

# The Construction Leadership Initiative

**Senior construction leaders** must deliver unprecedented results in a demanding and competitive business climate. Meanwhile, their management teams must deliver according to schedule while keeping within budget. For senior leaders, a critical success factor for getting jobs done on time and cost effectively while maintaining a high level of quality is to help managers know and understand what is at stake from an executive perspective. Keeping managers, supervisors, or even workers in the dark means the crews will be oblivious to their part in the plan.

Market turns, sudden competitive or pricing pressures, mergers, acquisitions, key management turnover—any of these can throw even the best leadership teams off course. The consequences are rapid, and often brutal, resulting in lower productivity as the organization fumbles to get re-aligned on direction. This in turn creates a vacuum that is quickly and easily filled with competing priorities, inefficiency, and low employee morale. Without cohesive, current, and aligned strategies, the business becomes rudderless.

The Construction Leadership Initiative helps leaders align their business strategy with their people strategy from senior to middle management teams. This alignment promotes workforce commitment, which, in turn promotes business growth and positive transformation—and the ability to deliver the highest quality work in the quickest timeframe.



## Management Heroism: The Great Strategy Killer

While the very best companies develop clear plans that provide for success and profitability, many companies rely on the natural, heroic energy of their senior and upper middle management teams to get the work done. This heroic operating methodology is unsustainable. Businesses that depend on the inordinate efforts of a few individuals lose more profits than they gain and experience higher rates of employee burnout and turnover. These unavoidable costs are largely preventable.



According to a 2015 *Harvard Business Review* study\* of 7,600 global executives, middle managers, supervisors, and team leaders from across industries, including construction, two-thirds of respondents struggle to align managers with the business direction and then putting the right people with the right skills into the job to get the work done. It is the number one challenge—far more than such issues as innovation, global instability, and revenue growth.

- Ninety-one percent of managers, supervisors, and crew leaders say that they cannot rely on colleagues to fulfill their commitments most of the time.
- A large number of often-competitive corporate priorities, poorly understood by middle managers and supervisors, trap resources (seventy percent of respondents) and misallocate people (eighty percent of respondents).
- Over-reliance on traditional performance-related rewards stymies experimentation. Past performance is two-to-three times more likely to be rewarded over collaboration. As a result, workers fear the consequences of failure.
- Most challenging of all is concentrated—heroic—decision-making. Complex construction operations demand hundreds of decisions every day, at all levels of the organization. Constant escalation of problems disengages supervisors and crew leaders, who are often the people closest to the problem, and therefore best positioned to make the right choice.

Superintendents, Project Managers, Supervisors, and Crew Foremen understand the jobs they lead. They also need to understand the part their work plays in their company's strategic and operating plans. The plans must remain clear and relevant to the work that needs to be done, and to each craft involved in the process. A plan's implementation cannot lose clarity on the journey from corporate leaders to on-site managers to boots on the ground and back up the ladder.

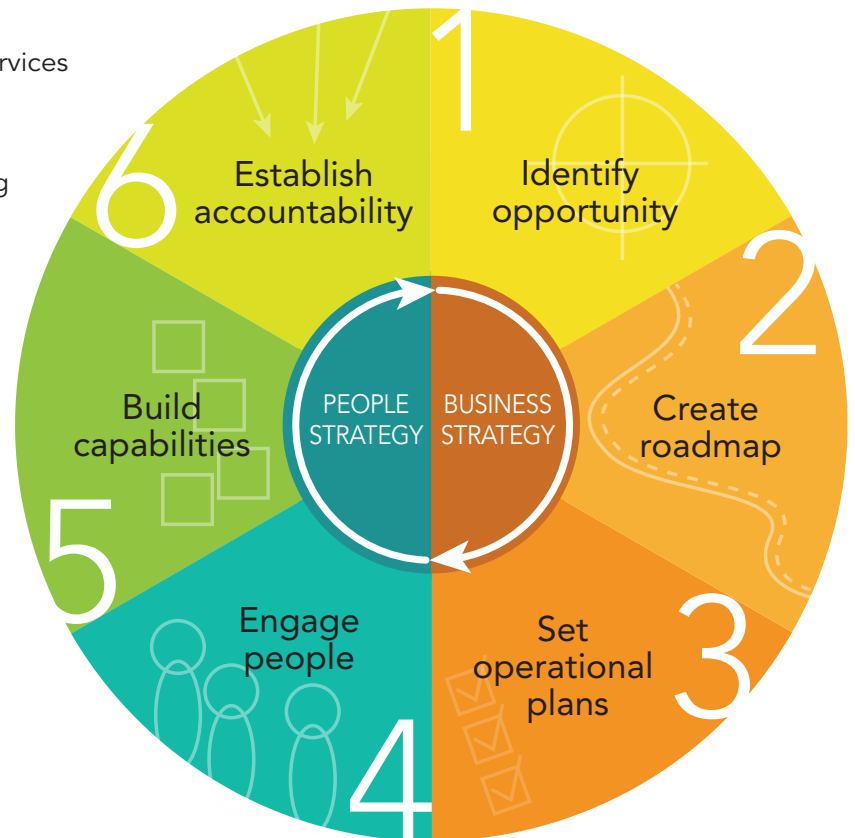
\* *Harvard Business Review*, "HRadar," Ed. 4. (March 2015). Why Strategy Execution Unravels—And What To Do About It. Donald Sull, Rebecca Homkes, and Charles Sull.

# A Program Designed for Results

The Construction Leadership Initiative (CLI) is a program designed by Crane Industry Services and ELA Consulting Group. The initiative's mission is to make construction companies smarter about their businesses by identifying the pressures that put plans and people at risk, then creating, aligning and executing well-crafted business- and people-focused strategies to drive companies out of disorder and into growth and efficiency.

The CLI program is an immersive experience for leadership teams, combining state-of-the-art planning and learning workshops with tools and implementation and accountability coaching.

The outcomes of the CLI are focus, practice, and implementation of the following:



## BUSINESS STRATEGY

- 1 Identify Opportunity:** Understand the opportunity in the marketplace and assess how well your organization is prepared to address it.
- 2 Create Roadmap:** Bring your stakeholders together to create a growth plan that aligns your capabilities, culture and opportunity.
- 3 Set Operational Plans:** Transform the strategic plans into actionable work that departments and teams can implement.

## PEOPLE STRATEGY

- 4 Engage People:** Create the conditions that harness people's energy and ownership in the plans.
- 5 Build Capabilities:** Update the team's knowledge of and utility with tools and processes that facilitate critical thinking, planning, strategy development, and execution.
- 6 Establish Accountability:** Call upon the plan to guide communications, decision-making, resource allocation, metrics and course correction.

At the completion of this one-week workshop, followed by team or personal implementation and accountability coaching, leaders will be better equipped to lead their organizations in the context of opportunity while harnessing the energy and commitment of their management teams and the crews that report to them.



## Why Now?

Intensifying market needs for infrastructure development or replacement combined with dynamic competition for talent at all levels of a construction organization has created an environment most current management teams have never faced. Current assumptions and decision-making models need re-examining and updating to manage today's large, complex construction companies and engage the energy of the entire organization.

## Let's Talk

Crane Industry Services is a recognized global and regional leader in construction safety and operations consulting, training and inspections. ELA Consulting Group designs and delivers state-of-the-art leadership development, planning, and organizational engagement systems that create agile and aligned organizations. As long-time collaborators, CIS and ELA have created the industry-focused Construction Leadership Initiative to help a growing number of construction clients take their business and people strategy to the next level.

One-week strategy workshops are offered at the Crane Industry Services Learning Center in North Carrollton, Georgia, or at a client-chosen, off-site location.

**Start driving construction leadership excellence in your organization today.** Contact Debbie Dickinson, [Debbie@craneindustrieservices.com](mailto:Debbie@craneindustrieservices.com), or Peter Krammer, [krammer@elaconsultinggroup.com](mailto:krammer@elaconsultinggroup.com).



### About ELA Consulting Group

ELA makes companies smarter about their business.

ELA works with organizations to help harmonize their leadership operating system with their marketplace and customers. We have designed and implemented a wide range of solutions with leading companies across many industries.

707.252.8880  
[krammer@elaconsultinggroup.com](mailto:krammer@elaconsultinggroup.com)  
[www.elaconsultinggroup.com](http://www.elaconsultinggroup.com)



### About Crane Industry Services

Centered on Safety

CIS trains people for great careers in all types of crane operation, material handling, lifting operations, rigging and job site supervision. Programs are NCCER accredited and led by NCCER certified instructors with vast on the job experience.

770-876-5560  
[Debbie@craneindustrieservices.com](mailto:Debbie@craneindustrieservices.com)  
[www.craneindustrieservices.com](http://www.craneindustrieservices.com)