





	<p>DBIA NW Inland Chapter <i>The Future of Leadership for AEC</i></p> <p>March 14, 2019 Spokane WA</p>
			<p>Integrated Teaming, Leadership and Communication</p>
			<p>Barbara Jackson, PhD, FDBIA University of Denver</p>

			
<p>Integrated Teaming and The Integrated Project Leader</p>			
			<p>Shifting the Paradigm</p>

The Leadership Imperative



- Common denominator for all integrated project approaches
 - The expectation for the team to act “AS ONE”
 - Capturing the “collective knowledge and expertise the multi-discipline perspective
 - To deliver comprehensive integrated solutions



Who is Best Qualified to Lead the Team?



Tug-a-War Approach to Project Leadership



- **Power struggle begins**
 - Each party feels threatened by the other
 - It becomes a clash as to whose point of view wins
- The “viewpoint” of the discipline “leading” the team will typically trump all the other viewpoints

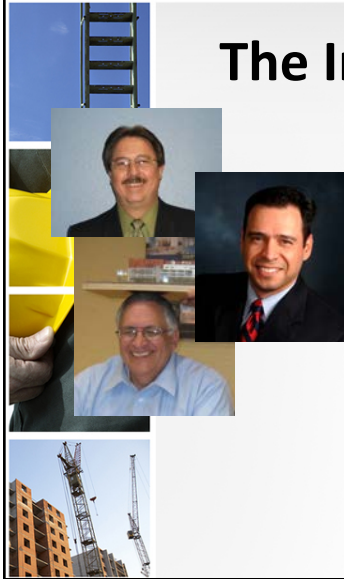
So they hire us...



New Mental Model for Leading Project Teams

The Integrated Project Leader


- *A uniquely qualified and able individual*
- *Much more than a CM, PM, or DM*
- *Should be identifiable in the marketplace as a distinct professional*
- *An IPL MUST be more*



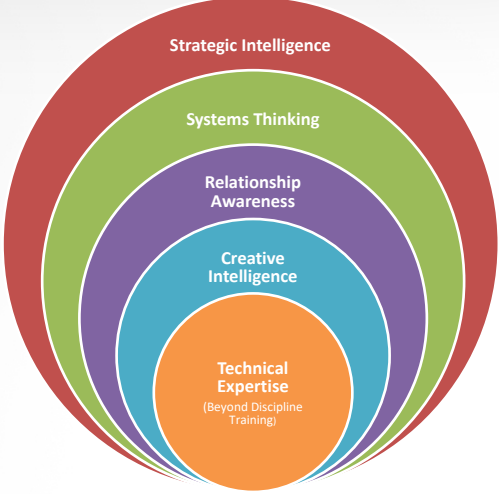
What the heck is Happening??




2012 - Integrated Project Leadership



Introduced new affective skillsets to complement our technical skills



Technical Expertise

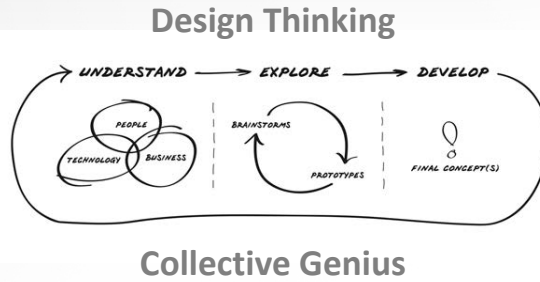


- Beyond your discipline training
 - Conceptual design
 - Conceptual estimating
 - Cost modeling
 - Collaborative training
 - Etc.

Creative Intelligence (Some Call Design Thinking)



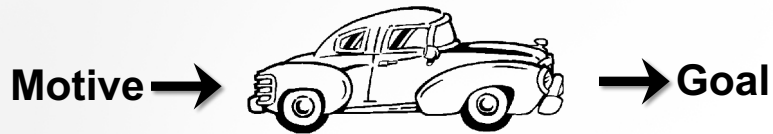
- Ability to use "creative process" to anticipate and access added value
- Understanding the interdisciplinary problem solving process
- Leveraging the collective knowledge, expertise, and experience of the team



Relationship Awareness



Why do people behave the way they do?

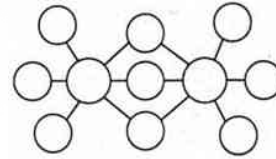
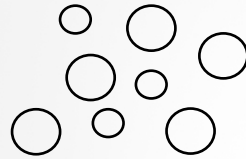


Behavior as a Vehicle

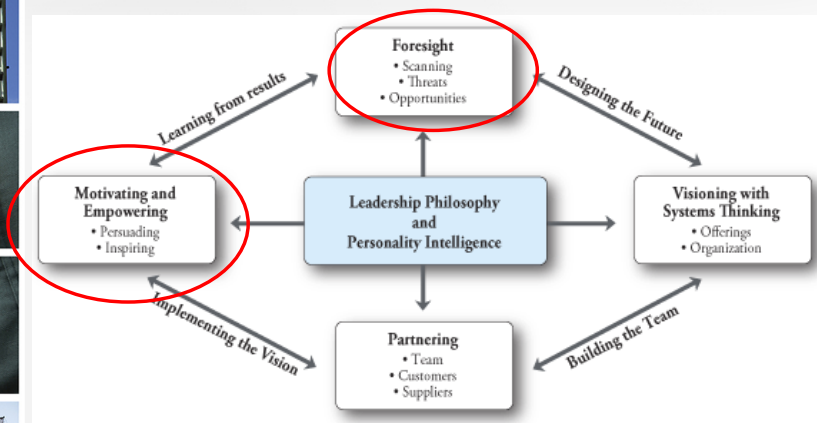
Systems Thinking

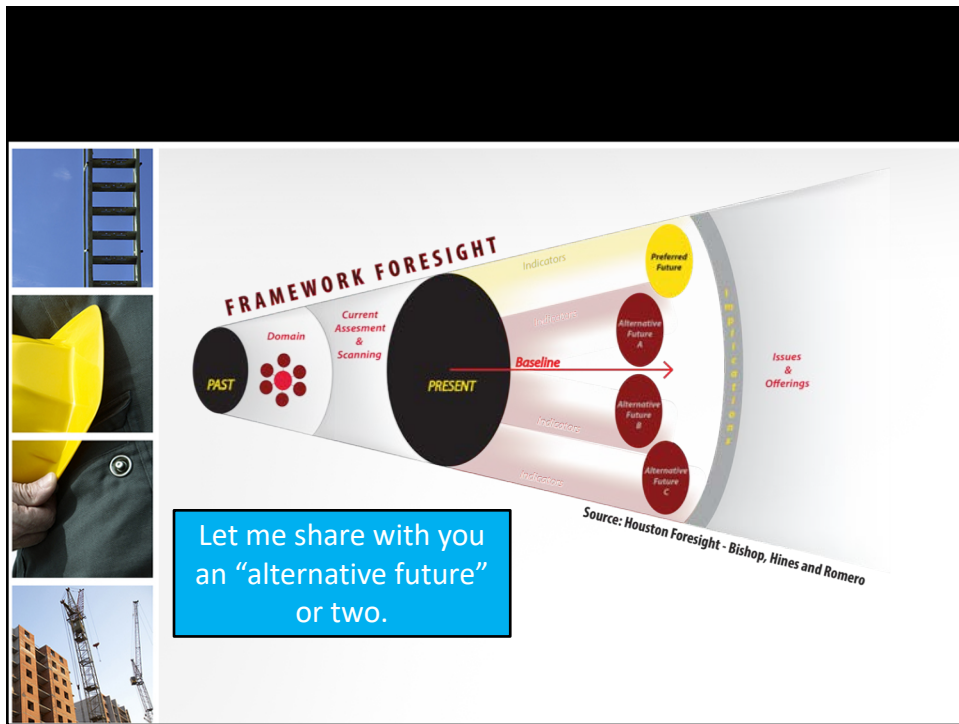


- Analytical Thinking
 - Considers **HOW**
 - Looks at parts and pieces
 - Produces knowledge
- Systems thinking
 - Considers **WHY**
 - Looks at the interactions of the parts and pieces
 - Produces understanding



Strategic Intelligence Leadership as an Integrated System





- Massive change had come to the grocery industry, and it was coming from the outside-in.
- It was happening to the industry ... and not by the industry.
- And investors were placing their bets ... on the outsiders.

amazon

Kroger Co (NYSE:JRG) Real Time Quotes [Add to Watch List](#) [Set Alert](#)

23.87 ▲ +0.19 / +0.78% Today's Change ▼ -30.83% Year-to-Date

52-Week Range: 20.46 - 30.66

Advanced Chart

- Super-value dropped 14%
- Even Costco and Wal-Mart dropped 6%

Anybody Know What This Is?

He now contends that he can reduce the costs of constructing tunnels by a factor of 10 and their schedule by a factor of 14.

Elon Musk @elonmusk [Follow](#)

Just received verbal govt approval for The Boring Company to build an underground NY-Phil-Balt-DC Hyperloop. NY-DC in 29 mins.

10:09 AM · 20 Jul 2017


15,815 retweets 35,045 likes



Our Focus



Leadership Matters



Just Planning the Work and
Working the Plan is
Not Enough Any More

May work for incremental improvement ...
but it doesn't work for innovation.



Construction Management = Commodity

A good or service whose wide availability and lack of differentiation diminishes the importance of factors other than price.

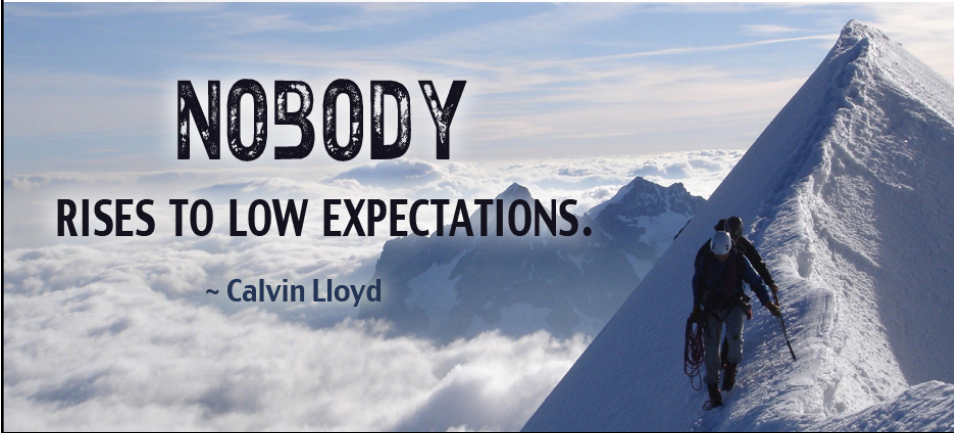
How are We Viewed as an Industry?



- Low tech, archaic, out dated business model, wasteful, low productivity

NOBODY
RISES TO LOW EXPECTATIONS.

~ Calvin Lloyd



Leadership Gap



LEADERSHIP

Matters



Worst Leaders – Best Leaders



The Range of Their Talents People Report Being Utilized

Figure 13.1 The Range of Their Talents People Report Being Utilized by Their Worst and Best Leaders—A 3x Difference!



The Leader Versus Manager

Leader

- Change
- Shapes Culture
- Vision
- Sets Direction
- Passion
- Transformational
- Breaks Rules
- Uses Conflict
- Takes Risks

Manager

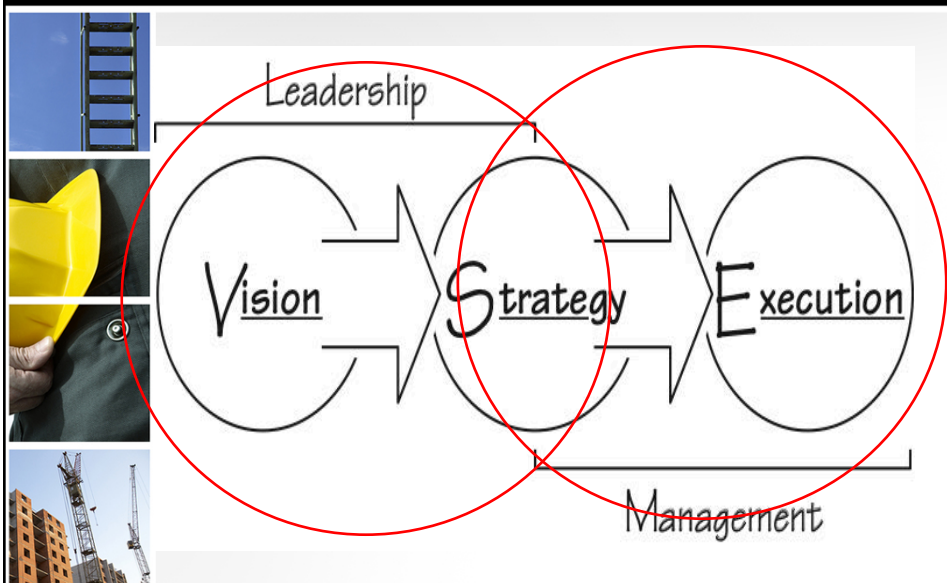
- Stability
- Enacts Culture
- Objectives
- Plans Details
- Control
- Transactional
- Makes Rules
- Avoids Conflict
- Minimizes Risks

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http://changingminds.org/disciplines/leadership/articles/manager_leader.htm
www.profilesinternational.com
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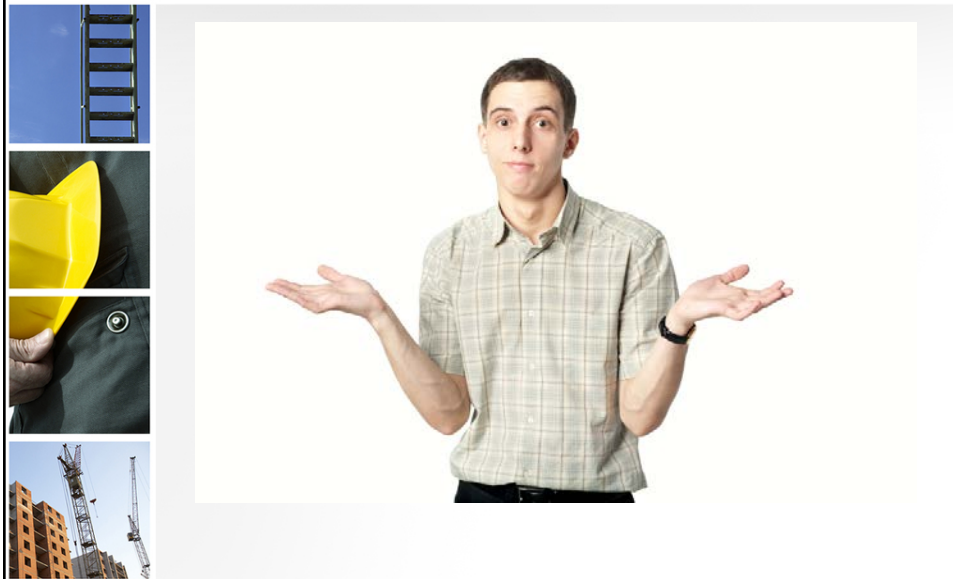
The Paradox



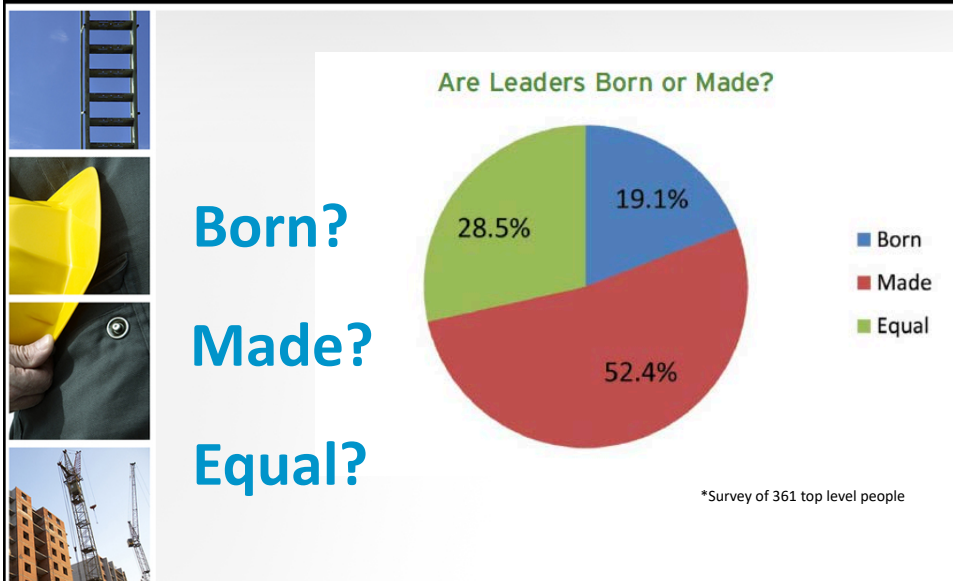
- **Leaders** set goals and direction, challenging the norm, and seeking new ways of working towards goals.
- **Managers** on the other hand maintain the status quo.



Where is this leadership going to come from?



Are Leaders Born? Or Made?



Leaders at Every Level



Who Are These Leaders?

They are the SPARKS

- They are the doers, thinkers, innovators, and key influencers
- **They are catalysts for personal and organizational change**

NEW YORK TIMES BESTSELLER
"A much-anticipated book that will make you rethink both the theory and practice of leadership."
 — DANIEL H. PINK, author of *Drive*

SPARK

How to Lead Yourself and Others to Greater Success



ANGIE MORGAN, COURTNEY LYNCH,
AND SEAN LYNCH

Foreword by FREDERICK W. SMITH, CHAIRMAN & CEO, FedEx Corporation

Who Are the SPARKS?



- They are not defined by their place on an organizational chart
- They are defined by their actions, commitment and will.
- When SPARKS are ignited, their actions can directly shape the future.
- SPARKS make things happen.
- SPARKS make things better...in the long run.

Instead of Fanning the Flames...

Who are the
Sparks in
Your
Organization?

How often do we
extinguish the
flame?

Becoming a SPARK



A leader is a catalyst
for change.

Find the SPARKS
in your organization and
FUEL that FIRE

**Fanning the
Flames**
How do you do that?

Fueling the Fire... What's the one thing?



The top 10% of leaders are identified by ONE critical competency...

Critical Leadership Competency



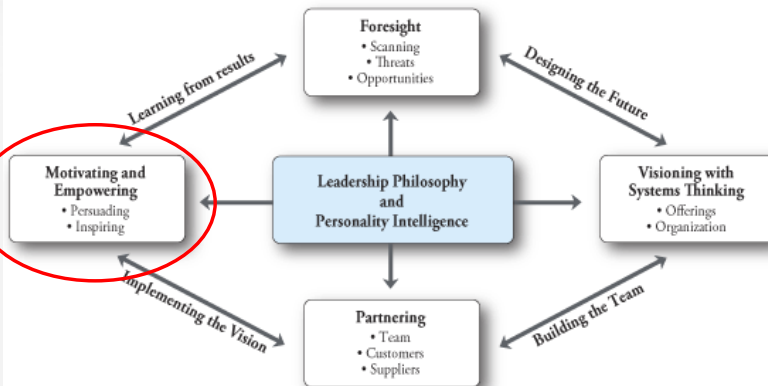
The ability to INSPIRE and MOTIVATE others to high performance

Inspiring Leadership is the **SINGLE BIGGEST FACTOR** in Achieving Extraordinary Results



Top 10 percent of leaders generated twice the net revenue as the middle 80 percent.

Fueling the Fire

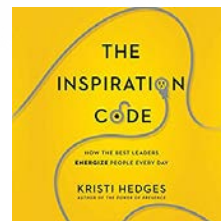
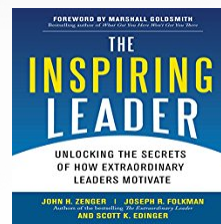


DBIA Leadership Series – Session #3

Inspiring Leadership

Lots of Strong Research Out There

- John Zenger & Joseph Folkman
- BAIN & Company
- Kristi Hedges
- Harvard Business Review



What is Inspiration?



- We can't will ourselves to be inspired.
- There's usually a **trigger**
 - A person - someone
 - An idea - something
 - Or both
- We are exposed to an INSPIRATIONAL FORCE that causes a profound reaction in us.
- Inspiration is both an INSIGHT and an ENERGETIC PUSH.

How Does INSPIRATION Happen?



- We can see beyond our ordinary preoccupations or limitations to discover new or better possibilities.
TRANSCENDENCE
- We feel energized, or even compelled, to bring an idea into action or carry it forward.
MOTIVATION
- We are receptive to an influence beyond ourselves that creates the inspiration within us.
EVOICATION



***Inspirational leaders
aren't the driver.
They are the catalyst.***



When You Inspire...



**What Changes in
the People Being
Led?**

What Changes in Colleagues ?



- Behaviors and outcomes, specifically **Productivity**

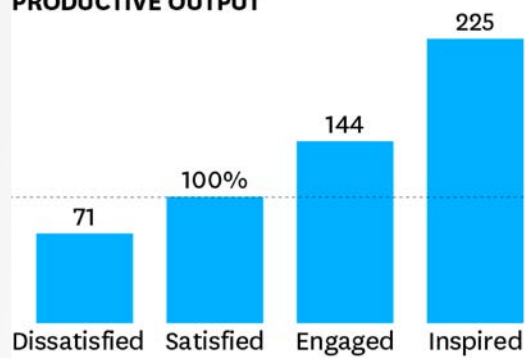


Most Productive



Inspired Employees Are the Most Productive

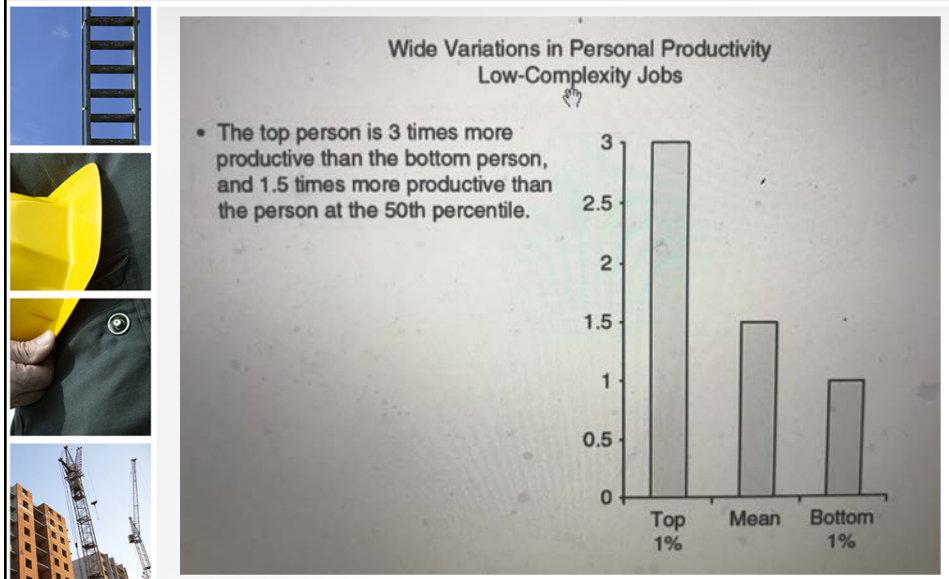
PRODUCTIVE OUTPUT



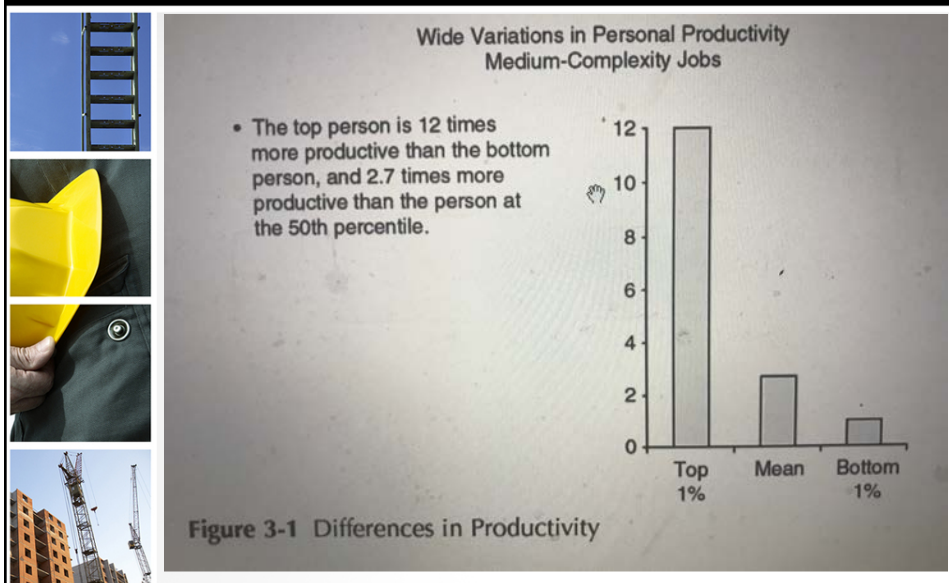
SOURCE BAIN & COMPANY AND
EIU RESEARCH, 2015

© HBR.ORG

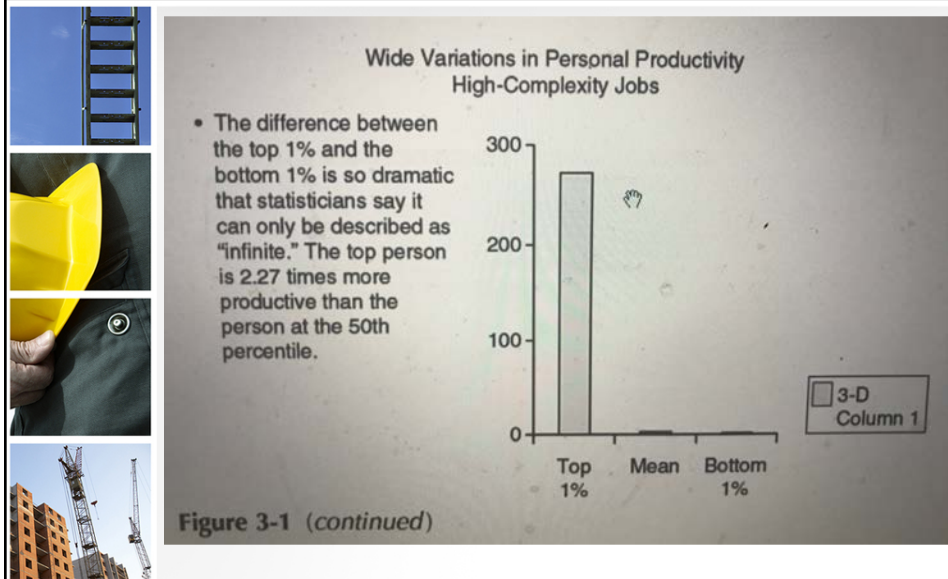
Productivity in Low Complexity Jobs



Productivity in Medium Complexity Jobs

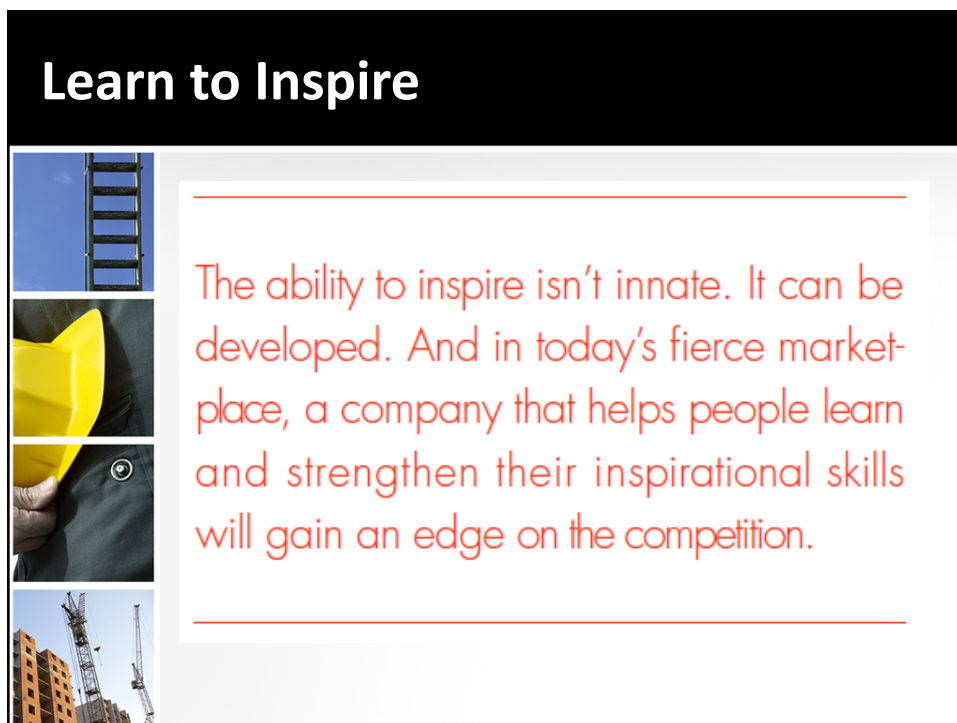


Productivity in High Complexity Jobs



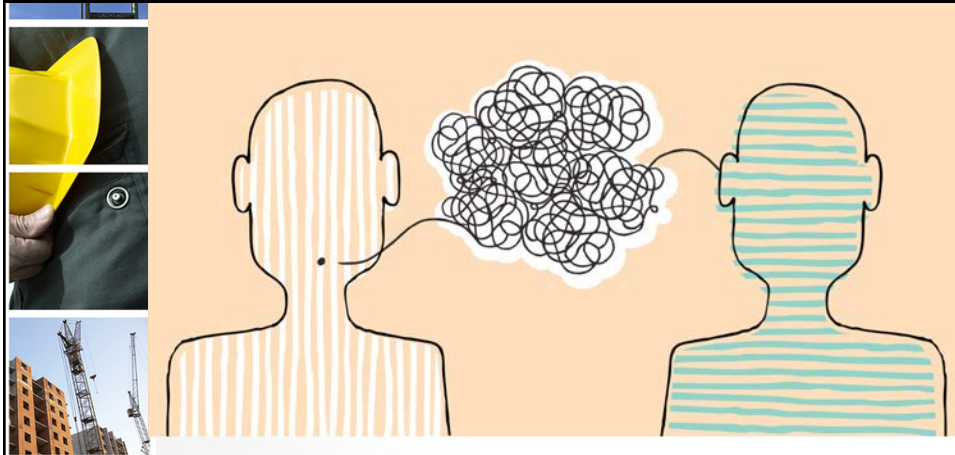
What Else Changes?

- Attitudes and Emotions
 - Confidence
 - Optimism and hope
 - Initiative
 - Responsible behavior
 - Enthusiasm
 - Resiliency



The way we trigger inspiration is primarily through communication...

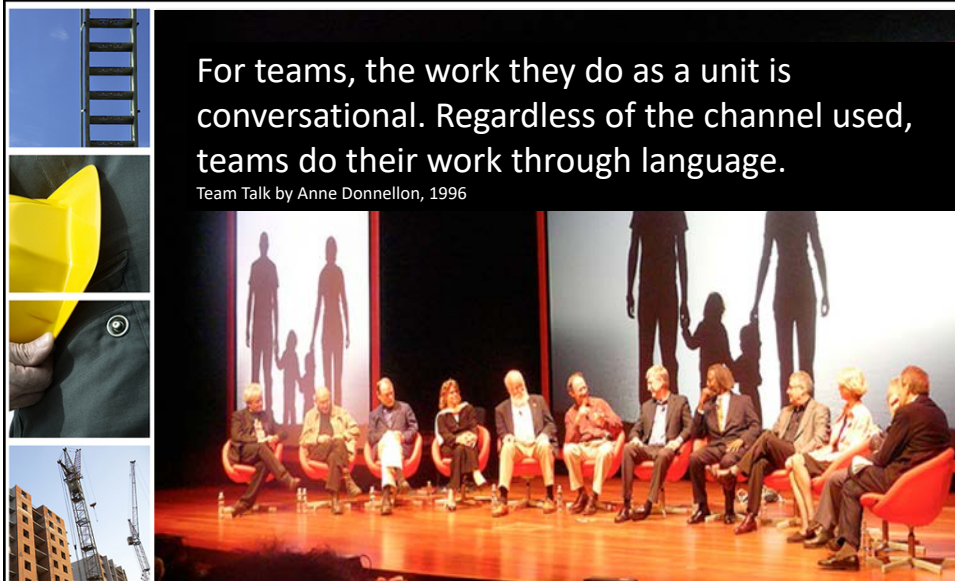
CONVERSATIONS & LANGUAGE



Leadership is Essentially a Linguistic Phenomenon

For teams, the work they do as a unit is conversational. Regardless of the channel used, teams do their work through language.

Team Talk by Anne Donnellon, 1996



Enrollment

The Ability to Speak a Future in
Which Other People Can See themselves



Can you name an architecture or
engineering firm, or a construction
company that is a household name...
for the right reasons ?

Not Just Any Conversations



- People inspire us through interpersonal communication in all of its forms, both verbal and non-verbal.
- Not just any conversations.

INSTEAD –

There are certain **definitive communications behaviors.**

Definitive Communication Behaviors






Inspire Path

- Present
- Personal
- Passionate
- Purposeful




Present – The Gift of Attention




BE PRESENT	
Focus your attention	<ul style="list-style-type: none"> <input type="checkbox"/> Eliminate distractions <input type="checkbox"/> State the importance to you up front <input type="checkbox"/> Incorporate conversational pauses <input type="checkbox"/> Show receptive body language
Show up centered	<ul style="list-style-type: none"> <input type="checkbox"/> Set a situational intention: <ul style="list-style-type: none"> • How do you want to make this person feel? How do you need to show up to put that feeling in the room? <input type="checkbox"/> Take a deep breath before you begin <input type="checkbox"/> Reset your energy (change location, take a walk, etc.) <input type="checkbox"/> Reflect on a positive to defuse stress
Keep an open mind	<ul style="list-style-type: none"> <input type="checkbox"/> Know and preempt where you're likely to jump to conclusions <input type="checkbox"/> Ask questions out of curiosity, not to be leading <input type="checkbox"/> Detach from the outcome <input type="checkbox"/> Say "I don't know" if it's true

Personal – Putting Yourself Into It




BE PERSONAL	
Be authentic	<input type="checkbox"/> Know your core values and brand <input type="checkbox"/> Share cogent leadership stories <input type="checkbox"/> State your intentions and be explicitly transparent <input type="checkbox"/> Use genuine language and express vulnerability with competency
Call out potential	<input type="checkbox"/> Tell others the strengths you see in them <input type="checkbox"/> Make a point to sincerely recognize the efforts of others <input type="checkbox"/> Use phrases such as: <ul style="list-style-type: none"> • I see [this] in you • You're always good at [this]. • I'm proud of you for [this]. • I've seen how you've grown/progressed. • Let me share what I see is possible for you.
Shift your listening	<input type="checkbox"/> Listen for the whole person rather than the facts <input type="checkbox"/> Listen for text and subtext rather than just for text <input type="checkbox"/> Listen for what the other person needs to say and not what you need to hear <input type="checkbox"/> Listen out of curiosity rather than to judge


Passionate – Bringing Heart and Energy



BE PASSIONATE	
Show energy	<input type="checkbox"/> Understand up front what gives you energy about your message <input type="checkbox"/> Know what mood you want to convey <input type="checkbox"/> Calibrate your energy to your audience and environment <input type="checkbox"/> Emote energy through rate of speech, voice inflection, facial expressions, gestures, and energetic words
Use emotion	<input type="checkbox"/> Couple emotion with logic to convey your message <input type="checkbox"/> Make emotional appeals <input type="checkbox"/> Use emotion words that tap into feelings <input type="checkbox"/> Tell engaging stories that transport listeners
Express conviction	<input type="checkbox"/> Make yourself visible (if virtual, use video) <input type="checkbox"/> Align your nonverbal with your words, and both with your intent <input type="checkbox"/> Speak simply and directly <input type="checkbox"/> Orient your body OUT: open, up, and toward


Purposeful – Spotlighting Meaning

BE PURPOSEFUL	
 <p>Talk about purpose</p>	<input type="checkbox"/> Guide others toward purpose, exploring: <ul style="list-style-type: none"> • What they're good at doing • What they enjoy doing • What they find useful • What has forward-momentum • What builds relationships to others
<p>Role model purpose</p>	<input type="checkbox"/> Openly share your own purpose with others <input type="checkbox"/> Activate your personal presence brand and schedule time to reconcile actions against it <input type="checkbox"/> Prioritize activities and people who inspire you <input type="checkbox"/> Take risks toward your purpose
<p>Demonstrate courage</p>	<input type="checkbox"/> Communicate what you're saying no to and yes to and why <input type="checkbox"/> Have honest conversations rather than avoiding conflict <input type="checkbox"/> Prioritize purpose and lead by values <input type="checkbox"/> Decisively jump and decisively let go



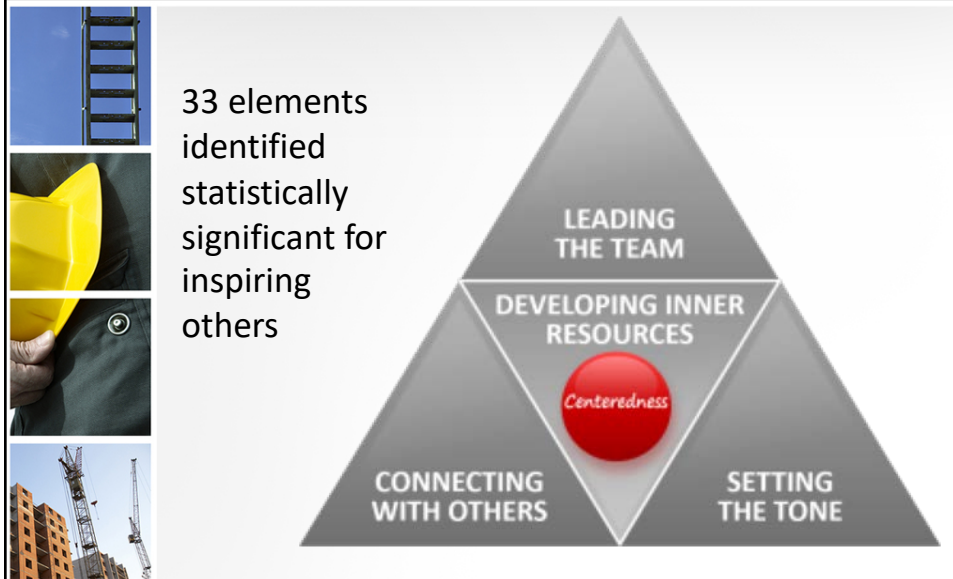
How Leaders Inspire

From

BAIN & COMPANY 

Cracking the Code

BAIN Inspirational Leadership System

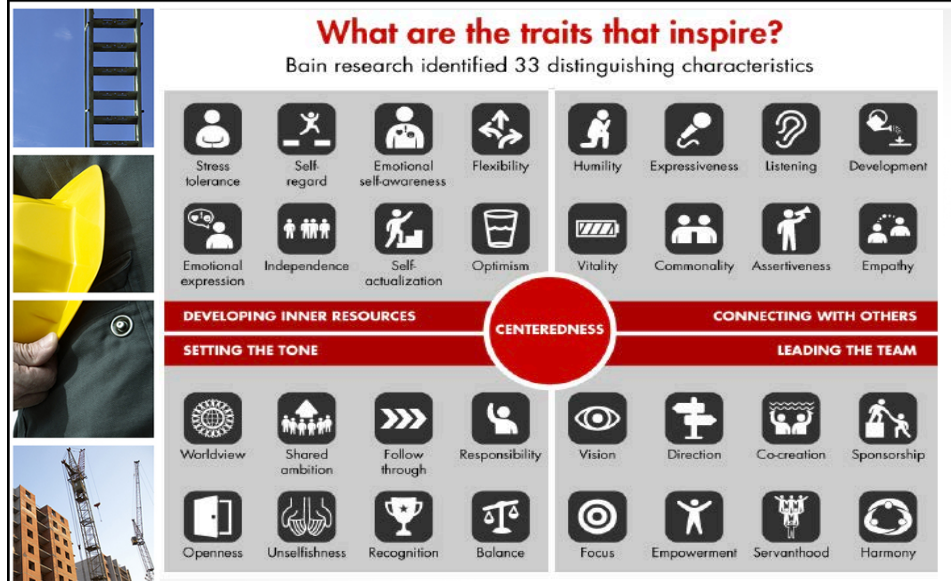


What do employees find inspirational?

The Bain Inspirational Leadership System is made up of 33 elements we have identified as statistically significant for inspiring others.

- While every person is inspired by a different combination of these skills, they all collectively matter to your employees regardless of their role within your organization.
- The skills below are categorized into four groups based on the type of interactions they're most closely associated with.

How to be an Inspirational Leader

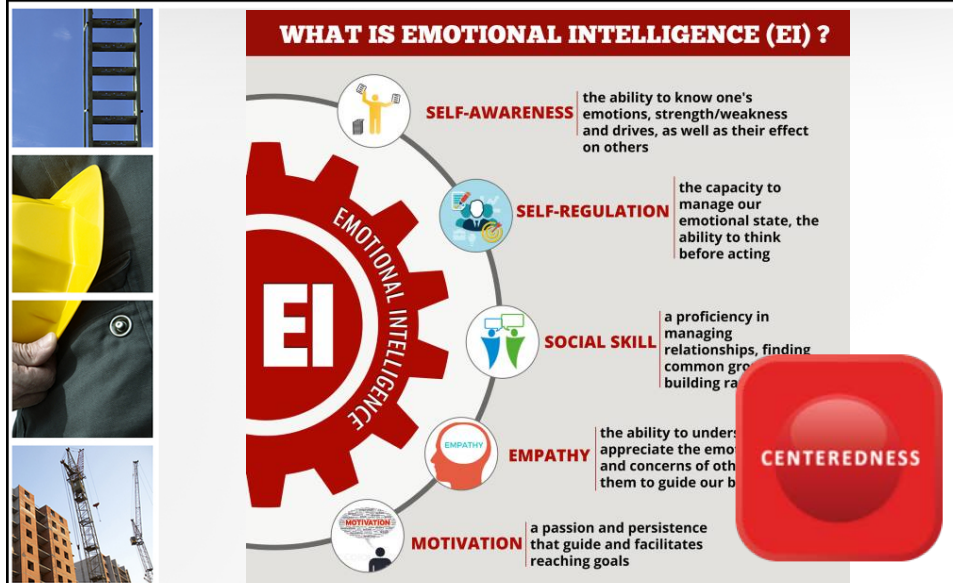


Centeredness









- *Centeredness* is essential to effective leadership.
 - It provides the space in which we choose how to respond, rather than automatically reacting to a situation.



Centeredness = Emotional Intelligence



Best Investment You Can Make

	Low Emotional Intelligence	High Emotional Intelligence
	Aggressive Demanding Egotistical Bossy Confrontational	 Assertive Ambitious Driving Strong-Willed Decisive
	Easily Distracted Glib Selfish Poor Listener Impulsive	 Warm Enthusiastic Sociable Charming Persuasive
	Resistant to Change Passive Un-Responsive Slow Stubborn	 Patient Stable Predictable Consistent Good Listener
	Critical Picky Fussy Hard to Please Perfectionistic	 Detailed Careful Meticulous Systematic Neat

1. Developing Inner Resources

Skills relevant in leading yourself

	 STRESS TOLERANCE	 EMOTIONAL SELF-AWARENESS	 FLEXIBILITY	 INDEPENDENCE
	Dealing with stress in a positive and constructive manner	Understanding your emotions, their causes, and their impact on others	Adapting your responses to dynamic circumstances	Maintaining the conviction to follow your own course of action
	 EMOTIONAL EXPRESSION	 SELF-REGARD	 SELF-ACTUALIZATION	 OPTIMISM
	Voicing your feelings openly	Holding a confident yet realistic assessment of your abilities	Improving yourself and engaging in personally meaningful pursuits	Remaining resilient and positive despite challenges

2. Connecting With Others

Skills Most Relevant in one-on-one interactions

	<p>VITALITY</p> <p>Showing passion for your work and giving energy to others</p>	<p>HUMILITY</p> <p>Maintaining a balanced ego</p>	<p>EMPATHY</p> <p>Understanding and appreciating others' needs and feelings</p>	<p>DEVELOPMENT</p> <p>Assisting others in advancing their skills</p>
	<p>ASSERTIVENESS</p> <p>Advocating your point of view in an open, honest and direct way</p>	<p>LISTENING</p> <p>Paying true attention to others' comments, ideas, and feelings</p>	<p>EXPRESSIVENESS</p> <p>Conveying ideas and emotions clearly and compellingly</p>	<p>COMMONALITY</p> <p>Sharing mutual interests and activities</p>

3. Setting the Tone

Skills most relevant in group settings when you are NOT the formal lead

	<p>WORLDVIEW</p> <p>Seeking to understand and incorporate diverse perspectives</p>	<p>OPENNESS</p> <p>Demonstrating curiosity, creativity, and receptivity</p>	<p>SHARED AMBITION</p> <p>Living the organization's mission and operating principles</p>	<p>FOLLOW THROUGH</p> <p>Showing integrity and consistency in word and action</p>
	<p>RESPONSIBILITY</p> <p>Being proactive, giving credit for success, and being accountable for mistakes</p>	<p>UNSELFISHNESS</p> <p>Putting team needs above short term personal benefits</p>	<p>RECOGNITION</p> <p>Showing appreciation for the efforts and results of others</p>	<p>BALANCE</p> <p>Respecting the boundaries of others' relationships and commitments outside of work</p>

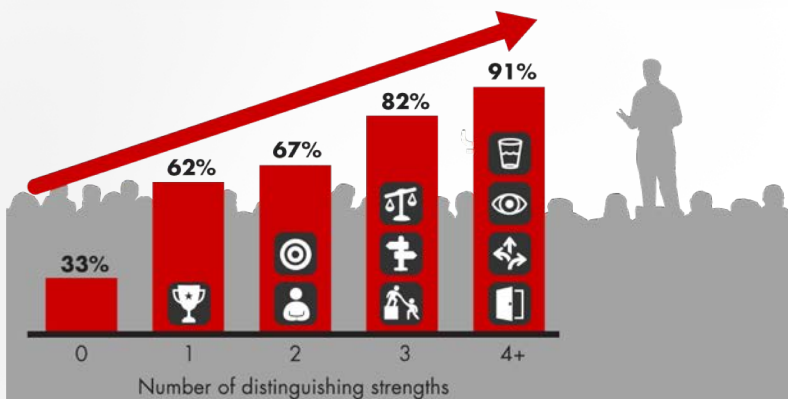
4. Leading the Team

Skills most relevant in formal leadership positions

 VISION	 FOCUS	 HARMONY	 DIRECTION
Creating a compelling objective which encourages sign-up	Orienting teams towards the most relevant set of outcomes	Fostering alignment and resolving conflicts	Setting appropriate group and individual expectations
 EMPOWERMENT	 CO-CREATION	 SERVANTHOOD	 SPONSORSHIP
Allowing and encouraging the freedom to stretch	Trusting that collaboration can yield better results	Investing on behalf of others, and finding joy in their success	Engaging to help others achieve their broad career aspirations

ANY four strengths can make you exceptional

Inspiring leaders come in all varieties, but Bain research shows the most inspiring demonstrate strength in at least four traits



Source: Bain Inspirational Leadership 360 survey, March 2016 (n=1,310)

What's in Your Rock Pile?

Stress Tolerance

Vitality

Flexibility

Openness

Independence

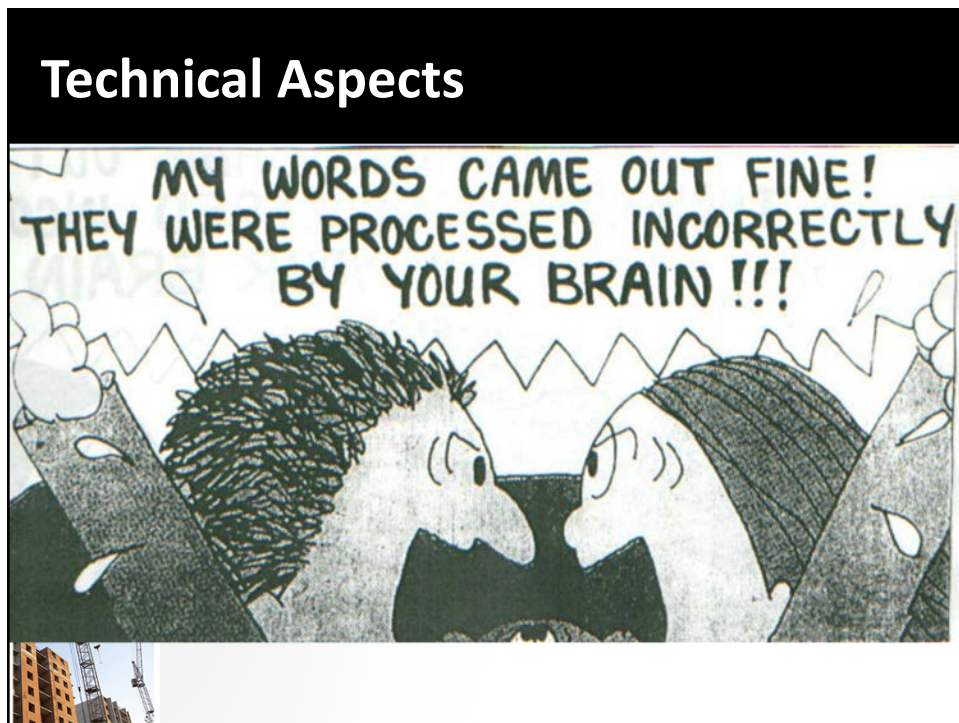
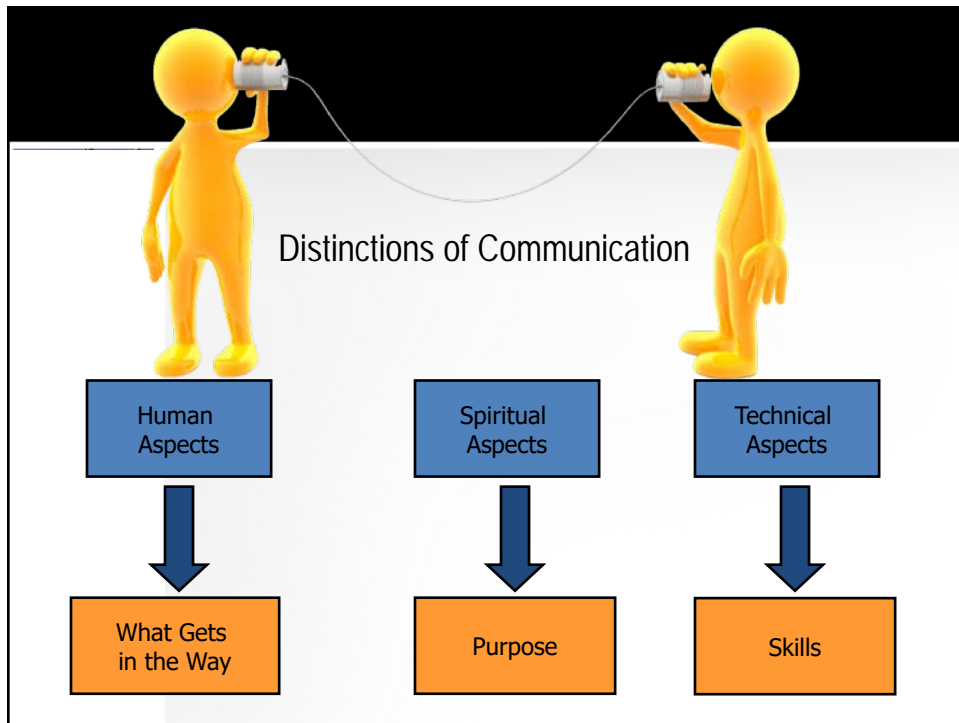
Vision

Optimism


Focus

Communication Challenges


- Committed Listening
- Committed Speaking



Classic Communication Model



COMMUNICATION MODEL




This will be a piece of cake
I don't trust her
This has to be quick
Argument with wife earlier

I'd rather be playing golf
What is that behind him?
It is freezing in here
I should have had his job


Sender Receiver

Goal = Achieve an equality of understanding

Committed Listening



If you think communication is all talk, you haven't been listening...



Committed Listening



- Listen as if it matters!!!!
- Communication is thwarted when you listen from your position, opinion, assessment, judgement, or from knowing.
- Practice listening to learn...what's missing, what's working, etc.
- Focus on understanding

Committed Speaking



Speaking Categories



- Description
- Assessment
- Declaration
- Assertion
- **Request**
- **Promise**



Committed Speaking



- Making Requests & Responding to Requests
 - Yes - Accept
 - No - Decline
 - Counter Offer
 - Commit to Commit Later
- Straight Talk
- Accountability
 - By When?



Human Aspects

The Power of Communication



- We distinguish ourselves and our world through language
- We come to think of ourselves, our lives, and the reality we know as set and fixed.
- However, if we use language to define life then might we consider that the reality we know is largely malleable?
- That it can actually be created and altered through language.

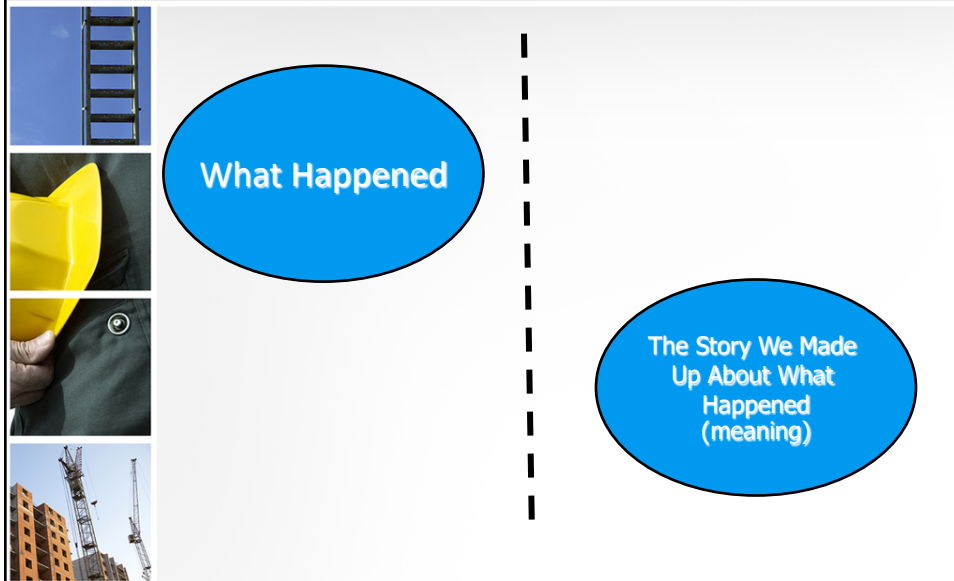


Life and circumstances as we define them are NOT set and fixed.

The “Sticky Note” Phenomenon



Constantly Seeking Meaning



We Begin to Collapse the Two



One more thing...


MORE TECHNOLOGY =
LESS COMMUNICATION?



Body Language




Power Poses




5 Power Poses

Presented By: Real Men Real Style




The President

- Rest feet on table.
- Hands clasped behind head.
- Lean back.




The CEO

- Place hands behind head.
- Rest an ankle on knee.
- Lean back.




The Performer

- Puff out chest.
- Arms spread out.
- Stand with feet apart.



Take It Or Leave It

- Plant hands on table.
- Lean forward.
- Feet points to another person.



The Superman


- Puff out chest.
- Plant hands on hips.
- Stand with feet apart.

RMRS
Real Men Real Style

POWER POSE GUIDE: HOW TO FEEL & EXUDE CONFIDENCE


INFOGRAPHIC BY WWW.INGREDIENTSOFOUTLIERS.COM

HIGH POWER



Wonder Woman

Make yourself look bigger to give the impression of assertiveness.




Tall & Proud

Hold your arms in a V-shape and lift your chin to make you feel powerful.

Social psychologist Amy Cuddy delivered a TED Talk about how posture impacts how we feel about ourselves.


Her research shows that "high power" poses increase confidence, while "low power" poses perpetuate a weak sense of self.

LOW POWER



Protective


Folding your arms or legs communicates need for protection.



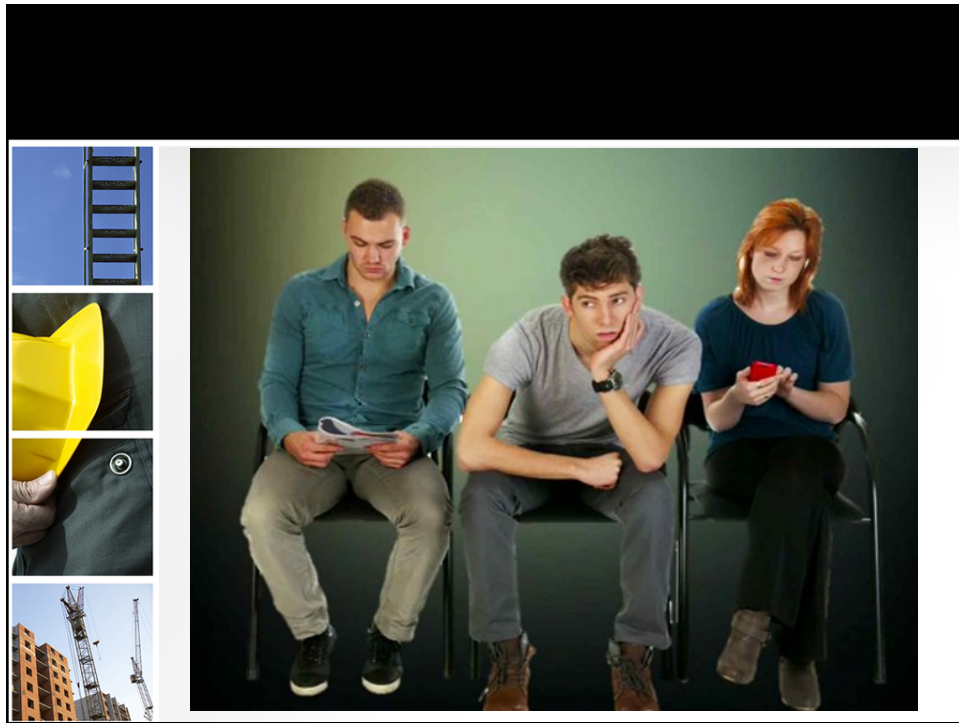
Closed & Guarded

Making yourself smaller communicates lack of confidence.

TRY THIS: Before entering a social or high-pressure situation, stick a "high power" pose for 2 minutes for a boost in confidence.



47



Spiritual Aspects

making a **difference**
AND OF SOME HAVE COMPASSION, MAKING A DIFFERENCE - JUDGES

Funny Thing About Human Beings

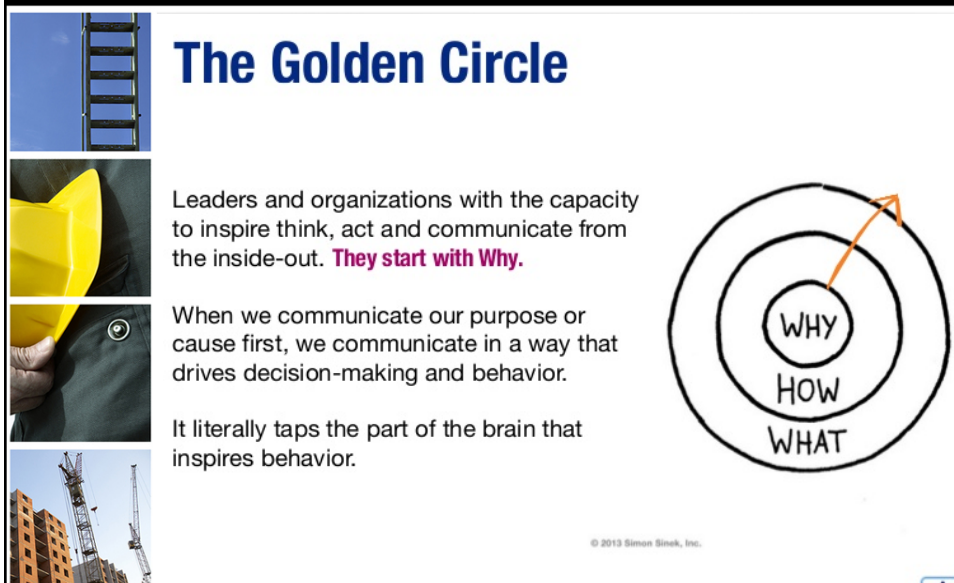


People don't buy what you do
they buy why you do it

Simon Sinek

Start With WHY

Start With WHY

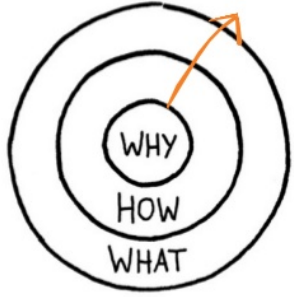


The Golden Circle

Leaders and organizations with the capacity to inspire think, act and communicate from the inside-out. **They start with Why.**

When we communicate our purpose or cause first, we communicate in a way that drives decision-making and behavior.

It literally taps the part of the brain that inspires behavior.



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**OK – Now We
Have to Talk
About the BIG
PICTURE**



Silver Anniversary

1993
25
YEARS
2018

DBIA

DESIGN-BUILD INSTITUTE OF AMERICA

Our Usual Metrics



VICIOUS
CIRCLE



...and we are stuck



For 25 years....



Design-Build Delivers!

- Less cost
- Greater value
- Shorter schedules
- Equal or better quality
- Better solutions
- Less litigation
- Example, after example, after example.
- The data is strong evidence

The data doesn't convince, persuade, or change hearts and minds.

AND it has made little difference...



**EXCELLENT
RESULTS AND
GOOD DATA IS
NOT ENOUGH TO
CHANGE MINDS**

Gap Analysis Between the Leaders We Have and the Leaders we Need




How Are We Viewed as an Industry?

- Low tech, archaic, out dated business model, wasteful, low productivity
- WHY
 - Lack of leadership
 - Lack of vision
 - Resistance to change

Our Story Needs to Change

“If your stories are all about your products and services, that’s not storytelling. It’s a brochure. Give yourself permission to make the story bigger.”

– Jay Baer

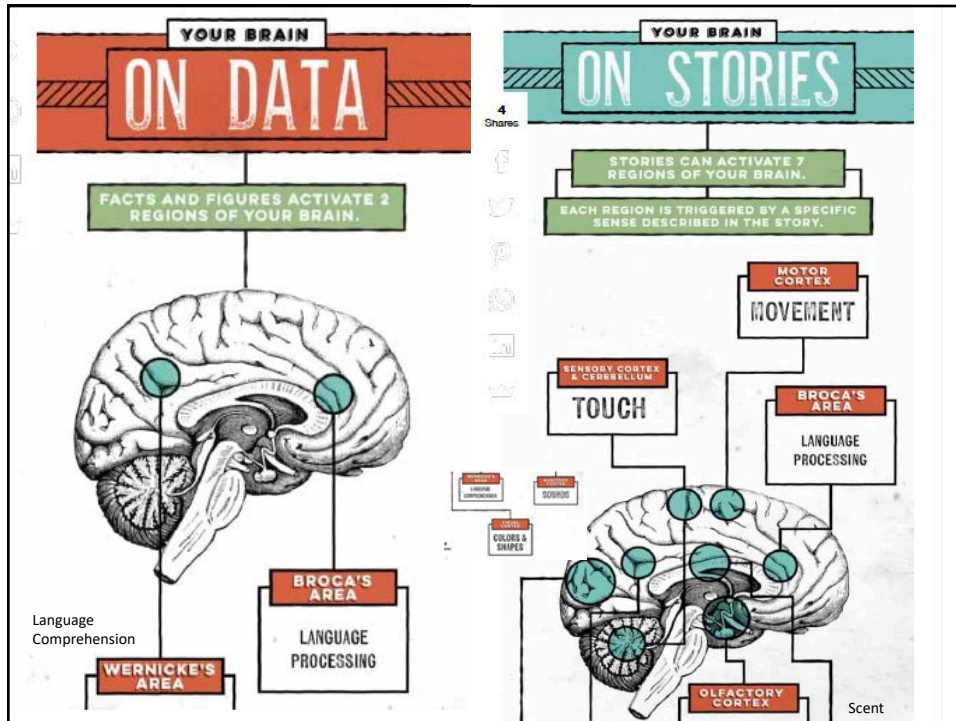
brandanew.co 

*Faster, better, cheaper has been our story...
it is what keeps the status quo in place.*

Not Like Other Businesses...



Another false narrative, limiting believe, etc. which has us show up like the most archaic, behind the times, low productivity, least innovative industry.

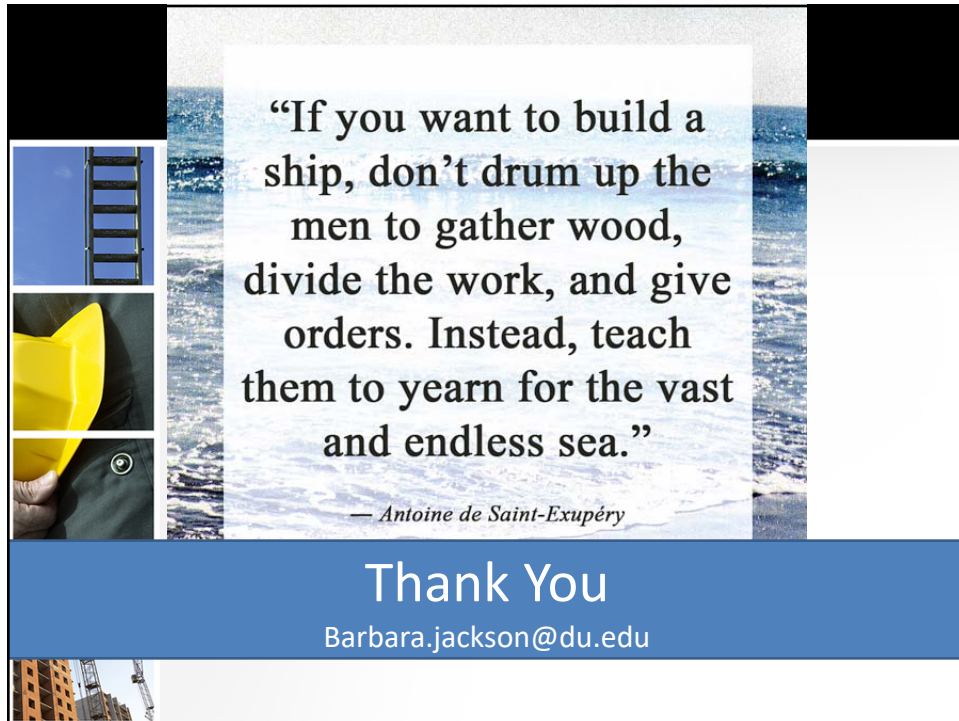


Stories Change the Brain

Empathy, Neurochemistry, and the Dramatic Arc: Paul Z...

Stories are up to 22 times more memorable than facts!

The central part of the slide features a video player with a title "Empathy, Neurochemistry, and the Dramatic Arc: Paul Z...". The video player shows six brain scan images (three sagittal and three axial views) with red highlights indicating areas of neural activity. To the left of the video player are three small thumbnail images: a yellow hard hat, a hand holding a yellow hard hat, and a construction site with cranes. At the bottom of the slide, a black banner contains the text "Stories are up to 22 times more memorable than facts!" in white italicized font.




“If you want to build a ship, don’t drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.”

— *Antoine de Saint-Exupéry*

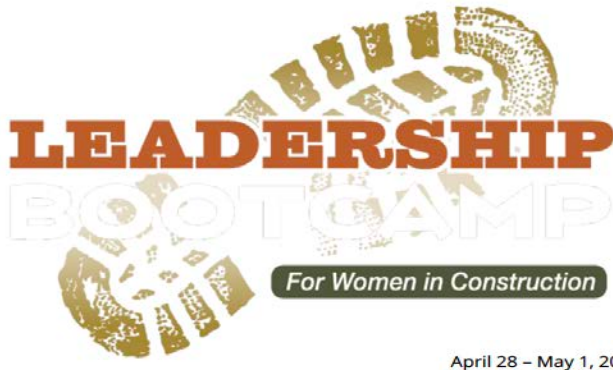

Thank You
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Upcoming Events





**LEADERSHIP
BOOTCAMP**
For Women in Construction

April 28 – May 1, 2019 – Spaces Available
The Nature Place Conference & Education Center
Florissant, Colorado

**COME DISCOVER THE POWER
OF YOUR OWN PURPOSE**

Women Who Build Inc.



Women Who Build Inc
A non-profit dedicated to advancing women in the construction industry

<http://womenwhobuild.com>

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Thank YOU!

Questions?

barbara.jackson@du.edu



thank you!

*Transforming Leadership and Culture
in the AEC Industry*

