

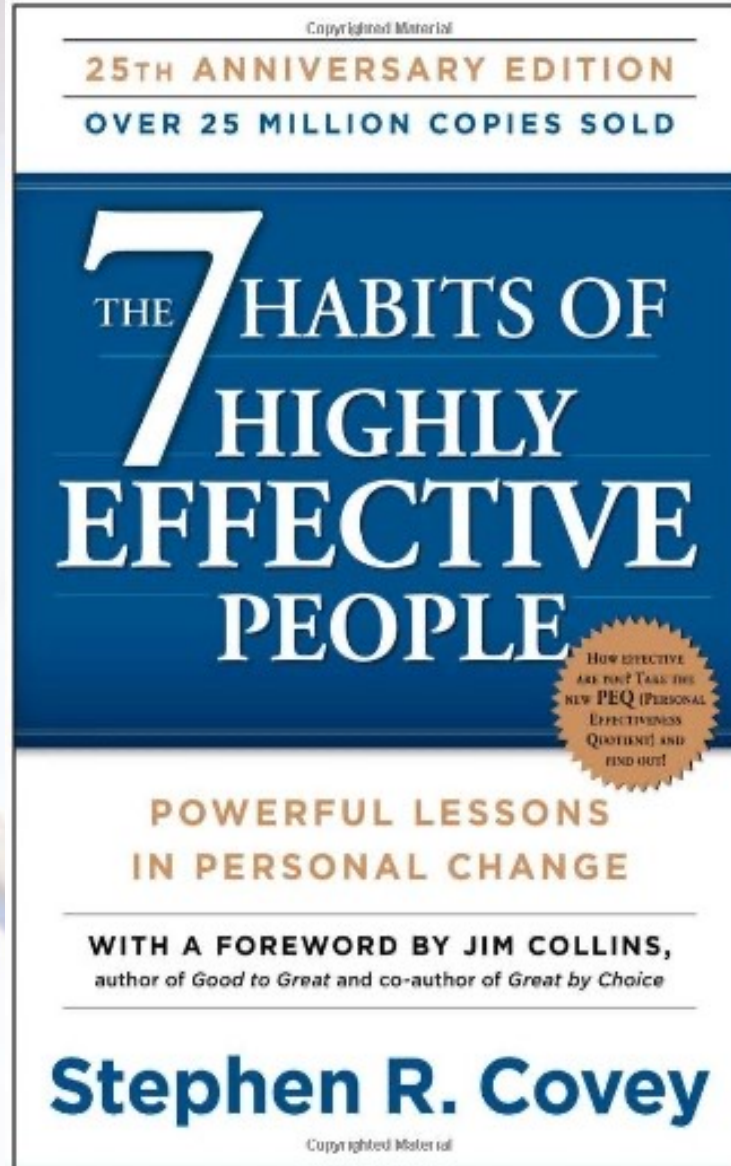
Highly Effective Foremen I - People

Foreman's Development Series



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7 Habits of Highly Effective People





“Old School” Foremen?

Are the old ways of doing things good enough?



Can we do Better?

Group Activity #1

What do you think is the difference between a “Qualified” Foreman and one who is an “Effective” Foreman?

- 1) What makes someone a “Qualified Foreman”?
- 2) What skills do we need to be a “Highly Effective Foreman?”

Group Activity #1

Qualified	Effective
Skilled Electrician	Good with people
Licensed	Good communicator
Competent	Takes initiative
Experienced	Organized
Lots of training	Goal oriented
Book smart	Committed

One of the traits of an effective Foreman is that he or she is highly qualified.



Highly Effective Foremen

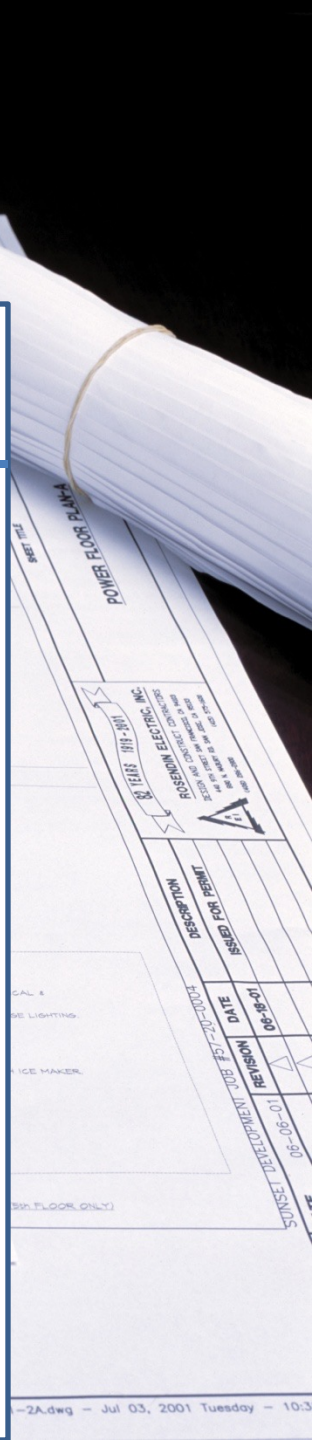
**How do we get above average results on our jobs
and from our crews?**

- It is your “book learning” skills that make you a qualified Foreman.
- It is your “people skills” that will make you a highly effective one.

**Highly Effective Foremen have the people skills
required to get above average results on our
jobs.**

Blueprint For Building Effective Teams

People	Process	Performance
<p data-bbox="92 525 394 574"><u>Relationships</u></p> <ul data-bbox="34 596 432 1019" style="list-style-type: none">• Communication• Trust• Feedback• Recognize Achievements• Respect• Team Building	<p data-bbox="710 531 915 579"><u>Activities</u></p> <ul data-bbox="579 602 1043 831" style="list-style-type: none">• Team Goals• Planning• Time Management• Problem Solving	<p data-bbox="1155 531 1534 636"><u>Tackle the Tough Stuff</u></p> <ul data-bbox="1116 659 1534 888" style="list-style-type: none">• Accountability• Performance Issues• Resolve Conflicts
<p data-bbox="614 1279 1047 1408">Stephen Covey's Principles</p>		



Young or Old?

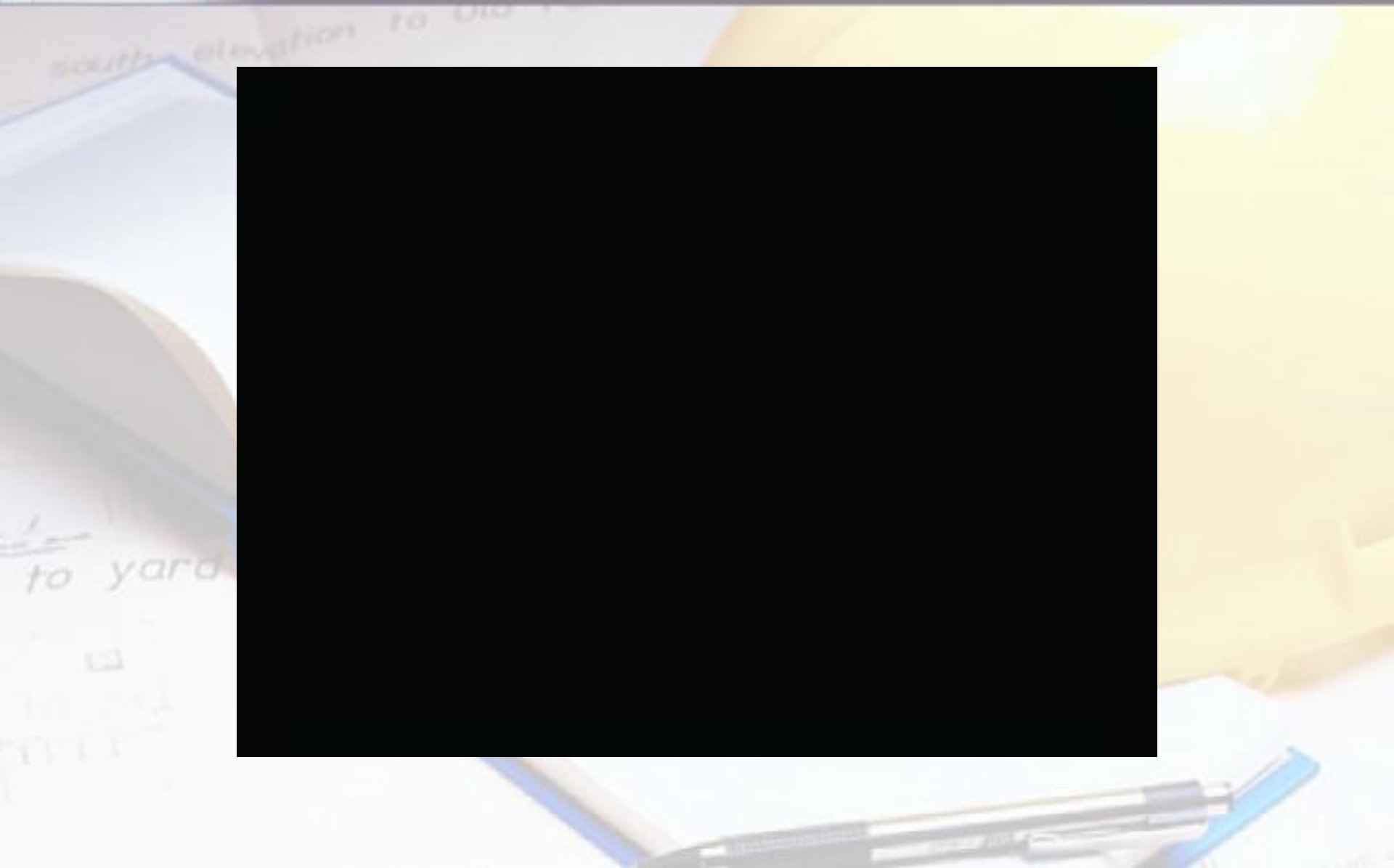




Paradigms

- **A paradigm is a “Frame of Mind”.**
 - It is the way we view the world that is based on our own life experiences and assumptions.
- **Covey likens a paradigm to a street map.**
 - It is a theory, an explanation or model of part of the world.
- **The problem here is that everyone perceives the world differently because we view the world through our own unique “lens”.**

Get Service Video



Activity #2

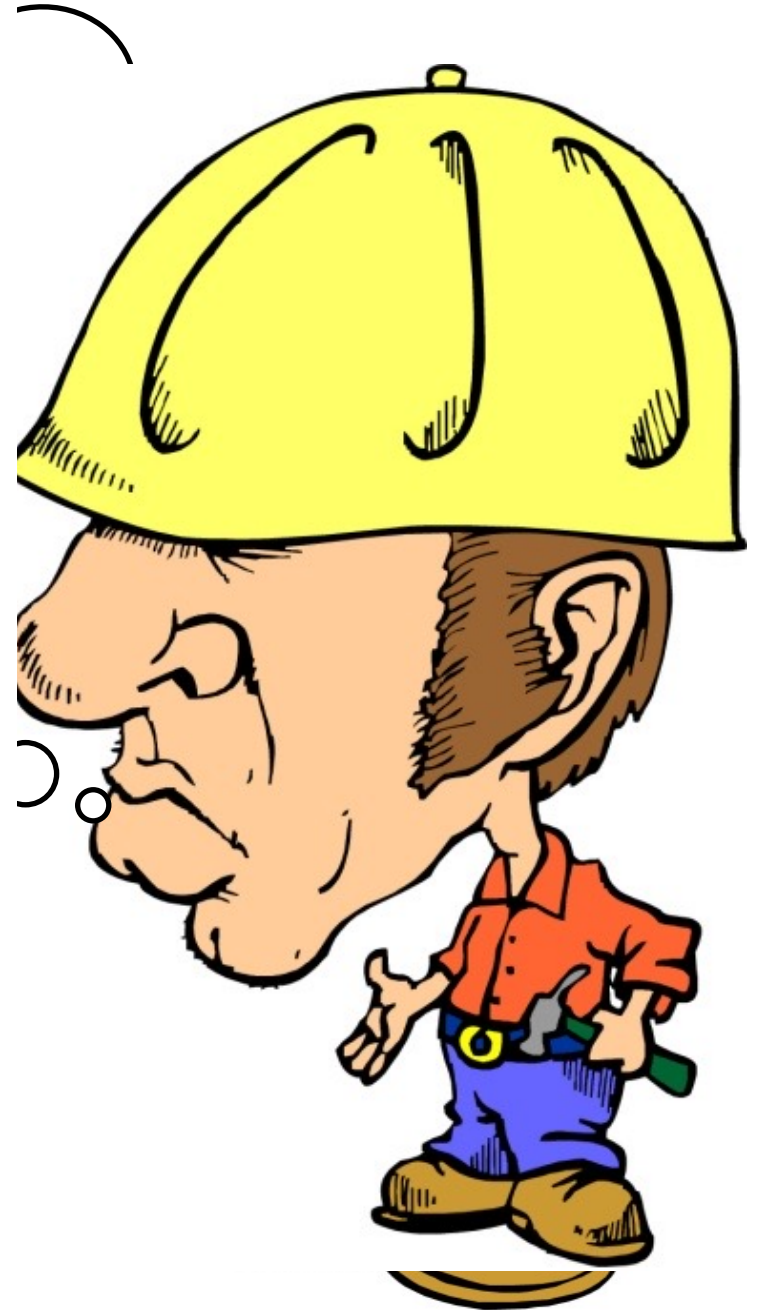
What are your paradigms?

- Everyone has paradigms about themselves, about other people and about life in general.

List 4 paradigms that you have in your life.

A highly effective Foreman needs to be able to change their Paradigms

“He’s a field guy.
He doesn’t need
to know that.”





Things aren't always what they seem

***A Highly Effective Foreman
will analyze the situation
before making decisions or
snap judgments about people.***



Listening??

Our most important skill? - Remember **“Active Listening”**?

When another person is speaking we're usually listening on only one of 4 levels:

- 1) Ignoring – not really listening at all.
- 2) Pretending – “yeah, “uh-huh”, “right”.
- 3) Selective listening – hearing only parts.
- 4) Attentive listening – focusing and paying attention
BUT - only to the words so we can prepare our reply.

We are not really listening!





Communication?

Because we tend to listen from our own point of view we usually respond by:

- 1) We evaluate what they are saying: we agree or disagree
- 2) We probe: ask questions - But from **our own** frame of reference
- 3) We advise them and give them counsel based on **our own** experiences
- 4) We interpret what they are saying: trying to figure people out -**but-** based on **our own** paradigms

We are STILL not really listening!





Understanding

“First seek to Understand then to be Understood”

Few people practice the 5th level of Listening

Empathic Listening

- 1) We usually filter everything through our own paradigm, our own life experiences, our own frame of reference.
- 2) We fail to understand where the other person is coming from, how they really feel.

When we fail to connect / we fail to communicate!



Before you judge someone

**A highly effective Foreman is
an excellent communicator
and is able to understand
another person's point of
view.**

Respect & Compassion

Walk a mile in his shoes!

Listen Up!™

©1995 by Goff



"You weren't listening.
I said, 'DON'T fall.'"

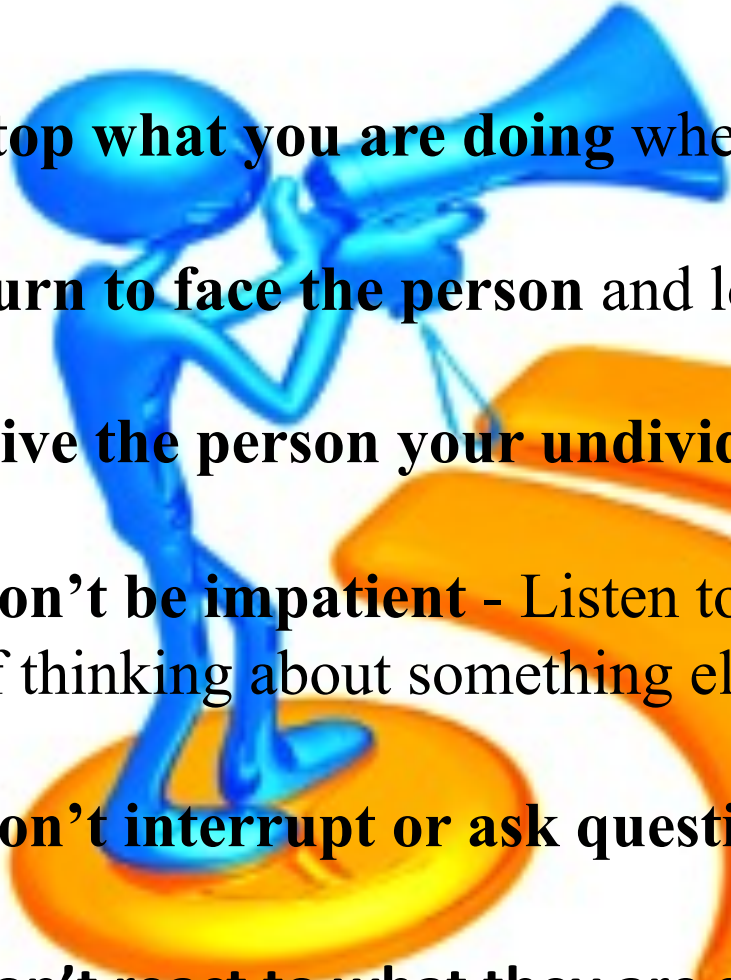
Husband and Wife Video



Communicating?

EFFECTIVE

- **Stop what you are doing** when speaking.
- **Turn to face the person** and look [?] them in the eyes.
- **Give the person your undivided attention.**
- **Don't be impatient** - Listen to what the person has to say instead of thinking about something else.
- **Don't interrupt or ask questions** until they are done speaking.
- **Don't react to what they are saying until they finish;**



Communication



Clear and

Accurate

= EFFECTIVE

= Performance!



ASSUME

It makes an ass out of you and me.

Set & Clarify Expectations

- Project T.I.M.E.R.S.

M = Material

I = Information

E = Expectations

T = Tools

R = Recognition

S = Safety



New Worker Expectations

- **Clearly define everything – leave nothing to chance.**

- Start time
- Break times
- Lunch

Setting Expectations is something an effective Foreman has to do every day and every time a new worker comes on the job.

- **8 hours work for 8 hours pay**
- **Absenteeism and tardiness**
- **Keep policies consistent with everyone**
- **Walk your talk / Lead by example**

Group Activity #3

What kinds of specific daily expectations should we have for our crew every day?

Let's role-play giving these expectations to the crew at the morning gang box meeting.

A Highly Effective Foreman needs to set and clarify Expectations every day!

Relationships

- A crew of (1) Foreman, (8) JW and (4) Apprentices or CW/CEs can cost a Contractor over \$1 mil. dollars a year.
- \$50/hour X 13 people X 2,000 hours = **\$1,300,000**
- Once you've built an Effective team they will be more efficient and more productive.

The Unethical Leader

- Is arrogant and self-serving
- Excessively promotes self-interest
- Practices deception
- Breaches agreements
- Deals unfairly
- Shifts blame to others
- Diminishes others' dignity
- Neglects follower development
- Withholds help and support
- Lacks courage to confront unjust acts

TRUST IS EVERYTHING

When trust grows
teams function more efficiently.




Group Activity #4

Let's pair up and do a Trust Fall


Trust Fall Video





Just the
facts, ma'am

*To be effective, a Foreman and the Team
must trust each other to be honest and do
the right things*

The background of the slide is a collage of US currency. It features several coins, including a one-cent penny, a nickel, a dime, and a quarter, scattered across the surface. There are also portions of US dollar bills visible, showing intricate patterns and text like "ONE DOLLAR" and "LIBERTY".

Ask What – Not Who!

Highly Effective Foremen and their crews deal honestly and directly with the problems when they appear!

It's a Dollar and Cents issue.

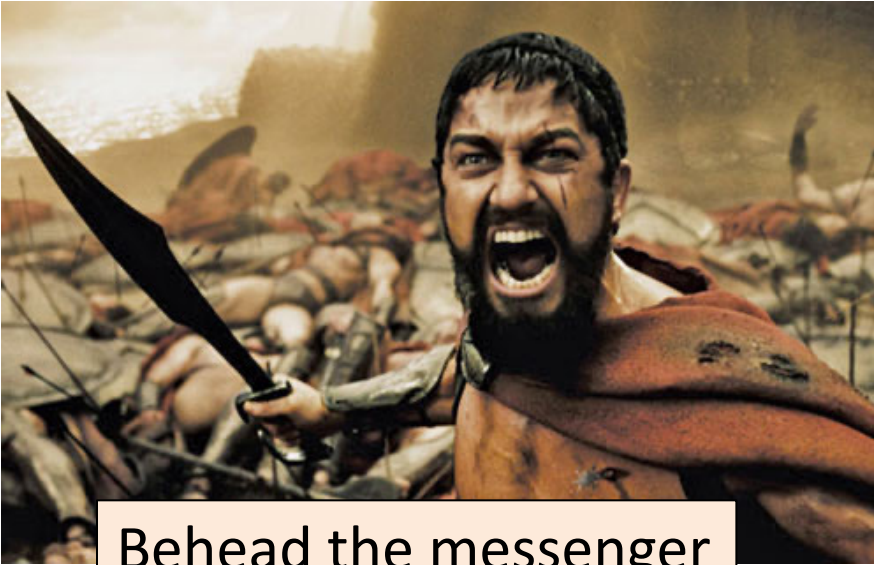


Make Mistakes?

Chefs Video



Ask Yourself: “Do I.....”



Behead the messenger



Beat someone over the head

Highly effective Foremen are Type Z style managers and can handle mistakes in a constructive manner.

Look for someone to blame

Recognize Efforts & Achievements

- 
- **Everyone likes to receive recognition and feel appreciated.**

A highly effective Foreman APPRECIATES his team's efforts and will publically recognize their achievements.

- **Recognizing individual and team accomplishments is good for morale**



Irrelevant



RESPECT

GIVE IT

*A highly effective Foreman always
treats the people around him
- with RESPECT!*

TO GET IT





Morale

Morale: the confidence, enthusiasm, and discipline of a person or group at a particular time.

- Are my guys happy?
- Do we really need to care how the Morale is on our jobsite?

• **The Answer is YES!**

Happy = Productive High Morale = High Productivity

BUILDING AN EFFECTIVE TEAM



TEAM

How to Lead, Empower and Motivate Your Crew

Definition of “TEAM”

Of 180 teams studied, Google found that the five key characteristics of Enhanced Teams are:

1. Dependability.
2. Structure and clarity.
3. Meaning.
4. Impact.
5. Psychological Safety.



SET OUR TEAM EXPECTATIONS

- Expect team members to be contributors.
- Expect team members to communicate with one another.
- Expect team members to cooperate.
- Expect team members to problem solve.
- Expect team members to be learners.

Group Activity #5

1) What are the qualities of an ideal team member?

2) Write a letter “A” next to the quality if it is an attitude and a letter “S” if it is a skill. Count the total for each.

Group Activity #5

Qualities of an Ideal Team member;

Cooperative - A

Respect to others – A

Coachable - A

Reliable / dependable – S/A

Trustworthy - A

Conscientious worker – S/A

Accepts Criticism – A

Strives to be better – A

Open minded – A

Unselfish – A

Creative – S

Loyal – A

Hard worker – S / A

Confident – A

Active listener – S

Electrical Skill knowledge – S

Willingness – A

Motivated – A

Team oriented – A

Experienced – S

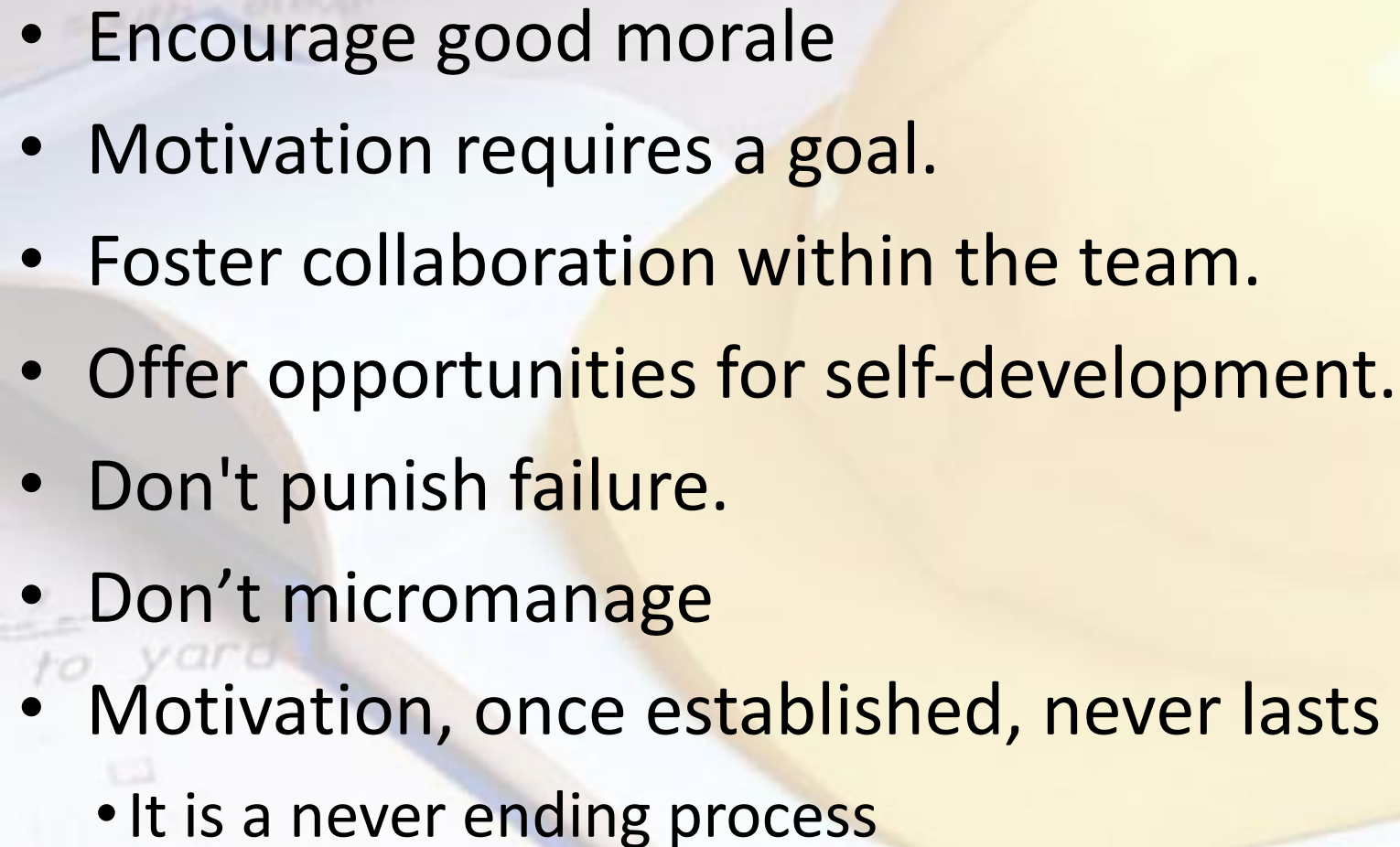


It is all about Motivation!

- Motivation is the process of stimulating people to actions that accomplish goals.
 - One of the most important functions of management is to create a willingness amongst the employees to perform to the best of their abilities.
- We must cater to the personal and individual needs of our crew in order to motivate them.**



How to Motivate??

- Encourage good morale
 - Motivation requires a goal.
 - Foster collaboration within the team.
 - Offer opportunities for self-development.
 - Don't punish failure.
 - Don't micromanage
 - Motivation, once established, never lasts
 - It is a never ending process
- 



Highly Effective Foremen

You don't need to have the “People Skills” that we have been talking about in this module to be a good Foreman.

– But you do need them if you want to be a Highly Effective Foreman!!!!

With great People skills:

= High performance individuals

= Highly effective Teams

= High quality and highly profitable projects!



Achieving Results!

A Highly Effective Foreman is consistently doing all the things that will achieve ABOVE AVERAGE results on our jobs.

Blueprint For Building Effective Teams

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Stephen Covey's
Principles

