>STEADY</i>	<ul style="list-style-type: none"> • Routine • Security • High value of family • One task at a time • Teamwork 	<ul style="list-style-type: none"> • Dependable, Loyal • Calm & Relaxed • Willing to learn • Technically Competent • Stick-to-it-iveness • Has teaching ability 	<ul style="list-style-type: none"> • Poor Delegators • Hard time saying "No" • At times too structured • Involved in details to point of interference • May do busy work to feel needed 	<ul style="list-style-type: none"> • Win over as a friend • Provide clear and specific instructions • Take personal interest in them and their projects • Set realistic deadlines
<i>CONSCIENTIOUS</i>	<ul style="list-style-type: none"> • Precise Instruction • Little people contact • Pre-Planning, Detailed • Established work patterns • Positive Reinforcement 	<ul style="list-style-type: none"> • Attentive to details • Systematic & Precise • Cooperative • Thinks Ahead • Diplomatic, Respects Authority 	<ul style="list-style-type: none"> • Tends to be rigid • Slow to make decisions/delegate • Tends toward perfection • Loses sight of bigger picture 	<ul style="list-style-type: none"> • Be clear and precise • Don't criticize, use positive reinforcement • Clearly state expectations • Answer their questions

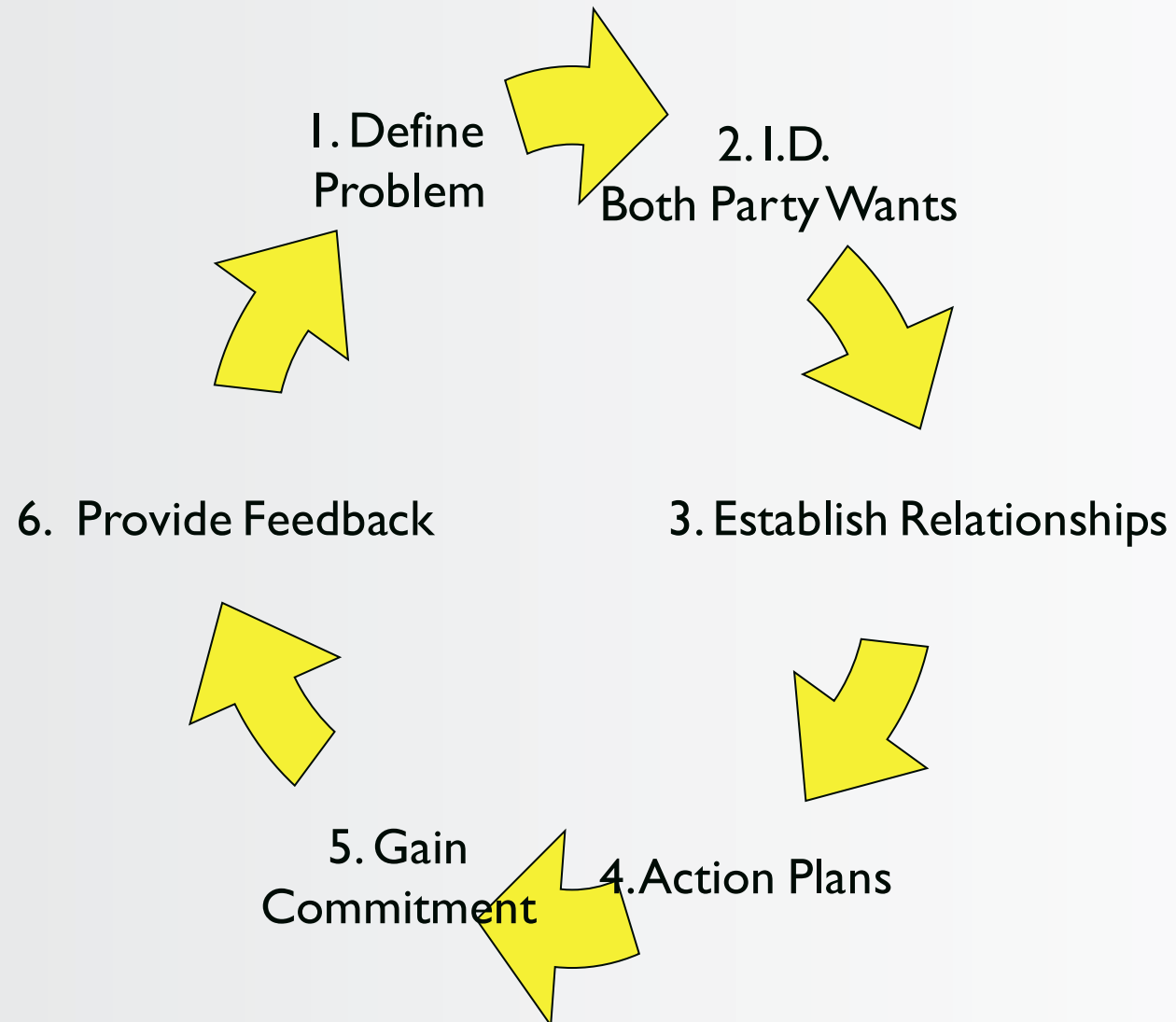
Managing & Resolving Conflict

Conflict: Unresolved controversy in which people having differing interests and wants won't work together to satisfy those needs and wants.

Why Conflict Occurs

- Differences in perceptions, expectations and values.
- Dictated goals
- Unclear responsibilities and authority
- Stuck on a personal agenda
- Increased interaction
- Personality clashes
- Fuzzy communication
- Dislike each other
- Ineffective delegation

Resolving Conflict – 6 Steps



Conflict Strategies

- Avoiding: retreat and indifference
- Smoothing: everything will be okay
- Compromising: split the difference
- Forcing: animosity and an open battle
- Collaborating: Win/Win resolution

10 Commandments for PM's To Live By

1. Have the tools to live in a reality known as CHAOS
2. Don't be a door mat, be a leader
3. Seeing the value = Less headaches
4. Don't play the Blame Game
5. Stuff happens – How are you going to deal?
6. GC won't save you from yourself
7. Make it automatic
8. Justify your actions
9. Do things better than THEY can do
10. Make the GC look good