

Leading People, Managing Tasks

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Leading People

*“You Don’t Need a Title to be a Leader
and
Having a Title Doesn’t Make you a
Leader”*

Construction Industry

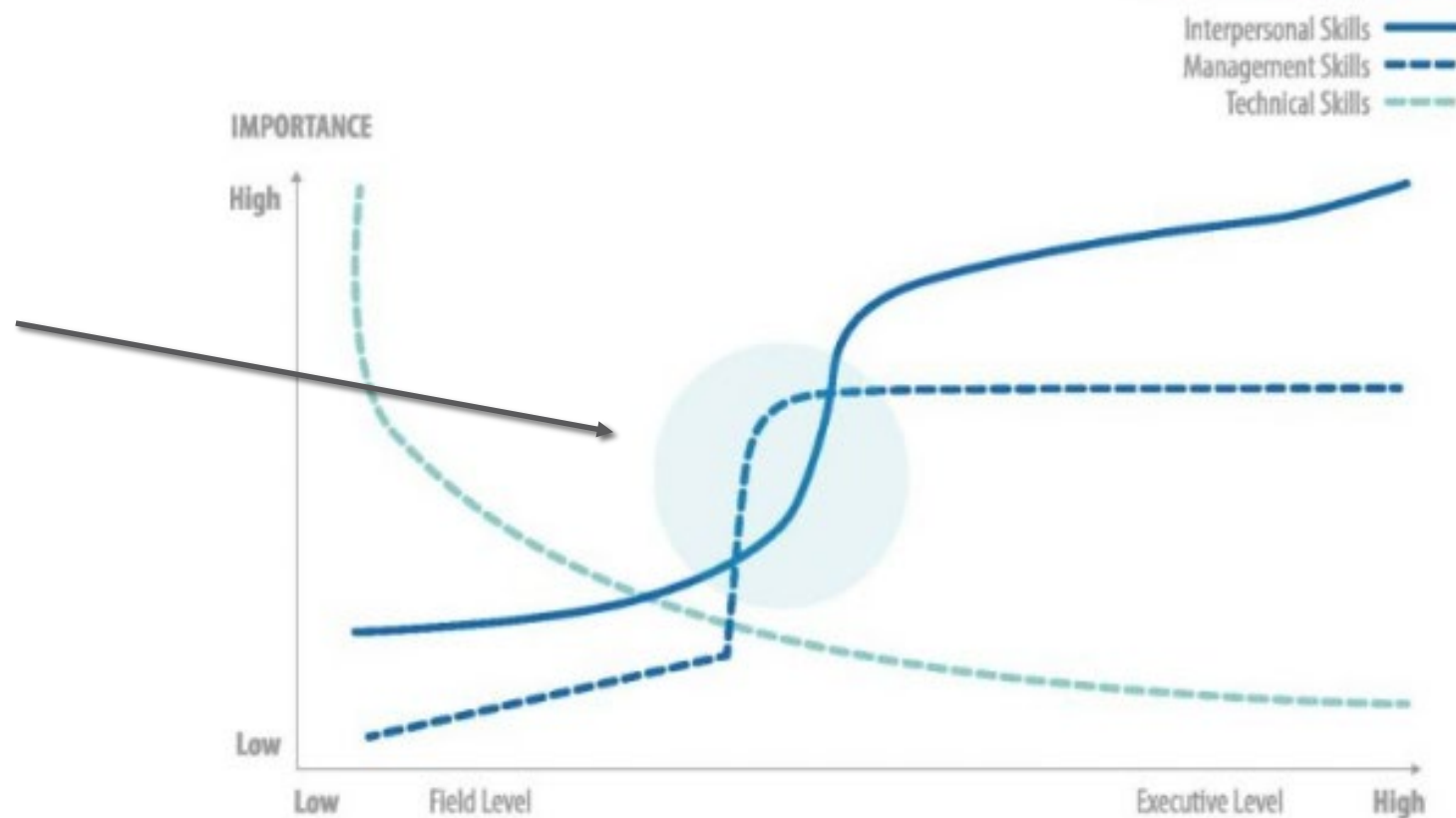
“What other industry turns over hundreds of millions of dollars of work to guys that they do not prepare adequately for the job?”

Mark Breslin, CEO of United Contractors

FMI, March 2016

EXHIBIT 2 | RELATIVE IMPORTANCE OF SKILLS FOR LEADERS AS THEY PROGRESS

IN THEIR CAREERS



What are your biggest challenges as a leader?





Reason people leave their job?

Don't be that boss!

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Be the kind
of leader
that you
would
follow.

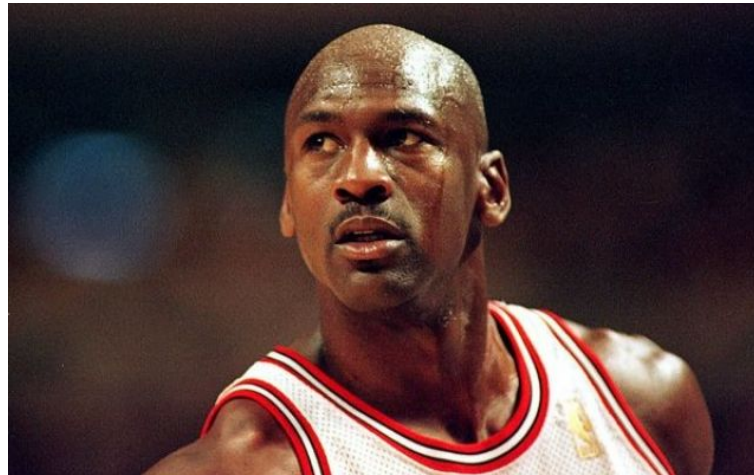
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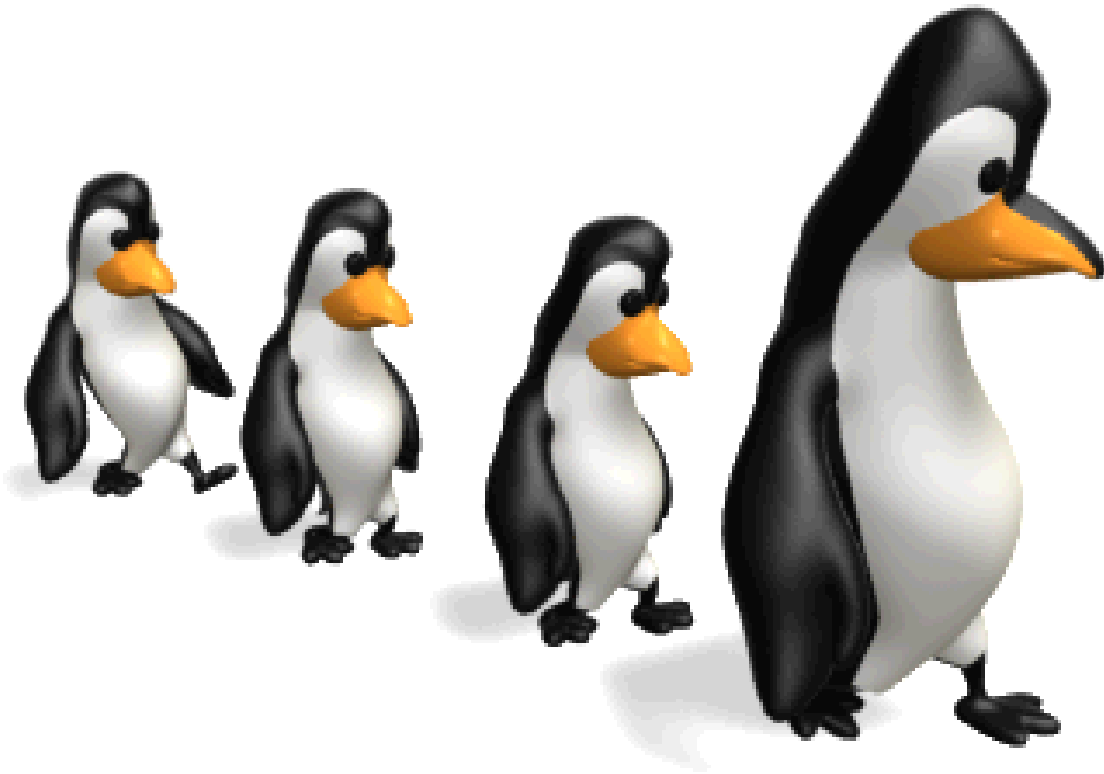
Great Leaders

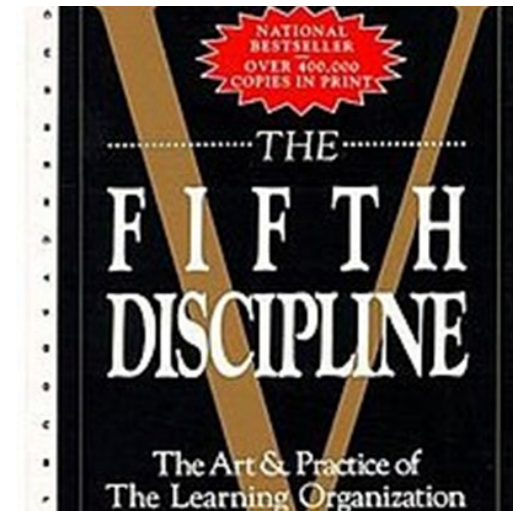
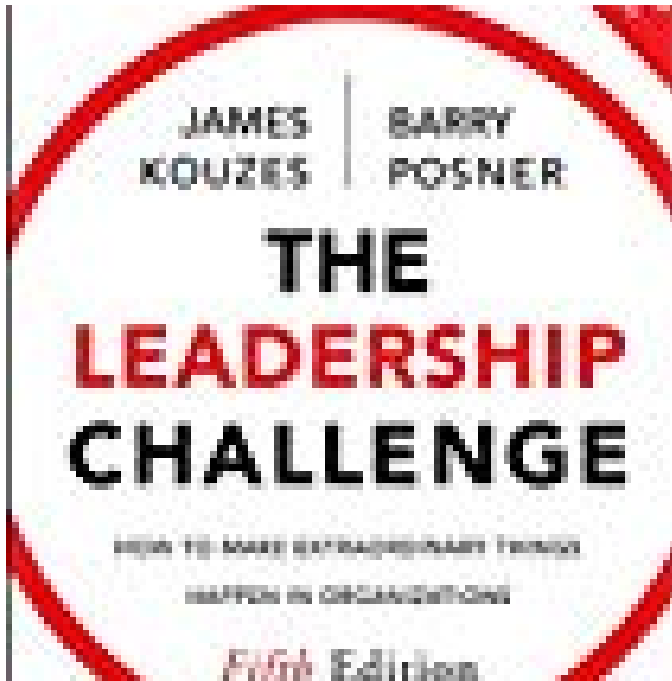


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Lead vs Manage





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

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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

Date:

[illegible]

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

Do first

① Urgent and important	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	

Schedule

② Less urgent, but important	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	

Delegate

③ Urgent, but less important	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
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	<input type="checkbox"/>	
	<input type="checkbox"/>	

Don't do

④ Neither urgent nor important	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
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Task Management



HOW? And
WHO?

Know your people and your business

Insist on realism

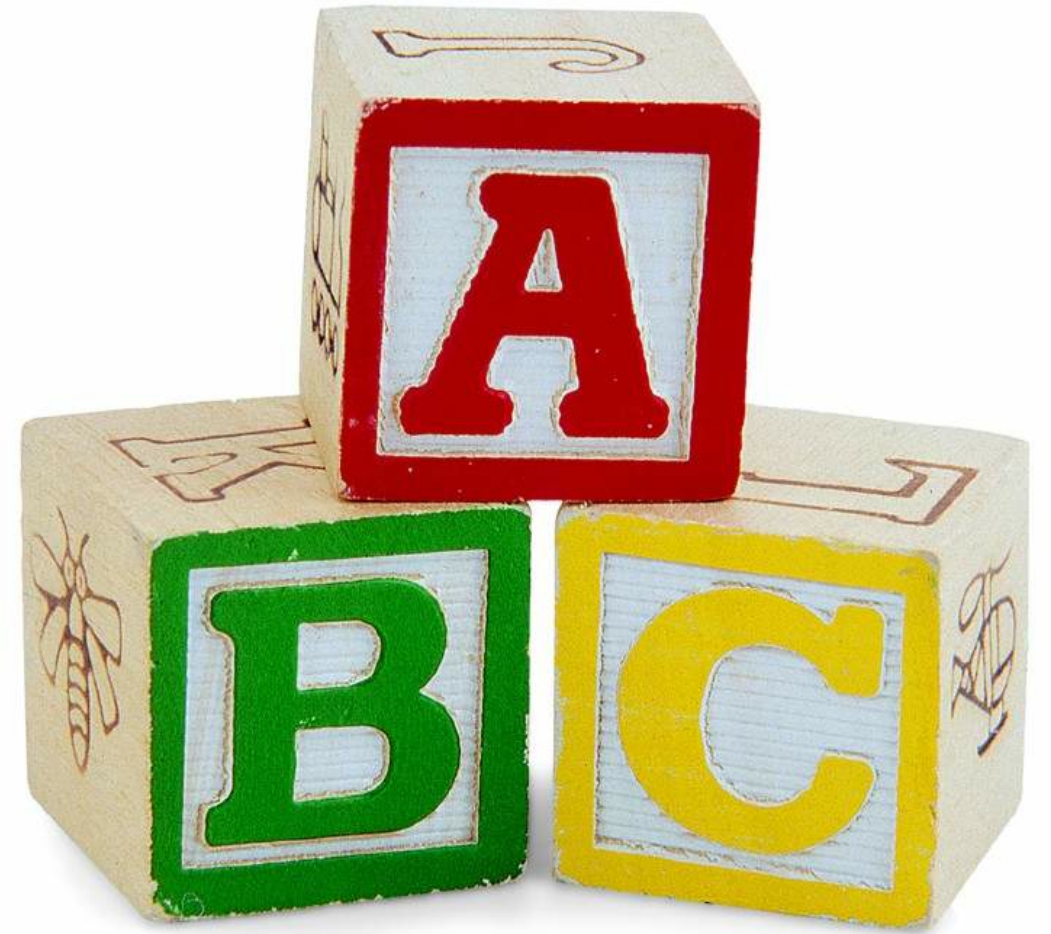
Set clear goals and priorities

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



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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?

