



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه

فصل سوم: استفاده از هوش ارزشی (VQ) در مدیریت پروژه
بخش چهارم: چگونه و طی چه فرآیندی میتوانیم به مدیر پروژه ای با بالاترین VQ تبدیل شویم؟

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What we will learn?

☐ How?

☐ Part 1: How Can a CM Best Apply VQ Concepts?

☐ Part 2: Early Career Advice

☐ Part 3: Mid-Career Advice

☐ Part 4: Mature-Career Advice



Roadmap

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PART 1 – WHAT IS VALUE QUOTIENT (VQ)?

PART 2 – WHAT IS A CM'S PATH TO ACHIEVE VALUE?

PART 3 – WHAT'S YOUR VALUE?

CHAPTER TWO – WHO?

PART 1 – WHO ADDS VALUE?

PART 2 – WHO SEEKS HIGH VQ?

CHAPTER THREE – WHY?

PART 1 – WHY DO CMS NEED HIGH VQ?

PART 2 – WHY OWNERS NEED CMS WITH HIGH VQ

PART 3 – VQ SURVEYS

CHAPTER FOUR – WHEN AND WHERE?

PART 1 – WHEN AND WHERE DOES VQ APPLY?

PART 2 – AS STUDENTS

PART 3 – AS PROFESSIONALS

PART 4 – AS BUSINESS OWNERS

CHAPTER FIVE – HOW?

PART 1 – HOW CAN A CM BEST APPLY VQ CONCEPTS?

PART 2 – EARLY CAREER ADVICE

PART 3 – MID-CAREER ADVICE

PART 4 – MATURE CAREER ADVICE

Mid career advice

IQ

EQ

VQ

Mid-Career

Conduct peer reviews

Read your contract documents!

Enforce the contract documents

Document, Document, Document!

Never go to court if you don't have to

Create a risk register then manage your risks

Ensure schedules are actively updated

Actively manage the substitution process

Hone your leadership skills

Treat everyone with respect & fairness

Earn & inspire trust

Value relationships through excellent service

Be aware of stakeholder needs

Recognize strengths & weaknesses

Stand your ground

Trust your gut

Be prepared

Be a servant leader

Know when to move on to something new

Choose the right team members

Take responsibility (own it!)

Seek ownership opportunities

Seize opportunity

Understand the impact of decisions



Conduct peer reviews

- ❑ A **peer review team** determines if the team is **working well** toward a **successful project completion**, or if **issues exist** within or between the team members, should be **resolved**.

Successful construction starts with good planning, clear communications and strong performance.

Let's see the story!

Conduct peer reviews

According to Bob, begin with a clean set of contract documents without errors, omissions, conflicts or duplications no matter which delivery method is selected. Before contracts are advertised for bid, have a qualified team perform a thorough, detailed review of the plans and specifications whether prescriptive (traditional delivery) or performance (design build delivery) based to reduce risk of errors & omissions. When a document can be interpreted two or more different ways, the interpretation that prevails will usually be against the intended interpretation of the author or owner of the document.

Next, plan to perform periodic peer reviews of the entire project team throughout all phases of the project. Organize a small group of up to three individuals not directly involved in the project to independently assess how the team is performing. This is a value-added concept. The independent group interviews each team member on the project including the designer, CM, contractor, owner, and major tenants. Findings can then be addressed to ensure the team gets back on track.



Read your contract documents

- ☐ What you think the **contract says** is not relevant.
- ☐ What you think the **contract should have said** is also not relevant.
- ☐ The **only thing** that's relevant is what the **actual contract states**.
- ☐ Reading the **contract as a whole document** is **EVERYONE's responsibility**.
- ☐ The entire team must have thorough knowledge of the contract and understand **how the various parts fit together**.

Let's see the story!



Read your contract documents

While serving as a claim's analyst on a large highway/tunnel project, **DJ was asked** by a project executive to review a multi-million dollar change order that was about to be issued to the construction contractor. The change order was for the delay time and money associated with numerous subsurface obstructions encountered while excavating and drilling foundation shafts for elevated highway support columns.

DJ studied the plans and specifications associated with excavation, drilled shafts, and the subsurface conditions around the project. He found a note in the documents that referenced geotechnical and historic reports that were made available to all bidders.

The historic report included sketches of a series of historic reinforced waterfront seawalls and shorelines comprised of large granite blocks and rip-rap, that had been filled in over the years, located in the elevated highway foundations. The geotechnical report listed the results of test drilling and test pit excavations, which included large granite obstructions. The logical conclusion was that the subsurface obstructions encountered by the contractor were indicated in the contract documents, and a change order was not warranted. The contractor reviewed DJ's summary and agreed.



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The simple act of reading the contract including referenced documents avoided a multi-million-dollar expenditure.



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Enforce the contract documents

Once you have well written, enforceable documents, don't ignore them, enforce them. If you're not consistently enforcing the contract documents the contractor will likely take advantage.

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Dave worked on a large civil infrastructure project with a construction value of over \$200 million in the San Francisco Bay area. The traditional design-bid-build delivery method was used, and the contract was awarded to the low bidder. The successful contractor was a large global contractor, but this was its first project with the agency.



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The contractor ignored this requirement and every week at the progress meeting claimed the schedule would be provided within the week. Not following the advice of the CM, the agency allowed the contractor to proceed with the work and agreed to pay the contractor for work completed even though there was no approved baseline schedule.

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The CM urged the agency to enforce the contract language and warned the agency that low bid contractors prefer delaying submission of a baseline schedule in favor of proceeding with the work followed by a schedule including issues and impacts in support of a future delay claim. The agency countered that this was a new contractor with the agency and therefore wanted to relax the schedule requirements, pay the contractor for work completed, and trust the contractor was simply having issues preparing the baseline schedule.

Enforce the contract documents

The agency did not receive a baseline schedule until month four. The critical path went right through all the issues/impacts the contractor was able to discover during the first four months of construction. Following the submission of the baseline schedule the contractor also submitted a large delay claim. The agency finally realized that the contractor never planned on meeting the schedule requirements.

The same disregard of the contract occurred again when trying to obtain a recovery schedule. After being allowed to ignore the requirements for the baseline schedule, the contractor felt empowered to pick and choose which requirements to follow. Trust and relationships eroded.

The agency finally realized they should have enforced the contract documents and listened to their CM.



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Document, document, and document

The one with the most paper wins, in other words, document, document, document, and the truth reveals itself.

Let's see the story!



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The contractor was put on notice and given a copy of the testing lab report, the 14-day break was at 1,200 psi and again did not look like it would meet the required 3,000 psi in 28 days. Ron brought in a second testing lab to core the pool shells and test the compressive strength of the cores.

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The second testing lab's finding supported the findings of the first testing lab. Ron also had a forensic lab analyze the gunite and it was determined that the sand in the gunite was contaminated and the cement would not harden. At 28 days the required 3,000 psi was not achieved in a quarter of the competition pool shell and none of the recreation pool shell. Ron again sent a notice to the contractor stating that two cylinders were left and that he would have them tested at 56 days, if the tests failed the portion of the pool shell that did not meet the requirements would have to be removed and replaced.

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Not surprisingly, the tests failed and at 56 days a notice was sent to the contractor to remove the defective gunite and replace the pool shells with acceptable gunite that met the structural engineer's compressive strength requirement.

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The pools were demolished and replaced. Fortunately, the project still finished on schedule because the pools were not on the critical path and the contractor continued to work on the pool buildings and the equipment room.

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Ron met with the City Attorney and brought with him his three-inch Chronological Issue Binder of all the tests, emails, documents related to the defective gunite and structural engineer reports. The City Attorney directed Ron to make ten copies of the binder and distribute the binders to all the parties involved in construction of the pool shells.

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The sand supplier and the gunite subcontractor ended up paying the pool contractor for the labor and material to replace the pool shells.

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Never go to work if you don't have to

Courts don't readily understand issues related to the construction process, and, as a large owner it often appears as if you're beating up a local contractor who's just trying to eke out a living.

Let's see the story!



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As the owner's project manager for a municipality, **Ron managed the construction of a golf course** maintenance facility building. The building was to be located on an undeveloped part of the golf course with a large oak tree at the center of the site.

The construction started in early spring and was subject to spring rain. The contractor cut down the oak tree and then brought in heavy equipment to remove the tree stump leaving a sizeable hole in the center of the proposed building pad. The contractor claimed that the existing on-site soil was unsuitable to back fill the stump hole to achieve compaction for the building slab.



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The specifications and the soils engineer were quite clear that the soil could be used if the soil was moisture conditioned. This required the soil to be ripped, windrowed, and turned to dry. Ron refused the claim and directed the contractor to air dry and moisture condition the soil to achieve the required compaction for the building foundation.



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The contractor successfully dried the soil and achieved the required compaction for the building foundation without importing any soil. A \$10,000 change order was still submitted, which Ron summarily denied. A claim was filed, and Ron ended up going to court and lost, with the City having to pay the contractor.

Create a risk register then manage your risks

- ❑ Even if you've done a thorough review, **projects always carry risk.**
- ❑ Use of a **Project Risk Register** captures all risks to the project.
- ❑ Use **risk assessments** and **management processes** to determine the risks and their **ramifications**, and then identify the **best way to manage and/or mitigate** those risks.
- ❑ In developing the **risk register** **all team members** must be present in the **same location**.

The team member who can manage the risk best, should own that risk.
- ❑ The team
 - ❖ **Identifies** party in the best position to manage that risk,
 - ❖ **Determines** the **likelihood** of the risk occurring,
 - ❖ **Impact** if the risk occurs, and,
 - ❖ For **all significant risks**, a **mitigation strategy** to manage the risk.

Create a risk register then manage your risks

In addition to generating a project specific risk register, **the following are a few of Richard's** risk avoidance suggestions:

- Insert a differing site conditions clause in the contract documents when dealing with excavation in soft ground or rock.
- Handle differing site conditions as a contract change to reduce the contractor's bid contingency.
- Recommend that the owner collect, and store escrow bid documents. In the event of a dispute, this becomes the source of facts, not conjecture, with respect to how the contractor estimated, scheduled and bid the work.
- Use Partnering - a process that promotes always having open communication and has the goal to have issues handled at the lowest possible level within each organization.
- Use alternate dispute resolution methods such as disputes review boards, project neutrals, mediation or arbitration, in lieu of litigation. As Abraham Lincoln once said, "Discourage litigation. Persuade your neighbors to compromise whenever you can. Point out to them how the nominal winner is often a real loser - in fees, expenses and a waste of time."

Read it yourself!



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In addition to generating a project specific risk register, **the following are a few of Richard's** risk avoidance suggestions:

- Use effective communication during construction on all projects especially large projects with more staff where roles and responsibilities need to be more clearly defined, reinforced and more frequently reviewed.
- ALL communications between the owner and the contractor must go through the CM. Make sure EVERYONE in the owner's camp complies. Without this control, there's conflicting communications or communications and directions that are not in accordance with the contract, potentially subjecting the owner to additional costs and creating adversarial relations amongst the project entities.

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Ensure schedules are actively updated

Schedule updates are essential for both the owner and the contractor. Understanding impacts in real time enables the team to react timely, keep the project moving forward, and avoid costly mistakes.

Let's see the story!



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Ensure schedules are actively updated

On one of Rocco's monthly site visits, he noticed that the barge transporting a 300-ton crane used to erect bridge segments was docked. He also noticed that the casting yard was full.

Prepared by Dr. Alavipour
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On one of Rocco's monthly site visits, he noticed that the barge transporting a 300-ton crane used to erect bridge segments was docked. He also noticed that the casting yard was full.

Pier construction was lagging, there were no piers ready for the segments to be erected so the erection operation was stalled. Had the schedule been accurately updated to show the actual duration of the construction of the piers, the contractor would have known that the pier construction was the critical path and it was not necessary to accelerate segment production or work overtime on casting of segments.



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*Refusing to update the schedule
was a costly mistake for the
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Actively manage the substitution process

- ❑ When specifying a **specific source** of a material, be certain there are sufficient quantities **available to meet** the project needs.

There's no reason not to have a backup source or acceptable alternate.

Let's see the story!



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Actively manage the substitution process

Charles was a young field engineer working for a direct hire contractor joint venture on a subway project in Baltimore. The architect, engaged by the owner, specified a source of sand to be used in the architectural concrete mix.

Read it yourself!



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Actively manage the substitution process

Charles was a young field engineer working for a direct hire contractor joint venture on a subway project in Baltimore. The architect, engaged by the owner, specified a source of sand to be used in the architectural concrete mix.

Working through the early submittal process, Charles learned that the specified sand source was depleted and no longer available by the time it would be ready to order. The owner and architect would not specify a replacement source of sand for architectural concrete. The owner then directed the contractor to seek alternate sources of sand and submit a Value Engineering (VE) proposal.

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Working with the concrete supplier to identify an alternate source of sand, Charles offered a VE proposal to split any savings 50/50 with the owner. The prepared mix design and sample panels were submitted for review and were summarily rejected by the architect, and therefore the VE proposal was denied by the owner.

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Charles sought other alternate sources of sand, concrete mix designs, and prepared sample panels for the architect to review as part of the substitution submittal procedure in the construction contract. Additional substitutions were offered including the earlier VE proposal which had previously been rejected and was now finally approved by the architect and owner but this time no savings were passed on to the owner since the approved substitution was no longer considered a VE item.

Read it yourself!



Hone your leadership skills

- ☐ Make the topic of **leadership a major** addition to your reading list.
- ☐ **Study it, practice it, and discuss your experiences** with your mentor and colleagues.
- ☐ **Hone your skills** first and then recognize that
successful leaders **don't ask** to be in **charge**.
- ☐ They do **good work**, are **noticed**, and then are **tapped on the shoulder**.
- ☐ The traits of **patience** and **persistence** serve a true leader well.

Since the turn of this century, owners have been demanding more and better leadership skills from their CMs.

Let's see the story!



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Mike was asked to serve on a national board because he was told they could use some gray hair to ask questions that needed to be asked. A few years later, he was asked to serve on the executive board, and then asked to become an officer, whereupon he protested, explaining that he did not join the board expecting to be an officer. They persisted, and he reluctantly agreed.

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As an officer Mike was responsible for assigning people to committees or to chair committees. Mike asked one board member where they would like to serve, and the answer given was, "whatever committee is best to get me to where you are." This wasn't really the response he expected or hoped for.

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Ask yourself whether you're planning to lead an organization you want to be an integral part of ensuring its health and viability, or doing what's required to become the chair, the senior partner or whatever position you aspire to hold. What difference does it make?

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People may 'work for' a climber but will 'follow' a leader who genuinely loves, and is very good at, what they do.

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Treat everyone with respect and fairness

Treat everyone you encounter with dignity, respect, and professionalism, regardless of how they may treat you.

Let's see the story!



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Treat everyone with respect and fairness

According to Richard, respect means being fair and equitable in all your dealings, whether in the work environment, social environment or personal life. The reduction of stress, the satisfaction derived from your efforts and the enjoyment of life will be abundantly apparent. Treat team members as you would like to be treated if the positions were reversed and expect them to treat you the same way. The contractor has not volunteered to do the work for free. Be fair and equitable in dealing with contractors. Conversely, the owner isn't Fort Knox, either, so contractors must be fair and equitable in dealing with owners.



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No contract is perfect. There are always gray areas. When discussing an issue, first make sure you listen and understand the other side. Then, explain your position. Ask questions that ensure you understand the other viewpoint and then when restating the position ask if you're missing anything. It shows receptiveness and facilitates consensus.



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Don't point fingers. It divides the team and impedes team work and resolution of issues. Focus on the issue to be resolved and work as a team to do so. Don't get distracted by unimportant issues. There will be time later to analyze everything that went wrong and correct it so that it won't happen again.



Earn and inspire trust

- ❑ According to Ed, it's **difficult to gain a person's trust** once they've been **stung emotionally or financially**.
- ❑ There are different layers of trust.
 1. **Personal trust** is expected from **individuals who surround** us in our daily lives,
 2. **Experience trust** is expected from those **we work with**, and
 3. **Structural trust** is expected from the **organizations we work for**, to stand up and do the right thing.
- ❑ Building trust requires integrity, honesty, and commitment to do the right thing.

Trust makes it possible to solve problems and achieve a common goal.

Let's see the story!



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Earn and inspire trust

Bill earned the trust of perhaps one of his most difficult clients of his career. It was during his assignment on the US Forces Korea Base Relocation program in South Korea, a \$10 billion program to expand an existing US military base from 8,000 to 40,000 troops including dependents. This was also the largest program management role of his career, essentially building a small city.

Read it yourself!



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Bill arranged a courtesy meeting to introduce himself and within five minutes the new general was berating him for poor performance. The general did not agree with the findings of a particular study that Bill was responsible for which had originally been deemed as a good piece of work that provided some useful options for the clients. Needless to say, the meeting was both a surprise and a concern.

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There were 3 clients; the US military, the Korean military, and a quasi-governmental Korean housing agency. It was quite a challenge to manage all the disparate relationships. About one year into the program the Korean military client changed its leader to a new general.

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Bill scheduled a meeting with one of the general's key aides to try to understand the source of the general's concerns. The aide advised it was a trust issue. The general heard from his team that the American project managers did not understand or value the needs of the Korean military client. The aide pointed out that while their study may be correct, without trust they would not accept the work that was being done. Over time a good level of trust eventually developed by meeting commitments, being honest, and listening to the needs of the client. The program is nearing a successful completion.

Read it yourself!



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CM is a people business that relies on trust. You need trust to build effective communications and to establish confidence in the work you're doing for the client and their program. It takes time to earn someone's trust.



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Value relationships through excellent service

Building and then valuing those relationships along the way will secure your next job.

Prepared by Dr. Alavipour
DO NOT DISTRIBUTE



Be aware of stakeholder needs

- ❑ **Identify decision makers and influencers** to best understand the **hierarchical and political structure** of your client.
- ❑ **Stakeholder dynamics** vary widely from **project to project** due to individual personalities, experiences, and the uniqueness of each organization.

Let's see the story!



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Be aware of stakeholder needs

When Don was serving as a young Project Manager on a major Medical Center addition/alteration project, it seemed to him that his client was overly strict on evaluating change orders from a schedule standpoint but lax on budget considerations. Even after openly discussing the issues and noting the budget concerns with the client, the most vigorous reaction was a rather minor nod of acknowledgement.



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Anticipating the inevitable cost overruns as the project proceeded, Don sought out members of the local community familiar with the Center's history with capital construction projects. One friend of the Center noted the administrator's reaction probably stemmed from severe delays caused on the last renovation project requiring the Center to hire and train new staff which nearly cost him his job.

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Armed with that knowledge, Don was able to advise the client to negotiate the cost of increased shifts and other scheduling methods to secure on time completion. The client was on board with this approach and was able to bolster the contingency funds to complete the project on schedule and within the augmented contingency funds.

Be aware of stakeholder needs

- ❑ After close **study and reflection**, you may believe that **some of your client's needs aren't realistic or don't make sense** and you may be correct,

You need to **deal with** the situation at hand whether or **not you agree**.

It's your job.



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Recognize strengths and weaknesses

You may not be able to get your technical stars to do everything that needs to be done.

Let's see the story!



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At one point, Mike restructured his team to place each project manager responsibly in charge of a client or group of clients. The project manager became the single point of contact for everything involving that client including upcoming opportunities, team development, leading the proposal effort, winning and assigning the staff, invoicing and collecting payments, and finally performing quality performance check ins that would lead to the next contract.

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Stars can soar when more responsibility is given to them based on their strengths.

Read it yourself!



Recognize strengths and weaknesses

- ☐ At any stage in your career it's important to **self-assess and evaluate your progress**.
- ☐ Put your **ego aside** and really **listen to your peers**, supervisors and advisors.
- ☐ It's crucial to be able to take **criticism and understand your limitations** if you want to grow.
- ☐ Don't be afraid to say, "**I don't know**," but be sure to immediately add, "however," **I will find out.**"

Then **follow through**.

Understanding your weaknesses creates opportunities.



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Stand your ground

Don't be seduced by magical thinking. It will only reflect poorly on you.

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Stand your ground

When the General Services Administration (GSA) selected an internationally renowned architect to design a Federal Courthouse, **Bob became concerned** about maintaining the budget. What he came to realize beyond the budget, however, was that star architects or Starchitects don't always live in our world. Without vision we wouldn't have brilliant design, but vision should never trump common sense and good practice.



Stand your ground

- ☐ If the **architect** in this instance is **not heeding your advice**, you need to make sure the **client understands the ramifications** of a design **flaw** using your EQ.
- ☐ And if **after clearly stating your concerns** with the client, your advice is still ignored you may need to **find another client**.



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Stand your ground

Sometimes sticking to your logic is the best bridge builder. The selected firm no longer exists but Ed's continues to work for the client.



Trust your gut

- ❑ It's quite **common for CMs** to retain project/construction managers or program directors **selected by clients**.
- ❑ **These individuals may not be your first choice** as they may **not suit your corporate culture**.
 - ❖ In the **short term** it serves you well to **bring them on board** to win the job, but in the **long term you may end up** having to clean up the **disruption left behind** in the ruin of **their wake**.

Let's see the story!



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Trust your gut

Often Lisa found owners selected experienced, technically astute individuals in possession of a no holds barred attitude to accomplish the task. These qualities are attractive to clients with the same objective. To clients, success is measured by on time, on budget completion, meeting scope and quality expectations of the project.

Read it yourself!



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Often Lisa found owners selected experienced, technically astute individuals in possession of a no holds barred attitude to accomplish the task. These qualities are attractive to clients with the same objective. To clients, success is measured by on time, on budget completion, meeting scope and quality expectations of the project.

Clients are less concerned about how the team perceives their leader. That of course becomes the employer's problem. Both external and internal team members generally have issues with a leader who believes if it weren't for them and them alone success would not be possible even though construction is a team sport.

Read it yourself!



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At the end of the day don't even present your client a potential new hire you know will become a problem child. Trust your instincts.

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If it smells like stinky fish, it's time to take out the garbage.

Read it yourself!



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Be prepared

- ☐ Always **bring solutions** to a **client**.
- ☐ If you **just present one solution** to a problem, it's **likely** the **wrong one**.
 - ❖ Everyone can **identify a problem** but **not everyone** can come up with **solutions**.
- ☐ **Having a Plan B, C or even D** is important, especially **when things don't go as planned**.

Even when you think you're prepared, things can still go wrong. You must be even better prepared for the inevitable surprise!

Let's see the story!



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Be prepared

Blake put contingency plans in action with the contractor moving equipment and resequencing work to keep the job moving.

In the end, almost no time was lost because the project team was prepared for things to go wrong.



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Be a servant leader

Make your client the project hero and you have a client for life.

Don't forget that construction is an industry where continued success is built on references and reputation.

Let's see the story!



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The company Don worked for was selected to be the first CM firm for a State agency that is now one of the top employers of CMs in the country. The federally mandated job, one of the most expansive programs ever undertaken by the state, was to design and construct improvements at ten existing state facilities. Achieving the schedule was the biggest challenge, as the team was assigned only three and a half years to do what the state system typically required eight years to accomplish.



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After being selected, Don's new client invited him for a beverage after work. After the obligatory small talk, he asked one question, "Tell me honestly, do you really think you can get this done according to the schedule?"



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Don told him two things. First, his consulting team could get this done as required but only if the State's project team worked closely with his team and completed certain tasks that only State employees could handle. In other words, if the consultants and client formed a united effective team, the project would be successful. Secondly, Don told him that if the combined team did their job well, not only would they finish on time, but no one on the outside would ever know Don's team was there. In other words, the glory would be the State's. Being a very smart man, and a very good bureaucrat, the client really liked that idea! Three and a half years later, literally on the federally-mandated completion date, the work was completed.



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Be a servant leader

True to Don's word, his company stayed in the background and the State's team got all the credit. A month later, the Secretary of the State Agency responsible for the program, who Don had seen many times, but never met, invited him to lunch. He thanked Don for his team's service and acknowledged that he knew of the agreement to stay out of the limelight.

One year later that same individual was a key advisor to the Governor's office and held an essential role in a new multi-billion-dollar capital program. By that time, Don had formed his own CM company, so he was really thrilled when the call came and was asked if he would submit credentials to work on the new program and work the same kind of miracle achieved on the previous program. The competition for the CM work on the new program was fierce, but Don won the job and a company was born.

*Make your client a project hero
but don't forget your fellow
employees.*



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Know when to move on to something new

Always put in your best effort where you work. Making a decision regarding a change of employment means evaluating your current status.

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When Mike's wife asked him what he really wanted to do with his career, he responded, "Be a partner at the largest firm in the state, but there's already a person who does what I do in that position." So, in seeking to advance his career Mike accepted a position with a smaller firm to help build their business. Up until he joined the new firm they hadn't won any large contracts as a prime.

Read it yourself!



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Mike tried to team with the larger firm on a sizeable contract and was rebuffed. He then decided to pursue as a prime, and won, with the largest firm in the state coming in second. He continued to win contracts and subsequently was asked to join the original firm of choice as a partner.

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Mike wasn't moving on because he was unhappy with his original firm, he was being offered ownership in a firm allowing him to move towards something new, not away from something he didn't value. The initial change wasn't his dream job, but the dream job only became possible a few years later when the timing was right.

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If you do your very best and are good at what you do, you'll get noticed.

Read it yourself!



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Choose the right team members

Choose the right team members to accomplish the various tasks on a project.

According to Thomas, choose a project manager who is a collaborator and can manage conflicts that may arise within a team. Do not hesitate to make adjustments to your team as needed to enhance overall project performance.

Placing firms or individuals in positions which do not emphasize their strengths leads to vulnerabilities and client dismay.

Let's see the story!



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Choose the right team members

According to Milo, creating the right team is an essential part of our industry. Every time his firm pursues a project they need to create a team, whether it's made up of subconsultants where his firm is the prime contract holder, or of competitors as part of a joint venture.

Prepared by Dr. Alavipour
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Milo also builds teams to supplement and augment services his firm may not be able to provide in-house. For example, for one large-scale transportation facility, he brought in a joint venture partner that was an expert in performing blast protection design services. In certain instances, he will also utilize joint venture teammates to augment firm resources, primarily human capital, if a job is large and in-house personnel aren't available to meet the client's needs.



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Take responsibility (own it)!

- ☐ Whatever **you're doing for your employer** always give it your **best effort and own it**.
- ☐ Break down **barriers** and get the job done.
- ☐ Senior management always **notices people** who **get things done** and take responsibility.
- ☐ Many employees are **afraid to speak up**,
not because they **lack confidence**
but **more likely** are driven by **doubt and inexperience**.



Take responsibility (own it)!

- ☐ **Don't be afraid to ask questions** to understand how what you're doing aligns with the overall objective.
- ☐ Offer to **help others** with their tasks.
- ☐ **Never say no** to more work. **Experience new opportunities** and take on **more responsibility**.
- ☐ Be **fearless**. Be someone who **gets things done** rather than someone who allows excuses to interfere with the mission.

Nothing is more rewarding than completing a task well and getting noticed for it.

Let's see the story!



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Mani rented a car at the Orange County Airport during one of his many business trips. After getting in the car he realized it was not the car he reserved but didn't want to waste time to go back to the counter, so he just decided to drive it. He had to inform the agent at the gate and was not happy to relay the information. Since he was unhappy he was irritated when he spoke, and the agent got very defensive stating it wasn't his fault. Well of course it wasn't his fault, but it was an error made by a company representative which reflected poorly on the firm and his response didn't change Mani's opinion.



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On the other hand, if the agent was charged with the responsibility to improve the customer experience he would have taken ownership of the situation and offered a solution and certainly wouldn't have been defensive. The situation would have been diffused and Mani would be happy to rent from them again.



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If you're a small business owner, then your name IS responsibility. **Rebecca loves the mvth** that as a small business owner you can set your own hours, work from home, and have plenty of time to spend with family. While working from home may be possible at times, the rest is simply not true. Your hours are 24/7, and time for anyone other than clients and employees is limited.



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When Rebecca started her business in the early '90s she was responsible to her employees who needed to get paid, have benefits, and understand their roles and responsibilities on projects. She was also responsible to her clients to ensure she was providing the right talent with the appropriate skills to do the work expected under contract. And finally, she was responsible to make sure the firm continued to win projects, so she could continue to be responsible for her employees and clients.



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Take responsibility (own it)!

Today, nearly 30 years later, nothing has changed. She's responsible for the same things except now she has more clients and more mouths to feed! To provide service to our industry is, in fact, to be responsible.

It can be even more rewarding to be responsible for others when running your own business or leading a team.



Seek ownership opportunities

❑ **Don't expect** advancement, a promotion, a raise, or ownership opportunities.

❖ These are **not entitlements**.

❖ Work hard, be productive, continue to learn and develop.

❖ Advancement, appropriate increases in salary, and maybe even ownership opportunities will come your way **without asking**.

According to Chuck, if you seek ownership either as a shareholder or a partner, go to work for a company that has a sincere plan to make those offerings. Be ready to set aside a significant portion of your compensation for share purchases and carefully review the shareholders' agreement.

While there's always risk to ownership (you may lose every dollar you invested) there's also the possibility of greater gains.

Let's see the story!



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Seek ownership opportunities

Mani relates a story about his successor, Karl, who had risen to the ranks of Vice President and Area Manager after joining an ENR ranked top 25 CM firm right out of school. Karl had just turned 50 and was wondering if there was more to life and career beyond what he had accomplished. Things at the company he worked for were changing and it appeared that it may be time for him to also consider a change. He reviewed his options. One would be to find a position with a different firm that would offer more challenges and opportunities. Another would be to start his own company. The third option would be to join a firm offering ownership. He opted for the latter.

When Mani called him and asked if he would consider joining his firm with an equity position and eventually take over within a set period, Karl said yes. Despite the risks of joining a young company Karl knew this is what he wanted. He no longer opted for the safer and more lucrative opportunities offered in the current hot market. He wanted the challenges associated with ownership and was willing to accept the risks knowing he gets to work with people who share his values, be an instant owner, and run the company in due course where success or failure would be under his direct control.

Read it yourself!



Seize opportunity

- ☐ Don't be afraid of **change**.
- ☐ **Embrace** it and **figure out** how to use it to **your advantage**.
- ☐ Don't be afraid to take on a **challenge** that seems **out of reach**.
- ☐ Change and challenges are opportunities to **learn and improve**.
- ☐ If you take on a **challenge**, **work very hard** to execute that challenge successfully, and **never quit just because things get difficult or you didn't get your way**.
- ☐ Be **persistent** in your **endeavors**.
- ☐ Listen to the **encouragement of others** and **don't be afraid** to seize an opportunity.

Disappointments often lead to opportunities.

Let's see the story!



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Seize opportunity

Lisa started her company simply by circumstance and without any planned desire to conquer the world of CM. Her former employer was caught in the downturn of the economy in the early 90's and was not strategic in downsizing the company as assignments dwindled. As a result, negative cash flow and lack of ability to meet payroll caused the company to file for bankruptcy.

*Change is perceived negatively
and only viewed positively in
hindsight through the rear-view
mirror.*



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Seize opportunity

Lisa started her company simply by circumstance and without any planned desire to conquer the world of CM. Her former employer was caught in the downturn of the economy in the early 90's and was not strategic in downsizing the company as assignments dwindled. As a result, negative cash flow and lack of ability to meet payroll caused the company to file for bankruptcy.

Clients turned to Lisa to find out what she was planning to do next. She thought she would need to prepare her resume and get hired by another CM firm. She was afraid to go out on her own. The thought was daunting, and the challenge seemed too high. Due to the encouragement of her clients, her husband, and a \$5,000 gift from her parents to buy a computer, she was able to start her own firm. Her disappointment turned into an opportunity. Lisa filed her dba as Construction Controls Group in 1993 with two contracts in hand. Those same two clients are still under contract today with her merged company, over a quarter of a century later.



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Understand the impact of decisions

Making the effort to appreciate how individuals will react to certain decisions will make you more understanding. It will also help you make better and more informed decisions.

Let's see the story!

Understand the impact of decisions

Over the course of Bob's career, he has witnessed the unintended consequences of decisions not fully considered. One story he likes to tell goes back to his first visit to a mining construction site. It was his first visit to such a site and it was one he had insisted on before heading into the mining design and construction project office to try to understand the current under performance that this multi-billion-dollar project was experiencing.

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As he toured the site, he repeatedly went through an intersection where two laborers were bolting up a huge hopper. At times he would see them hard at work but mostly he would see them changing out toolsets or walking the kilometer or so down the road to a warehouse to collect more bolts of the appropriate size that were next in the bolting sequence. It was clear that this operation would be going on for weeks, if not months, and that there was a significant amount of lost time.

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At the end of the day, Bob's team stopped at this same intersection to collect materials and workers before heading to the construction camp for dinner. The two laborers were still working, and it now became clear that the flanges on the hopper had holes for different bolt sizes and that bolts had to be placed in a defined sequence. The laborers were constantly changing tool sizes and collecting the right size nut or bolt.

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Before heading out, Bob asked the CM why there were eight different size nuts and bolts. The CM didn't know.

Read it yourself!

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Several days later, Bob was in the design office where this hopper design had originated. He asked to see the engineer who designed this hopper. The designer was in his late 30's, experienced, and this was clearly not the first hopper he had designed. The specific hopper that Bob had witnessed was just one of several dozen that were part of the larger program.

Read it yourself!



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On this large program, the push for capital efficiency resulted in a blanket policy for design optimization. It became a stated project goal that the engineer was both aware of and committed to. When asked what he had been trying to optimize, without hesitation he said, "the design."

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As a result, when unchecked, a valid project goal got out of control causing a dramatic increase in the installation costs as represented by this one hopper that contained eight different size nuts and bolts. The optimization by the design engineer to use smaller bolts wherever possible, since as he claimed, smaller bolts cost less than larger bolts, resulted in a material savings of \$157 per hopper but an overage of \$30,000 in labor and supply chain costs in a labor-short, extreme environment in the middle of Australia's Outback.

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Similarly, optimization of structural steel shapes to reduce steel tonnage resulted in 30% of its major structural members requiring custom shapes with a significant net addition to project costs despite the steel tonnage savings.

You must understand the ripple effect of your decisions!

Read it yourself!

How?

(Part 4: Mature-Career Advice)



Mature career advice

- ❑ **Even though** you have **years of experience** to back you up, you owe it to yourself to **keep your skill sets sharp.**
 - ❖ **Technology** is here to stay so either **get on board** or **leave the station.**
- ❑ Now's the perfect opportunity to groom the **next generation of leaders.**
- ❑ **Encourage growth** and the spirit of a team **culture to build trust.**
- ❑ Streamlined **construction processes you're aware of**, and other lessons learned on the jobsite.
 - ❖ In exchange, the **next generation** will be able to help you **learn a new software program.**
 - ❖ They'll appreciate the value you offer them and at the same time will feel **valued by teaching an old geezer** a thing or two.



Mature career advice

- ☐ If you **run a business unit** or your own business, you may want to **start thinking** about **transitioning out of your responsibilities**.
- ☐ You need to **hire your successor** and be **willing to give up control**.
- ☐ Maintain an **open mind**.
- ☐ There's **nothing worse** than coming across as a **know-it-all** **even though** you likely **know a lot**.

Mature career advice



Maybe now you'll even have time to paint

At this stage you can still learn a thing or two from some Fellows. Here are a few words of advice to maintain your high IQ, EQ and VQ.



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Mature career advice

IQ

Try new technologies

Operate a firm or business unit

Share your knowledge & give back

EQ

Mature Career

Give up control

Groom leaders

Nurture experts

VQ

Remain objective & don't be complacent

Hire your successor

Accept career challenges



Try new technologies

- ❑ Many CMs have a **real reluctance** in our business to embrace **new technologies**.
- ❑ This is particularly acute with **public clients** who are more **risk adverse**.
- ❑ Understanding that a one-off project is more challenging to **justify implementation** of a **new software**,

CMs should **still push** the envelope.

*What's **new today** is **out of date tomorrow**.*

*Blake's CM teams now use **drones** and **smartphones** to do the same work so much **faster and safer**.*

*The **pace of change** in construction is **accelerating** with new technologies leading the way, and it's more important than ever to be **willing to try new things**.*

Let's see the story!



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Try new technologies

In the mid-1980's, Blake was a CM on a major bridge substructure repair project. Earlier repair methods failed badly and new repair techniques as well as cathodic protection technologies were being proposed. The bridge is among the most traveled in the State of Virginia and is right next to the Department of Transportation's (DOT) central office, so the decision was made to do the work without disrupting traffic.



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With the significant amount of delaminated concrete that had to be removed from the bridge pier caps, this was akin to sawing off a limb while sitting high up in a tree. Blake had to climb 80 to 100 feet above the ground/river to document the number of repairs needed and communicate with the design engineer who was 120 miles away. To do this, Blake suggested using a fax machine which neither the DOT nor the engineer owned, so Blake was responsible for procuring the State's first fax machines! The new technology worked well, and the job was a success.



Operate a firm or business unit

- ❑ Leaders in charge of business operations need to **know about hiring and firing, accounting, making a profit, writing a winning proposal, making a presentation, and dealing with problem employees.**
- ❑ Make sure you share **valuable lessons learned** with the **next generation** of leaders within your organization to ensure a smooth transition.
 - ❖ **For them** it will be like **starting a new.**
 - ❖ Much like a Project Completion Plan, a **Corporate Business Plan** should consider **scope of services** to be offered.
 - ❖ These projections need to be planned over time to **cover at least the first 2-5 years.**

Let's see the story!



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Operate a firm or business unit

At a minimum, according to Don, a Corporate Business Plan should include the following:

- A detailed financial plan of all projected expenses and revenue, as well as anticipated cash infusion for a period after start-up to cover late accounts receivables or missed revenue projections. The Plan should address how you plan to handle payroll and benefits, including provisions for payroll tax escrow accounts.
- A section on potential markets and project opportunities to pursue with a plan on how you'll gain access to those markets. Assign a budget for sales activities including memberships to relevant organizations and attendance to conferences and network events. For most start-ups in our CM industry, this effort usually involves more reliance on crystal balls than solid research.

Read it yourself!

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- A listing of services that people will want to buy from you for a price you're willing to accept. This involves analysis of the demographics in your desired market area, with a special focus on the competition. Analysis of what is expected in your area for future construction is relatively easy, given the abundance of public information available on the web. Unfortunately, this effort seldom receives adequate attention.
- Identification of sufficient start-up capital to support the new company until it achieves the critical mass necessary to support the venture. Service contracts that you're confident you'll secure can fulfill this requirement if you're confident you can secure them. You should still have a backup source of funds to keep your cash flowing.

Read it yourself!



Operate a firm or business unit

- ❑ Understanding the **true value of services** is not the responsibility of the buyer, it's our responsibility as **professional service providers** to **showcase** **why we're worth the additional dollars** and can help the client in **more ways than just price**.
- ❖ Remember, your **pricing** needs to be **competitive** but at the same time you **want to be sure to deliver** as promised for a **fee you're willing to accept**.



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Share your knowledge and give back

- ☐ At this stage of your career it's **more important than ever** to **be supportive and share your experiences** to solve problems.
- ☐ When you **know of a better way** to implement a process **speak up**, like **Christopher** did, to keep your VQ high.

Let's see the story!



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Additionally, 50% of the 15% mobilization payment would be tied to key submittals provided they were submitted and approved in the first 60 days. These submittals were to include the as bid schedule, the quality plan, the safety plan, a cost breakdown analysis of lump sum items, approval of subcontractors and suppliers, and key early procurement engineering submittals such as excavation support systems, mix designs etc. The top 10 submittals were listed in the bid documents. Any contractors who were not able to meet the submittal goals had their payments withheld until all the listed top 10 submittals were completed and approved. This process also put the pressure on those approving the submittals, so it was important to get them on board.

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This approach allowed the team to obtain a more realistic as bid schedule, nip potential changes in the bud, and get utility companies to perform utility relocations ahead of the main construction. Because of early procurement planning, the construction process was streamlined.



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Give up control

☐ By giving up control you can **unleash the power of a team** or an individual **willing to solve** a problem.

☐ Don't place limits on what others are **able to accomplish**.

Let's see the story!



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In December of 2000, James was vaulted into a project role that would define his career. Prior to that assignment, he had managed projects successfully by handling or reviewing every significant issue and making or approving every major decision. The demands on his time in this new role were ceaseless and increasing at a pace that were causing him to sink.



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After a few months, it was apparent that he could not operate as before. It was painful to give up control, but the only way to survive and have a chance to succeed was to delegate. Over the following months, James thrust all his energies into building an organization and recruiting the best talent with the right attitude. It continued to be difficult for him to let go, but he found that when he inserted himself into certain issues, his team had already reached a sound solution.



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Learning to recruit well, to trust in your team, to give them room to operate, and to support their needs was career changing.

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Teams can achieve the impossible when given the opportunity. Let them surprise you.



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Groom leaders

- ☐ A leader can **assemble** a most **fantastic, loyal, and ready-for-most-anything team**
- ☐ The leader **must know** when to **allow learning** to take place **without** betting the farm.

Let's see the story!



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It's been astounding for Mike to watch what young project managers can do when put in charge and told to go get the job done. These same project managers were consistently given larger projects to manage with new challenges in different sectors from bridges to buildings to transit. This concept is extremely tough to grasp for those managers who are control freaks.

Read it yourself!



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Over a two year period Mike brought together six of his young stars, all with six or so years of experience, to periodically teach them many of the aspects of managing a consultant CM firm and nothing about CM. He taught them about hiring and firing, accounting, making a profit, writing a winning proposal, making a presentation, dealing with problem employees, and listening to countless *what would you do?* real life scenarios that the firm's principals dealt with on a routine basis.

Read it yourself!



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Over a two year period Mike brought together six of his young stars, all with six or so years of experience, to periodically teach them many of the aspects of managing a consultant CM firm and nothing about CM. He taught them about hiring and firing, accounting, making a profit, writing a winning proposal, making a presentation, dealing with problem employees, and listening to countless *what would you do?* real life scenarios that the firm's principals dealt with on a routine basis.

Mike believed it was a worthwhile investment to pay these employees more than the billing rate allowed for the long-term health of the firm. Each one was placed as responsible in charge with a client. Imagine, a 33-year-old as the lead CM for a \$500 million section of a mega-transit project.

Read it yourself!



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To ensure success in their new roles of far more responsibility, dedicated time was invested in each individual.

Read it yourself!



Nurture experts

- ☐ Never try to **prove** that you're the **smartest person** in the room.
- ☐ Each of us has certain **specialties**.
- ☐ Some of us may be more knowledgeable in contract law but may not be as skilled in discussing environmental impact report (EIR) filings and timeframes.
- ☐ So, if the meeting issue is regarding EIRs and **there's an expert in the room** **don't try to dictate** the answers.
 - ❖ **Placing the issue** on the **agenda** with the desired outcome(s) is certainly within the **CMs realm**.

Trying to **dictate a solution is not**.

Let's see the story!



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In Mike's case when he met with his 12 top managers, he was delighted to learn that each of them knew their particular area much better than he.



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Each client has more than one CM working for them. These clients know what level of service they're receiving, and their staff rarely holds back in critiques. As far as Mike was concerned it was always easy to gauge the quality of their work by merely confirming with the client.



Hire your successor

- ☐ If you **oversee staffing**, plan for successors for each of the **key positions**.
- ☐ If you **hire the person** who will replace you and they **perform as well or even better** than you,
leadership doors will open and your career will continue to grow.
- ☐ Whenever **key players came to Don** and said they **wanted a promotion or change** in project assignment,
his reply was always the same, “no problem...
just bring me **someone who is as good or better than you** and
you’ll get **your new assignment.**”

Let's see the story!



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When Mani decided it was time to grow the company beyond just himself the obvious strategy was to see if he could hire his successor who could build on the foundation he had built up. Having a network of colleagues to reach out to became essential. Mani mentored many young stars over the years and when the time came to tap the chosen one on the shoulder he was fortunate to actually have that person reach out to him at just the right time.



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Just as Mani was thinking about the longevity of his firm, his ex-colleague was contemplating his next move. This same individual is someone who Mani hired straight out of college and had mentored. During a quick conversation, everything clicked, and when asked if the protégé would consider joining Mani initially in a limited ownership position transitioning to full ownership over time, there was no hesitation. Mani's company now has instant life beyond retirement.



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Accept career challenges

- ☐ Accept career challenges at each career phase to **keep you motivated** and feeling **valued**.
- ☐ It's **not always easy**, especially if you take on a challenge **outside your comfort zone**, but if you're a **hard worker** you'll **figure out a way**.

Let's see the story!



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Accept career challenges

It was a dark, rainy Friday night in New York. Official workhours had just ended but as a project manager juggling several challenging projects all involving new technologies or delivery models the day was far from over.

Read it yourself!



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The phone rang. It was his boss, a senior vice president in an Engineering Procurement Construction (EPC) firm back when that title still meant something. He asked Bob to come down to his office at the end of the hall. As Bob walked down the hall he figured his already overbooked workload was going to get a little bit heavier. After all, if you want something done you give it to a busy person.

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The door was open, but Bob politely knocked before walking in. (Paul was not only his boss but a mentor who provided challenge and support, encouraging Bob to think differently and to not be bound by tired solutions from the past.) He looked up, his face lit by the desk lamp he favored over the harsh brightness of the overhead lights. His face was stern, an expression Bob had seen before but never on the receiving end.

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"On Monday, you report to sales", he said.
"What did I do?" Bob replied.
"There's no discussing this. It has been decided." (Decided clearly by Paul's boss the president of the company Bob thought.)

Read it yourself!



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Bob left and returned to his office. He was not happy. The sales force was all based out of New York with territories covering the world. From what Bob could tell, they largely entertained clients and golfed, neither of which he was inclined to do. He cleaned up his desk and sorted out his files. He decided he would finish the rest on Monday. He took his resume home, just in case he decided he would need it.

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Soon Gene came back.

"Gene, Paul told me to report to sales this morning."

"Yes, I just found out," he replied. Clearly this was not Gene's idea either.

"Did someone leave, or did you split a territory?" Bob asked.

"No," replied Gene.

Read it yourself!



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"Then what is my territory?" Bob asked.

"Your job is to sell in the cracks. If you find it and nobody else wants it then it's yours." Bob felt disillusioned.

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The rest of the day was a blur. Bob went home that night, polished up his resume and weighed looking for another job. He slept on it. By the morning, Bob realized Gene had just given him an unrestricted hunting license.

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موسسه مهندسی و مدیریت ساخت علوی پور (ACEMI)

دفتر آموزش



تهران، بلوار فردوس شرق، مجتمع آبگینه، طبقه سوم اداری، واحد C42



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