

A3#	Group/Team	Initiative Description	A3 Champion	A3 Team	Date Opened:	Plan Approval - Sign-off		Sign-Off Date
01	LCI NorCal CoP Training Team	Building Design and Construction Leadership Skill Building	Vic & Larry	Vic Ortiz, Larry Summerfield, Felipe Engineer-Manriquez	1/13/2023	Sponsor:	Dan Goodman	
						Resource Manager:		
						Resource Manager:		
						Other:		

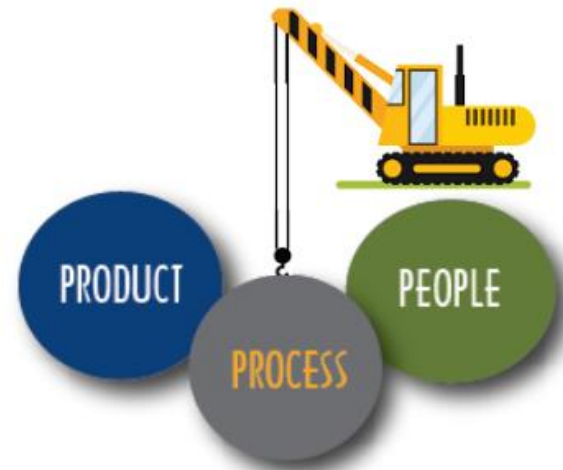
BACKGROUND (Describe the objective)

Productivity in the Construction Industry famously lags that of other industries. Design and construction "Culture" is the result of behavior based on long established habits, customs and beliefs. Other industries have had to develop a new set of skills to manage the diverse needs and experience of their stakeholders. The construction industry now faces the challenge of reinventing it's leadership practices for today's challenges.



CURRENT CONDITION /RESEARCH (Seek understanding)

When people are asked what goes wrong – in a meeting, a team, a project, a company – over 90% of responses have nothing to do with what the product or project is. The dissatisfaction is about how the process is run, how people are treated, how they feel constrained and undervalued rather than valued and supported.



Project problems are process problems. Too often, however, we are "process blind".

LCI and Lean practitioners have amassed an impressive set of Lean tools and practices, but the quality of implementation is often constrained by industry culture and habit. What is missing?

TARGET CONDITION (Set the desired outcome)

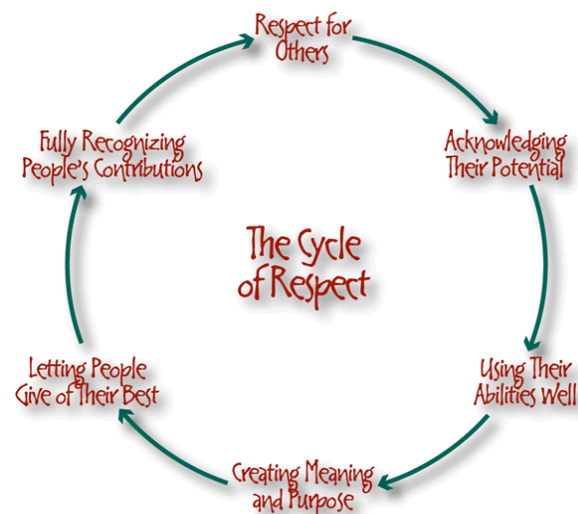
Exceptional value is created when people with diverse knowledge, unique perspectives and committed resources "co-labor", i.e., work to together.

We need leaders at every level who can bring the right people together with the right process, to get the right result. These leaders need to be experts in creating and facilitating the many design and construction processes at the interpersonal, team, project and enterprise levels. Luckily, the skills needed at every level are the same.



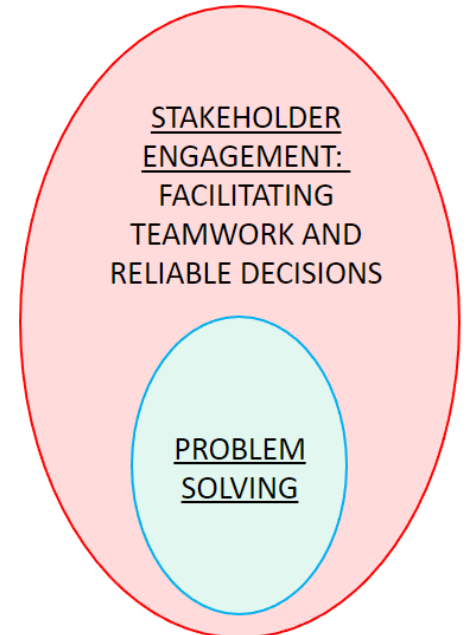
GAP ANALYSIS / ALTERNATIVES (Evaluate)

"Respect for People" sounds great, but how do we express "respect" (a feeling) through our leadership behavior? A culture of respect can and does transform a project team and foster a high-performing attitude that makes for dramatic results "Respect for People" requires sophisticated process leadership skills if we are to bridge the gap between mediocre results and genuine excellence in project value delivery. How we manage the day to day encounters between people can make for dramatic results



PROPOSED SOLUTION

- Implement an advanced, 2-session leadership workshop that
 - Clearly defines the changes in leadership strategies and practices needed to lead multi-party project teams
 - Creates deep understanding of leadership tools including how, why and when to implement them
 - Creates a workshop learning community with shared practice and feedback
 - Provides practical examples and experience
 - Provides a comprehensive set of workshop materials that can be used to teach others in your company or on your projects, while supporting your skill development
 - Covers 4 major collaborative leadership skills over two days – Facilitative Leadership, Communication Skills for Difficult Situations, Meaningful Stakeholder Engagement, Collaborative Problem Solving and Decision-Making
 - Scheduled to coincide with 2 regularly scheduled monthly NorCal LCI COP dinner meetings, included in participant workshop fees, with time between the 2 workshop sessions to practice and prepare
 - Establish an all-inclusive price point that offers exceptional value: \$495 for full 2-day program
 - Provide a Certification of Completion suitable for display and for CE Credit qualification up to 16 hours



PATH FORWARD / MILESTONE PLAN (Scope of work)

- Confirm requirements, procedures for participants to secure Continuing Ed Credits
- Secure Venues and materials, including printing of participant materials
- Confirm production with at least minimum required participants
- Send preparatory materials and participant instructions
- Prepare Certificates of Completion
- Survey participants and solicit/apply feedback for continuous improvement.

FOLLOW UP & REMINDERS:

Ensure progress is tracked (A3 Status) – note A3 # Reference A3 for alignment as the plan progresses Ensure the team utilizes retrospectives to reflect on learnings (Keep-Stop-Start) How will success be celebrated?