



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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In this section

CHAPTER ONE – WHAT?

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

How?

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



How this standard has been developed?

- ❑ Selection as a **Fellow** is the highest level of **recognition awarded by CMAA**.
- ❑ **To be selected**, an individual must **demonstrate leadership** in advancing the profession and **helping the association** get to **where it is today**.
- ❑ **They've achieved high IQ, EQ and VQ**. So, who better than a **CM Fellow** to offer **lessons learned** and sage words of advice.
- ❑ The Fellows **were asked** to identify **at least one lesson learned** to share with CM professionals.
- ❑ Each anecdote is **highlighted** to alert the reader to a **real-life scenario experienced by a Fellow**.
- ❑ Some topics include **multiple stories**.
- ❑ **Narratives** are identified by **first names only**, maintaining a certain level of anonymity and relatability.

IQ, EQ, and VQ at a glance

IQ	EQ	VQ
	<i>Early Career</i>	
Apply for the right internships	Never Assume	Seek career advice & get a mentor
Get credentialed to the max	Know what motivates & works for you	Practice good time management
Be mobile	Listen	Join an association
Gain field experience	Find the best way to communicate	Ask good questions
Gain expertise in your field of specialty	Follow through on commitments	Always tell the truth
Resolve issues as they arise	Be calm under pressure & use humor	Be ethical...
Be mindful of what you put in writing	Be confident to challenge the status quo	...& don't compromise on integrity
Prepare a personal career management plan	Acquire leadership skills	Don't be afraid to make mistakes
	<i>Mid-Career</i>	
Conduct peer reviews	Hone your leadership skills	Be prepared
Read your contract documents!	Treat everyone with respect & fairness	Be a servant leader
Enforce the contract documents	Earn & inspire trust	Know when to move on to something new
Document, Document, Document!	Value relationships through excellent service	Choose the right team members
Never go to court if you don't have to	Be aware of stakeholder needs	Take responsibility (own it!)
Create a risk register then manage your risks	Recognize strengths & weaknesses	Seek ownership opportunities
Ensure schedules are actively updated	Stand your ground	Seize opportunity
Actively manage the substitution process	Trust your gut	Understand the impact of decisions
	<i>Mature Career</i>	
Try new technologies	Give up control	Remain objective & don't be complacent
Operate a firm or business unit	Groom leaders	Hire your successor
Share your knowledge & give back	Nurture experts	Accept career challenges

How?

(Part 2: Early Career Advice)



Early career advice



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Introduction

How do you know if you've chosen the right career path?

Best way to know if you have chosen the right career path

- ❑ The best way is to seek **internships** while you're still in school, gain as much **experience** as you can **early in your career** in **diverse sectors** and service lines from **one or more companies**

to **see what interests** you most.

- ❑ That may mean taking jobs in **different regions** spending weeks **away from home**.
- ❑ If the opportunity to work on a **high profile job** or a **large construction program** comes your way

try to **seize the opportunity** if your goal is to move up the career **ladder** quickly.

Don't be afraid to make multiple career moves at the start of your career.

So what to do once we have found a company?



What to do once we have found a company?

- ❑ Once you've found a company with the right corporate culture that best **suits** your personal style

then stick with it for a **reasonable period** and at a minimum finish the project you were **hired to work on**.

- ❖ If you can, seek a mentor within the firm.

Since there's no harm in having more than one mentor, also seek a mentor from within an industry organization relevant to your field of practice.

So how much education is important here?



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So how much education is important here?

- ☐ It's best to get all your **credentials and education** behind you as **early as possible**.
- ☐ It's always a good idea to **maximize your knowledge**, especially in a **highly competitive environment**.

So what to do once you are on track to achieving your goals?

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- ❑ Once you're on track to achieving your goals

then you need to **acquire leadership skills**, **gain experience**, and **practice good time management** to keep you on track.

❖ **Diversify** **as much as you can early on.**

- ✓ This is the time in your career where you need to **assess**

1. Type of **firm** you work for and
2. **People** you work with.

What to do once you are starting your internship?



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What to do once you are starting your internship?

- ✓ Always ask **good questions**,
- ✓ Be mindful of what you **put in writing**,
- ✓ Follow through on your **commitments**,
- ✓ Be **calm** under pressure,
- ✓ Be **confident, truthful, ethical**,
- ✓ Never compromise on **integrity**, and
- ✓ Above all, maintain a **sense of humor**

How about your career plan?

Develop your career plan

- ☐ Don't forget to develop your **career plan**!
- ☐ As **early in your career** as possible
 - ✓ Apply your IQ, EQ, and VQ.



Be willing to travel

*The following **lessons learned and war stories** from experienced **CMAA Fellows** will shed light on **how best to apply these concepts**.*

*The **sooner you grasp** these ideas the **more likely you'll achieve success and career satisfaction**.*

Let's see the stories!



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Develop your career plan

1. Apply for the right internships
2. Get credentialed and knowledge to the max
3. Be mobile
4. Gain field experience
5. Gain expertise in your field of specialty
6. Resolve issues as they arise
7. Be mindful of what you put in writing
8. Prepare a personal career management plan
9. Never assume
10. Know what motivates and works for you
11. Listen
12. Find the best way to communicate
13. Follow-through commitments
14. Be calm under pressure and use humor
15. Be confident to challenge the status quo
16. Acquire leadership skills
17. Seek career advice and get mentor
18. Practice good time management
19. Join an association
20. Ask good questions
21. Always tell the truth
22. Be ethical
23. Don't compromise on integrity
24. Don't be afraid to make mistakes



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Apply for the right internship

❑ Once you have a **few companies in mind**,

confirm they **offer internships and/or part-time jobs**

as **part of their recruiting efforts.**

❖ You're more likely to **receive a job offer** when you **graduate** if **you're valued**.

There weren't many jobs available when **Chuck graduated from college**; his two options were to go to work for the local engineering company where he had worked the previous summer or move 2000 miles away to work for the Los Angeles County Department of Water Resources.



Get credentialed and knowledge to the max

- ❑ Credentials and knowledge include a wide **spectrum of types** and varieties.
- ❑ Courses and Licensure as a general contractor, an architect, a professional engineer, and/or certification as a **CM** are **fundamental and highly valued**.
 - ❖ Taking exams for professional architectural or engineering licenses **(PE)** **shortly after graduation** is highly recommended.
- ❑ You start off as a Construction Manager in Training (CMIT) until you're ready to finalize your application process and take the exam for Certified Construction Manager (CCM).

Why is this important?



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Get credentialed and knowledge to the max

- ☐ You **demonstrate your willingness** to go the **extra mile to become a better CM, impressing** prospective clients and employers.
- ☐ **Architects and Engineers** are more likely to be receptive to your ideas if you have **knowledge** and **equivalent credentials**.

Positive impressions usually result in more money and personal satisfaction.

Let's see the story!



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Get credentialed and knowledge to the max

A large part of Don's decision to resign his commission in the military and move into the private sector was due to his boss, his mentor for many years. Don pursued the opportunity to become an advisor in design and construction for an international client to develop a multi-billion dollar, two-campus university as part of a small, multidisciplinary team of consultants.



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The only problem was, that as a military officer, Don had (foolishly) undervalued the importance of credentials other than having an engineering degree and his military rank. His boss quickly recognized the deficiency when he was shown the first cut of Don's resume.



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With his mentor's guidance, within a few weeks, Don became a member of three relevant professional organizations and signed up for two more that required examinations.



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Two months later, when he went for the job interview, the president of the consulting company commented on how impressed he was that Don had taken the time and made the effort to join such organizations, especially since most military officers seldom did.



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Don was competing against one other person on the final shortlist. The president said that he considered them equally qualified from a technical standpoint, however, Don had demonstrated his interest in the industry through his extra-curricular activities, which his competitor had not. Don got the job and learned one of the most valuable lessons of his career.



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Be mobile

Be mobile and willing to travel or relocate to your next project construction site otherwise you may limit opportunities and growth potential.

Blake's Senior Vice President started out as a co-op student. Early on, he was willing to accept a series of assignments, each with increasing responsibility requiring of him to move his family from DC to Roanoke, then to Kentucky and finally to North Carolina. By doing so, he accelerated his career, leapfrogging many of his colleagues with more years' experience to become the youngest Vice President of Blake's firm.



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Gain field experience

Get out onto the jobsite. The CM industry is often criticized for being too office/paper focused. When CMs are too busy documenting issues to protect the owner, they don't always see the problems contractors face.

According to Bill, recognize that contractors bid millions of dollars on limited information and are responsible for much of the project risk.

By being out on site more you'll gain a better appreciation of the challenges encountered in the field which in turn will make you a better CM.



Gain expertise in your field of specialty

- ☐ Be aware that our industry is **changing**.
- ☐ We need to **expand** our **knowledge** beyond bricks and mortar.
- ☐ Acquire as much knowledge as possible to **understand** the **technical components** of building systems and manufacturing processes.
 - ❖ The **more expertise** you have the better you'll be **able to manage scheduling and installation** of **building components fabricated** in the shop that are then brought to the job site for installation.

If you are known as an expert in your field of specialty you will be highly valued and sought after for your expertise.

Let's see the story!



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Mark's design and manufacturing experience of environmental systems provided him with a deeper understanding of the value of the design process. About 30 to 40% of building systems are manufactured.

Prepared by Dr. Alavipour
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Mark's design and manufacturing experience of environmental systems provided him with a deeper understanding of the value of the design process. About 30 to 40% of building systems are manufactured.

When Mark finished college with a degree in civil engineering he worked for thirteen years on international projects in design and construction of diverse projects including 100 million gallons per day conventional water treatment plants, 500 gallons per mile high capacity irrigation pumping stations, as well as precast and prestressed building construction.

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He then obtained master's degrees in highways and transportation as well as in CM, followed by a PhD in civil engineering majoring in CM, and a professional engineering license. (Now here's an example of someone who became credentialed to the max.)



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He was approached by a classmate who had a business in the UK to open a manufacturing facility in the US to manufacture advanced water systems using membrane technology.

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Among the projects were two pilot plants with 150,000 gallons per day capacity to change sewage into drinking water. He then started his own business doing the same but focused on new applications using membrane technology such as oil water separation.

Resolve issues as they arise

- ❑ **Fairly pay** for the impacts and resolution of **unanticipated conditions** as they arise.
- ❑ If possible, be **flexible when necessary**.
- ❑ **Don't force** the contractor to **spend money needlessly** to satisfy a requirement in the contract **when you know** there's **no need** to perform that task.

*If appropriate, execute a proper **contract modification/change order**.*

If there's any merit to any portion of a request for change or a claim, negotiate promptly on that issue.

In Richard's experience as both a contractor and an owner he found that if you work together to solve problems as they arise the cost will probably be significantly less; the schedule will be less impacted and better working relations will result. Most importantly you will have fun executing the work because of the team effort.

Let's see the story!



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Resolve issues as they arise

Shortly after being promoted to Director of Construction Management for a transit agency, Richard was tasked by the Executive Director (ED) to investigate one particular project lacking progress. Richard went to the jobsite for 3 consecutive weeks, attended the weekly construction progress meetings and toured the jobsite. Each week he became more concerned as it appeared the project was stalled over a design issue. The contract had been underway for nearly 7 months and no critical path progress was being made because of this one design issue.

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The project manager for the agency was insisting that it was the contractor's problem and the contractor was just as adamant that it was the agency's problem. Richard reported back to the ED that the project was essentially stalled over this design issue and the agency needed to take ownership of the problem. The ED explained that this project, although only \$40 million dollars out of the several billion dollars of ongoing construction, was the most politically sensitive project the agency had due to the political capital invested by the Chief Executive Officer. The ED explained that the project had to be operational by the end of December of the following year (23 months later).



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Resolve issues as they arise

Richard let the team know that the acknowledged design issue was the agency's problem and directed the engineering consultant to come up with a viable solution. Once that was accomplished the next challenge was to negotiate a change order with an aggressive contractor. After several failed attempts by the onsite CM team with support from the agency estimators to arrive at a negotiated price, Richard told the contractor to separate out contingencies from hard cost line items so that the agency could negotiate a reasonable contingency for a forward priced change order for any unpriced risk.

Resolve issues as they arise

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The contractor agreed. Within 15 minutes of discourse, the contingency was separated out. It took another 30 minutes to discuss contingency allocation and finally a value of about 50% of the originally assumed contingency was assigned. The contractual markup was then applied, and everyone shook hands and work resumed.

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At this point in the project construction was 7 months behind schedule. If everything went perfectly after that, the contract completion date would have been in January with revenue operation commencing in April. (33 months later and 4 months beyond the must-have operational drop-dead date.)



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Resolve issues as they arise

Richard saw opportunities to shorten the schedule and asked the Vice President (VP) of the construction company to help identify opportunities to bring the schedule back so that revenue operation would occur by the end of the following year. Richard emphasized the need to get the trains on the track so that pre-revenue testing could be completed, anything not related to the train operations would be of secondary importance and, if necessary, completed after the trains were operational. The agency would owe the contractor both time and money for extended overhead for the delay caused by the design issue but wouldn't know how much until construction was completed.

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Richard added that the agency was willing to pay the contractor for acceleration of appropriate activities and would pay appropriate disruption costs for rearranging the schedule. He promised to treat the contractor fairly and requested that there be no claims at the end of the contract, in return the contractor wanted full contractual payment within one month of signing the final change order.

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The contractor's VP and Richard shook hands. They jointly attended the next weekly construction meeting and shared the agreement with the team. The team needed to put on their thinking caps to identify schedule opportunities.



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Resolve issues as they arise

The following week the team met again to discuss potential opportunities. Several were approved for implementation and it was agreed they would meet the next week to discuss costs of implementation. The following week the contractor announced they had already implemented one of the agency recommendations as it was a cost savings to them. The method of tracking the costs was agreed upon and selected opportunities were implemented.



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Along the way there were a few more design issues and some major differing site conditions, all of which could have impacted the schedule by an additional 2 months. The contractor and the agency continued to work together to overcome these additional challenges and implemented other identified opportunities.



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The cooperation and trust generated between the parties resulted in a reduction of schedule impacts by 9 months. The trains went into revenue service on the original contract completion date. With the date of completion secured and the level of the remaining contractor's effort known, the final change order was negotiated and signed, and the contractor received final payment one month after execution of the final change order, as promised.



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Resolve issues as they arise

Because of the team's effective collaboration to resolve the plethora of issues in a timely and cost effective manner, the project was completed under budget as well as on time.

The contractor did not need to file any claims to get a fair and just settlement since resolution occurred timely.



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Be mindful of what you put in writing

The history of a project and the work you have done on that project are all contained in the project record. Regardless of what you may believe is the real story. If the project record is incomplete or inaccurate, then the real story will have been lost. And, if your project ends up in litigation, judges and juries will review this project record to determine who is right and who is wrong! So, be very mindful of what you write.



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At the same time, it's good practice to maintain a daily log of all your activities. Use a calendar (paper or app) to both plan and document phone calls, conversations, meetings and important events. Just be sure to stick to the facts and avoid commentary or side notes that could be misinterpreted years later if you're ever called in for a deposition.

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Part of being mindful of what you put in writing includes the importance of maintaining clean, well-organized folders, both in hard copy and electronic formats. Someone should be able to sit down and take over at a moment's notice whether due to an emergency or simply while you're away on vacation. There should be no need to track you down to locate documents or obtain explanation of written intent.

Let's see the story!



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Joe has spent over 40 years in the construction industry, and much of that time has been spent helping owners, designers, contractors and CMs resolve disputes on projects. In doing so, he has reviewed the project record of hundreds of projects to get to the bottom of a dispute so that a resolution can be reached.

In one instance, an award in the millions was based solely on an email that revealed the true intent of one of the parties.



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He has found project documents that simply don't make sense, contain offensive language or threats, and worse. And that's just in the formal correspondence files! It gets even worse when it comes to emails and texts! While these communications can be amusing to read, these same communications become key evidence in determining the real responsibility for disputes.



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Prepare a personal career management

- ☐ Take as much effort in **planning your future**

as you put into the **planning of your projects.**

- ☐ Develop your **own personal career management plan** projected over a **2 to 5-year period.**

Let's see the story!

Prepare a personal career management

According to Don, here are a few things to consider in putting together your plan:

- Identify the credentials and/or education you intend to secure, the associated costs, and expected timeframe.
- Identify market sectors and service lines of interest to you and then set a strategy and timeline to target appropriate firms.
- List career positions you'd like to attain and then assign projected salary ranges for those positions.
- List relevant organizations you plan to join and when, and then budget association fees and cost of monthly or quarterly attendance at networking events.

If you update your career plan, at least annually, it will help you with your financial plans for major life expenditures.



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Never assume

Assumptions don't always lead to mistakes, unfortunately most mistakes are often caused by assumptions.

When Mani was a project director for a CM firm managing a high security prison his project was overseen by a program manager as part of a multi-billion-dollar prison program.

Let's see the story!



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The program management team had secured pre-purchased electric security doors for the prison cells. Rather than going with the electrically operated pre-purchased doors and locks, Mani's team supported an effort to have newly available pneumatically operated doors and locks procured through the contractor.



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Inmates learned how to defeat the one-point locking system fairly quickly, which of course was not a desirable outcome. While this problem could have easily been rectified, the client lost confidence and replaced all the pneumatic doors with the traditional electric pre-purchased doors.



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Know what motivates and works for you

Know yourself, what motivates you, what doesn't motivate you, and your over-arching life values. Then take a job that best suits you.

Chuck spent seven years with a civil engineering firm, doing engineering design and construction administration and sometimes providing field inspection and contract administration on projects that he designed. He quickly learned the difference between putting something down on paper, and then trying to get it built in the field. He gained respect for what contractors must deal with when too much reinforcing steel is specified in a narrow wall or when a large concrete structure is built on a steep hillside. Early in his career he gained an appreciation of constructibility issues.

Let's see the story!



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Know what motivates and works for you

When the opportunity arose to join a construction management firm he took a pay cut, because he knew it would be the right path to pursue in the long term. So, at age 29, his wife and infant son moved 300 miles away to begin the next phase of his career.



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Get into a career that is a good fit for your make up. To do that, you need to have a good grasp of your own sensibilities and understand what drives you. One of Chuck's frustrations with the civil engineering firm was that they were always concerned about performing to the letter of their contract, but no more, because of liability and profitability concerns. To the contrary, the agency CM firm he joined knew they needed to do everything they could to make a project successful, even if it added some risk and reduced profitability, because a successful project meant success for everyone.



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Family has always been important to Chuck. Once his children were established in grade school with friends and neighbors he didn't like the idea of uprooting his family every few years to pursue a new opportunity. So, he sought jobs that would keep him living in one place, even though it meant some travel and commuting. It still allowed him quality time at home.



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That approach proved to be a good one for him, as his children were able to grow up in a stable environment and remain a close-knit family to this day, with children and grandchildren living nearby.



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Know what motivates and works for you

Know yourself and your family,
and then make decisions that
best suit YOU.



Listen

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Listen to your significant other in making career decisions. In some ways that person knows you better than you know yourself and sees from the outside what is going on within you.

Maybe there's a reason listen and silent share the same letters.
To be a good listener, you first need to be silent.

Be aware of, appreciate, and listen to experienced people who offer career advice. It may not seem relevant at the time, but as your experience grows, the advice and shared lessons learned will gain relevance. They have more life experiences, have learned from their mistakes, and want to help you not make the same ones.

Let's see the story!



Listen

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Prior to a job interview on a major pharmaceutical project, **Ed emphasized to his team** how small simple things can be a firm differentiator. His firm was in close contention with one other strong competitor.



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During the interview process, the project manager for the owner mentioned how he was having some real challenges dealing with union issues. After listening closely to the issues of concern, the superintendent being proposed for the project spoke up and offered several solutions. This not only helped the client, it helped solidify Ed's firm to become the CM At-Risk on the project.

Listening builds trust and goes a long way in our industry.



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Find the best way to communicate

Always ensure communications
are clear and concise.

Strong communication skills are essential.
Many CMs focus their communication efforts on interactions with their clients. Day to day communications among CM team members, the trades, and design consultants however are often overlooked. Clear communications among team members executing the work is essential to a project's success.

Let's see the story!



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Find the best way to communicate

James' first job out of college was in Saudi Arabia working for an international contractor on the construction of a liquified natural gas plant in the remote Eastern Province. The site measured two square miles and included a work force of 10,000 men and no women. Among the work force were Saudis, Yemenis, Indians, Pakistanis, Indonesians, Turks, Filipinos, Koreans, Italians, Brits and US expats.



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Husni was Indonesian and he managed the tool crib. As a newly minted civil superintendent, James was in need of all manner of tools.



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Over the course of two weeks, James visited Husni many times. He was in need of work gloves, shovels, rakes, gas cans, measuring tapes, keel, and other items. With each request, Husni's answer was always the same. He would look at him sadly, repeat the name of the item that was requested, shake his head and say, apologetically, "No have, boss."



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Find the best way to communicate

James' first job out of college was in Saudi Arabia working for an international contractor on the construction of a liquified natural gas plant in the remote Eastern Province. The site measured two square miles and included a work force of 10,000 men and no women. Among the work force were Saudis, Yemenis, Indians, Pakistanis, Indonesians, Turks, Filipinos, Koreans, Italians, Brits and US expats.

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James understood that it was time consuming and difficult to import many things through customs, so it did not at first seem odd that so little stock was on site. After two weeks, however, it seemed incredible that a tool room the size of three 40' cargo vans could be empty of all the basics. So, James asked Husni for a tour.



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Husni graciously invited James in for a look. There on the wall and in the bins were work gloves, shovels, rakes, gas cans, keel and every other item requested, all in shiny newness. James burst out laughing. Husni was perplexed, so they began to communicate using an Indonesian-English pictorial dictionary of construction tools. As Husni and James learned each other's words for tools, Husni began to see the humor in their prior exchanges and they became friends.



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Find the best way to communicate

It's critical to communicate to others in a way they can understand.

If something seems improbable, there's likely an unexpected reason behind it and you need to dig deeper.

All parties are enriched when communication is enhanced.



Follow-through commitments

According to Gary, most importantly, one must have a clear understanding of the commitment made, which involves understanding what is being asked and when it must be done. Having this clear understanding of both the scope and time is essential.

And finally, do not overcommit. Don't shy away from declining to commit. Accepting a commitment without being fully committed to perform the obligation sets one up for failure and the risk of creating a negative perception on the part of the disappointed requestor. Creating this perception is worse than declining the commitment to begin with, as it undermines the trust of the requestor and that lack of trust is difficult to gain back.

Let's see the story!



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Follow-through commitments

Throughout Gary's career he has made every effort to meet his commitments and he believes that has served him well. There are a few things he's learned along the way that have helped him be successful in meeting those commitments.



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Obviously, there can be extenuating circumstances for failing to meet certain commitments which should be disclosed immediately.



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Be calm under pressure and use humor

Success depends as much on one's ability to establish relationships and diffuse volatile situations as it depends on technical skills.
Don't react to people's emotions. Be calm under pressure and use humor when you can.

Let's see the story!



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The contractor's superintendent walked in to the trailer red faced and angry, **on one of Mani's construction sites** where Mani was the project manager working side by side with the CM. The superintendent was shouting that he did not have critical responses to RFIs needed to keep construction moving, so he was planning to shut the job down.



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Mani's CM didn't say a word. He slowly and calmly started gathering his papers on his desk, putting them in his briefcase and then closed his briefcase and started to pick it up to leave. The confused superintendent asked what he was doing. The CM calmly stated that since the job was going to be shut down, there was nothing for him to do and he was going home. At that point the superintendent broke out laughing and the team then proceeded to figure out what was holding him up so that the issues could be resolved.



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Be confident to challenge the status quo

Always seek solutions beyond the obvious.

Don't accept problems at face value, get to the root cause. This may involve ruffling a few feathers initially, but if a solution is there to mitigate problems in a significant way, it will be well worth the trouble. Be confident to challenge the status quo (without being disruptive).

Let's see the story!



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Be confident to challenge the status quo

A CM team Mani consulted with was dealing with a steam boiler issue on a hospital project that couldn't be vented as originally planned. In lieu of venting directly at the first-floor level it had to be vented through the roof of the nine story Acute Care Tower. Construction was at the finish stage. This change would have required ripping out finished walls and ceilings on all floors to find a pathway for the vent.

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There would have been a substantial cost and schedule impact. By digging in to the history of this change, Mani found that the boiler purpose was to primarily add humidification to the spaces. Given the geographic region of the project, humidification would rarely be needed if at all.



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Consequently, Mani asked the team to consider an electric boiler, as the energy consumption would be minimal to none and there would be no long-term waste of resources. Upon review, the engineers and the client accepted this as a workable solution which removed the need to vent, eliminating cost overruns and schedule delays, not to mention the loss of morale of the team which would have been caused by the disruption.

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Acquire leadership skills

Learn to build and lead professional team members toward a vision. Vision and objective oriented practices build a highly engaged team. The sooner you acquire leadership skills the more valuable you'll become. Traits of a good leader according to Chuck are well described by Pastor Mark Jeske of Time of Grace in Milwaukee as follows:

"Good leadership makes everyone's life better. Good leaders attract talent, inspire confidence and optimism, recognize and promote talent, and help the group imagine the future. Good leaders understand the times and help prepare people to respond to changing situations. Good leaders are calm and resilient, resourceful and curious, flexible, and know how to delegate."

Many leadership traits are ingrained in an individual's DNA, but many skills can be acquired over time so start early and remember most importantly that good leaders have integrity and are honest...

Let's see the story!



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Acquire leadership skills

When Chuck started his career not much attention was paid to leadership. It wasn't even a topic around the office, the company was looking for managers. He strove to be a good engineer and eventually acquired management skills. He wasn't aware of the difference between leadership and management until the mid-point of his career.



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Chuck picked up his leadership skills along the way largely by the example set by his supervisors who were good managers and possessed all the traits of strong leaders. These leaders felt a responsibility to instill leadership skills in Chuck, mostly by example and encouragement. Slowly Chuck "caught on" and now he himself is referred to as a good leader; a recognition he very much appreciates.



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Acquire leadership skills

- **Ethics is at the core of a good leader.**

When leaders lead from an ethical foundation and work hard to make things right, they operate with the confidence, forbearance and respect of others.

- **Leaders feel responsible to all within their sphere of influence** and are servants to the entire team. If the project goes well, everyone benefits. If the project doesn't, everyone suffers no matter who's responsible. A leader knows that it's always their responsibility to be sure that everything is being handled, no matter who owns the issue.

- **Leaders are accessible.** As a junior employee there's nothing more important than to seek guidance from an executive of the firm who has an open-door policy. No question is too trivial.

- **Leaders do not play politics.** If there's an issue with another team member, a leader asks if you've spoken about it with that individual. No griping, gossip or indirect complaints are tolerated.

- **A leader genuinely cares about its people and their welfare.** Concerns raised are taken to heart and then something gets done about it.

- **Leaders are eternal, realistic optimists.** Leaders operate with optimism tempered by practicality, but most importantly never give up. Giving up leaves no option but to fail. Continued effort eventually leads to success.



Acquire leadership skills

- **Leaders stretch people and then give them the credit.** When a team needs to be inspired to do what appears to be an impossible task, a strong leader persists, encourages and negotiates until the team buys-in, and when they succeed and say, "I didn't think we could do it," the leader responds, "I knew you could."
- **A leader needs to stay engaged.** If people are doing a good job they should be left alone so you can focus on the trouble spots, right? Wrong. Even company stars need the occasional affirmation and encouragement that a good leader can provide. Connect with ALL team members on a regular basis.
- **A leader needs to be open and vulnerable.** There's always room for improvement and people appreciate when leaders are open to criticism and learn from it.
- **A leader has a pattern of decisiveness.** Often, it's prudent to keep options open to facilitate better decision making since conditions may change or new information may come along. Sometimes however this can be viewed as indecisiveness. Leaders evaluate issues as they arise to secure the team's trust and confidence in their direction.
- **A leader knows their limitations.** And knows when it's time to make a change in leadership to benefit the team. Conditions change and sometimes a new situation calls for a different leadership style. Final decision-making authority may need to shift to someone who is the more appropriate leader for the new reality.



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Seek career advice and get a mentor

Ideally you select your own mentor. One who is truly interested in helping you succeed versus having one assigned to you. You may get lucky the first time around. More likely it will take some time and effort on your part to find the right mentor.

Also focus on finding the right set of coaches, but do not confuse coaches with mentors. Coaches are proficient at developing a management skill or technique you may be lacking. Mentors focus on helping you develop into a well-rounded professional and can help you handle virtually any situation you may confront.

Let's see the story!



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Today, Gary mentors eight people in his large global company and even one, a young woman outside his company, in banking (that's a story in and of itself). The ages of the eight range from 25 to 48 – one from China, working in America, and seven Americans. They are Project Managers, Project Engineers, CMs and the one Business Manager.

Read it yourself!



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They communicate via Skype once a month for an hour and know he's accessible 24/7 if needed. Each must prepare three topics sent 24 hours in advance of the call. Their topics, questions, issues, concerns and observations are revealing. There's a two-way trust pack, so nothing said ever gets repeated.

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Issues discussed help the protégés navigate the complexities of their respective departments. Each has openly shared that the conversations have helped them immensely. In fact, two were promoted, one project manager now approaches his team dynamics differently and is getting better productivity, another has convinced the company to sponsor his Green Card after initially being turned down, and so on.

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Gary says the pride he takes in mentoring each of them is indescribable. Having someone with experience that you trust in this business is essential. It even comes with side benefits – often personal issues are also discussed. Advice has been shared on buying first homes; dealing with being away from family for extended periods; where to vacation next and so on. A good mentor is your trusted advisor in many aspects of your life, both personal and professional.

Read it yourself!



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Practice good time management

If you can combine your efforts, you get more done. For example, in studying for the CMIT you might also look at other certifications within our industry with a similar body of knowledge to expand your qualifications. Also, it's easier to simply take an exam without studying to figure out what you need to brush up on, instead of spending an insurmountable amount of time studying areas you really didn't need to waste time on.

*Valuing your time will assure
you maintain appropriate time
management practices.*

Let's see the story!



Practice good time management

Lisa's rule of thumb is to address an issue as it arises and touch a document once. In the past that meant a quick phone call or a hand-written fax response when an urgent matter needed to be addressed followed by a more formal communication, if needed. Every evening before leaving for the day she made sure her desktop was clear. Any follow-up documents were either neatly stacked in her in-basket or left at the front desk with outgoing mail. Some may find that a bit obsessive and perhaps they're correct, but it certainly kept her from ever being late on a task and always ensured clients were promptly responded to.

Today, that translates into sending a quick text or email to let the inquirer know you've received their communication. Lisa saves or downloads emails with file attachments immediately to the appropriate folder. If follow-up is required, instead of making to do lists, she saves the attachment to an open date and time on her calendar well before the deadline requires a response.

A good time management practice is getting tasks done vs making lists.

Read it yourself!



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Join an association

Join an association and then actively engage in its activities. Raise your hand and volunteer. Do committee work and then get on the Board. Stay connected to those people with whom you have worked with and then watch your career and you grow exponentially. Later in your career you can give back to the organizations that supported you to benefit the next generation through speaking engagements and/or financial contributions.

Let's see the story!



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The colleagues and friends Gary made over the years through his activities with Construction Management Association of America (CMAA) and the Association for Capital Projects Engineering & Construction Community (ECC) have helped his career in so many ways, they're too numerous to count.



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When he was six years out of college his boss encouraged him to join CMAA during its early years. The organization had a gap in its quality committee, so he was asked to join. The following year Gary led the quality committee and his team developed some deliverables published by the Association. Getting something done got him noticed.

Soon he was meeting and working with icons of the CM industry. He even got in on the ground floor, with a minor role, but nonetheless contributed to the start of CM certification. Later, he became a driver of CMIT as the chair of the certification board.



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Join an association

Most importantly, the people he met, and the friendships made along the way are all still important to his life today. Without giving back to the industry, Gary claims his career would have been mediocre at best.



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Ask good questions

Having good questions is better than trying and failing to have an answer – ask 'why' to get to the root of issues.

Let's see the story!



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The challenge was to get them to share their expertise with a young engineer who was higher ranking and likely better paid than they were. It was important to ask good questions but more importantly, to develop the right approach to asking those questions that would disarm and enable them to be willing and eager to share their experiences.



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Over time, Gary was able to develop an approach to making inquiries without questioning the knowledge of the person being asked. How the question is asked is as important as what is being asked to avoid putting the respondent on the defensive. Starting a question with the phrase, "Can you help me understand?" or, "Can you clarify or elaborate?" is an effective approach that seems to work well. You'll also find that people are most receptive when asked for an opinion or advice about a subject in a way that places value on their experience.



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Another important part of asking good questions is to be able to rephrase the issue or response succinctly to confirm your understanding, "So if I understand what you're suggesting I should...is that correct?" All these methods have served Gary well and have strengthened his ability to track follow-responsibilities to keep team members on task. Colleagues he's worked with over the years compliment his ability to succinctly sum up an issue or reframe a point so that everyone's on the same page.



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Ask good questions

*Don't just ask good questions,
but practice honing your skills
on the best way to ask those
questions and then confirm your
understanding.*



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Always tell the truth

Always tell the truth especially when there's bad news to share. Construction programs involve thousands of activities, executed by thousands of people. No team leader or manager can have direct knowledge of everything that's involved. Therefore, we must rely on others to provide correct information in a timely manner.

As team leaders or managers, we need to be able to trust the people we work with. As in most human relations, building trust is a two-way street. The people we work with need to be able to trust us and we need to be able to trust them.

Telling the truth ALWAYS is the fundamental requirement to building trust.

Let's see the story!



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Read it yourself!



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Don knew that if any of the 33 projects was delayed, the entire program would be considered a failure, with strict penalties imposed by the federal government. Failure was not an option, though it was highly likely. So, Don and his director of operations met regularly with the legislative analyst prior to budget hearings each year to discuss which projects could be slipped from one budget year to the next, and which ones could not.

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The analyst who was used to having every project proponent come to him stating all their projects had to be approved as requested or the world would surely come to an end, was quite surprised at the transparency of Don's team, and the openness of their discussions.

Read it yourself!



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Always tell the truth

As a result, the analyst became part of the solution and not part of the problem. He came up with a few suggestions that improved the overall program. Consequently, over a period of three years and three budget hearings, not one of the 33 projects involved in the program was disapproved. That set a record for the State that has stood over 30+ years.

Your client relationship reaches a whole new level of trust and respect when you've been in the foxhole together dealing with an adverse situation.

Telling the truth accomplishes far more than well-crafted lies or half-truths. It also makes you feel good!



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Be ethical

Always, always, work for people with strong ethics and firms founded on integrity. Interview them carefully, interview as high up in the management structure as possible to get a sense of the people running the place. Do not compromise on this. Often however, we don't get to choose the team members we work with. If you're told to do something you don't think is ethical, stick to your guns and don't be persuaded to change your position.

Let's see the story!



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In the '80's at age 36, Gary was the CM assigned to a \$150M Waste Water Treatment Plant (WWTP) expansion project in Decatur, Illinois. The Sanitary District of Decatur (SDD) had an Executive Director (ED), administrative, engineering, operations, and maintenance staff and a Board of Trustees (Board) consisting of 5 members. One of the board members was the president of the Local Plumbers and Pipefitters Union (LPPU).



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A federal Consent Decree (CD) mandated construction of the SDD wastewater expansion program which consisted of approximately 30 construction contracts and 7 separate design consultants over a multi-year time frame. The program included Combined Sewer Overflow (CSO), treatment plant and sewer rehabilitation projects. This construction program was the largest in the history of Decatur. SDD had funding of only \$25M in general obligation bonds and relied heavily on federal and state grants and loans to build the CD mandated program during a very specific schedule to design, bid, start and complete construction. Non-compliance with the CD would result in SDD receiving fines of up to \$25,000/day. To receive the federal and state funds for the program, SDD had to comply with all the applicable Federal Acquisition Regulations (FAR) including Davis Bacon wages and open bidding to both union and non-union qualified construction contractors and subcontractors.



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The first CD mandated eight CSO projects, including both pump stations and pipelines, needed to be bid by a date certain. That left the CMs with less than 3 months to do a quick Biddability/Constructibility review, modify the general conditions to include specific schedule requirements, incorporate the applicable FARs, and identify CM responsibilities for management of all design and construction activities.



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Of the eight (8) CSO construction projects that were bid simultaneously, one of the lowest, responsive, responsible bidders for one of the Pump Stations (PS) was a non-union mechanical contractor. After bid opening, Gary was immediately contacted by the LPPU who advised that the non-union mechanical contractor was not responsible and must not be recommended award of the PS contract, and the CM should recommend award to the 2nd low bidder who was a union contractor. The non-union contractor had posted the appropriate bid and performance and payments bonds, and after performing a thorough bid review there was no evidence that the contractor was not responsible to complete the work and meet the plans and specifications requirements.



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The union president was advised and also told that awarding a multi-million-dollar contract to the 2nd bidder could result in SDD fighting a claim from the non-union contractor which would delay the project, cause the agency to be non-compliant with the CD, lose federal grant funding for the project, and be responsible for fines of up to \$25,000/day. This was not well received, and the union president took his grievance to Gary's supervisors. Two of his supervisors, who were at the VP level, called him and stated that the union president was instrumental in the selection of the firm as the CM and that Gary needed to do everything he could to address this issue. Essentially, he was told that he needed to understand the impact of his decision to the company.



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After a thorough evaluation of the issue and subsequent fallout considerations, including Gary's potential termination as the CM, he recommended to the Board at a public meeting that the PS contract be awarded to the non-union contractor who was the lowest, responsive and responsible bidder. The non-union contractor's president and legal counsel were at the public meeting. The union president went ballistic. Since the non-union contractor and counsel were present at the meeting, he took his frustration out on Gary, demanding that he be terminated as CM. Nevertheless, Gary's recommendation was approved by the Board 4 to 1.



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Be ethical

The next day, Gary spoke to the SDD ED and assumed his job at SDD would be terminated as suggested by the union president. Much to Gary's surprise, the ED stated that he made the correct decision. Further, he added that as a third-party CM the firm was hired to provide the professional guidance to make the difficult decisions and to understand the impacts of those decisions. He looked forward to a long-term relationship.

Stick to your guns and always ensure your actions and decisions are ethical.



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Don't compromise on integrity

Ethics is about following the rules, and integrity is about doing the right thing, regardless of the rules.

Someone could be ethical but not have integrity since plenty of people are just trying to stay out of trouble and integrity comes from a greater depth of character.

Let's see the story!



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At the beginning of Rebecca's career as the head of a Disadvantaged Business Enterprise (DBE), she was approached by a company and asked to be part of a team for a pursuit. They weren't really looking for anyone from her firm, they would simply supply the resumes for the pursuit but needed a DBE. Funds would flow through the DBE account back to the prime and a small fee would be agreed upon for the use of their DBE status. Everything would be legal. The company was just starting out and struggling for cashflow and this was a tempting offer but only for 10 seconds. Rebecca did the right thing and turned down the offer. She has continued to do the right thing for the past 27 years. Has it been tempting to do the wrong thing? Yes, it has. But, it has never been difficult to do the right thing. Leadership means integrity and honesty. We can all point to leaders who have these qualities and leaders who don't. Rebecca would like to be considered one who does!



Don't compromise on integrity

The engineers considered many different options which all proved less than satisfactory. The Program Manager understood the need for the steel stanchions but insisted that core drilling was not an option and that expansion bolts could be used instead. The engineers held fast and insisted that the design as proposed move forward. After considerable debate the Program Manager agreed to fund the solution as the engineers proposed.

On 9-11, the aircraft that hit the Pentagon, hit the first wedge which had installed this new structural steel framing system. Through photos of the exterior wall of the impact area the team learned that portions of the interior floor slabs that partially collapsed were being held up by this new steel framing system. It was this newly installed core drilled steel framing system that was credited for saving hundreds of lives by giving them safe passage and enough time to escape.



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Don't compromise on integrity

What is acceptable to you is a yes, what is not is a no. If the answer is no, have the courage and integrity to stand tall and say so. Never place your name or initials on a project or activity of work unless it represents your personal professional best. Have the personal integrity to always do what's right.



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Don't be afraid to make mistakes

There are no bad decisions. Just make another one.

Mistakes are only problematic when you keep making the same ones. Early in Bob's career others had allowed him the freedom to fail forward. He was happy to do the same. A successful career requires a willingness to take personal risks.

Let's see the story!



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Don't be afraid to make mistakes

While serving as chairman of a major corporation there was a point in time when Bob focused on addressing the concerns of his youngest staff members who were leaving the firm at an alarming rate after 5 to 7 years of employment. After visiting a few dozen offices and meeting hundreds of young professionals, a group was brought into headquarters for a meeting that included a number of area and regional managers.

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It turned out that most of the young professionals wanted to be challenged and needed permission to fail. In addressing the combined group Bob stated, "if they didn't screw up at least once a day they weren't doing their job." A look of horror appeared on the faces of a few of the managers which highlighted the problem they were facing with their young staff. Several of those managers had the biggest retention issues.

How?

(Part 3: Mid-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



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Introduction

Once you've been working in the field for a number of years how do you ensure you're applying your IQ, EQ and VQ?



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Introduction

You must employ all the **technical skills** you've been learning on the job.

Hopefully you've had great mentors and have learned from the **best**.

There's **no better opportunity** to improve your skills than **having a great mentor**.



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Introduction

What should you be able to do at this stage?

Introduction

By now you should be exposed to risk registers, managing schedules, administering contracts, and handling all phases of the design through construction processes and close-out, including claims negotiations.



Introduction

At this point in your career you may be seeking mid-level management opportunities, either overseeing a team on a large program or back at corporate headquarters with more **business development** and **business oversight responsibilities**.

BUT HOW?



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه چگونه و طی چه فرآیندی میتوانیم به مدیر پروژه ای با بالاترین VQ تبدیل شویم؟

Introduction

- ☐ This is when your **EQ needs to kick into high gear.**
- ☐ Your **leadership skills** must be **strong.**
- ☐ You need to **treat your team** with **respect** and **value** your relationships.
- ☐ **Stand firm** on your **beliefs**; this is how you **inspire trust.**
- ☐ Most importantly, recognize your **strengths** and **weaknesses** and those of **your team members.**
- ☐ Choose the **right team members**, **take responsibility**, and **understand the impact** of decisions made.

Introduction



Now you're an enlightened CM

You should also recognize when to seize opportunities, seek ownership, or simply move on to something new.

What kind of **war stories** we have from experienced fellows here?



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!

موسسه مهندسی و مدیریت ساخت علوی پور (ACEMI)

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