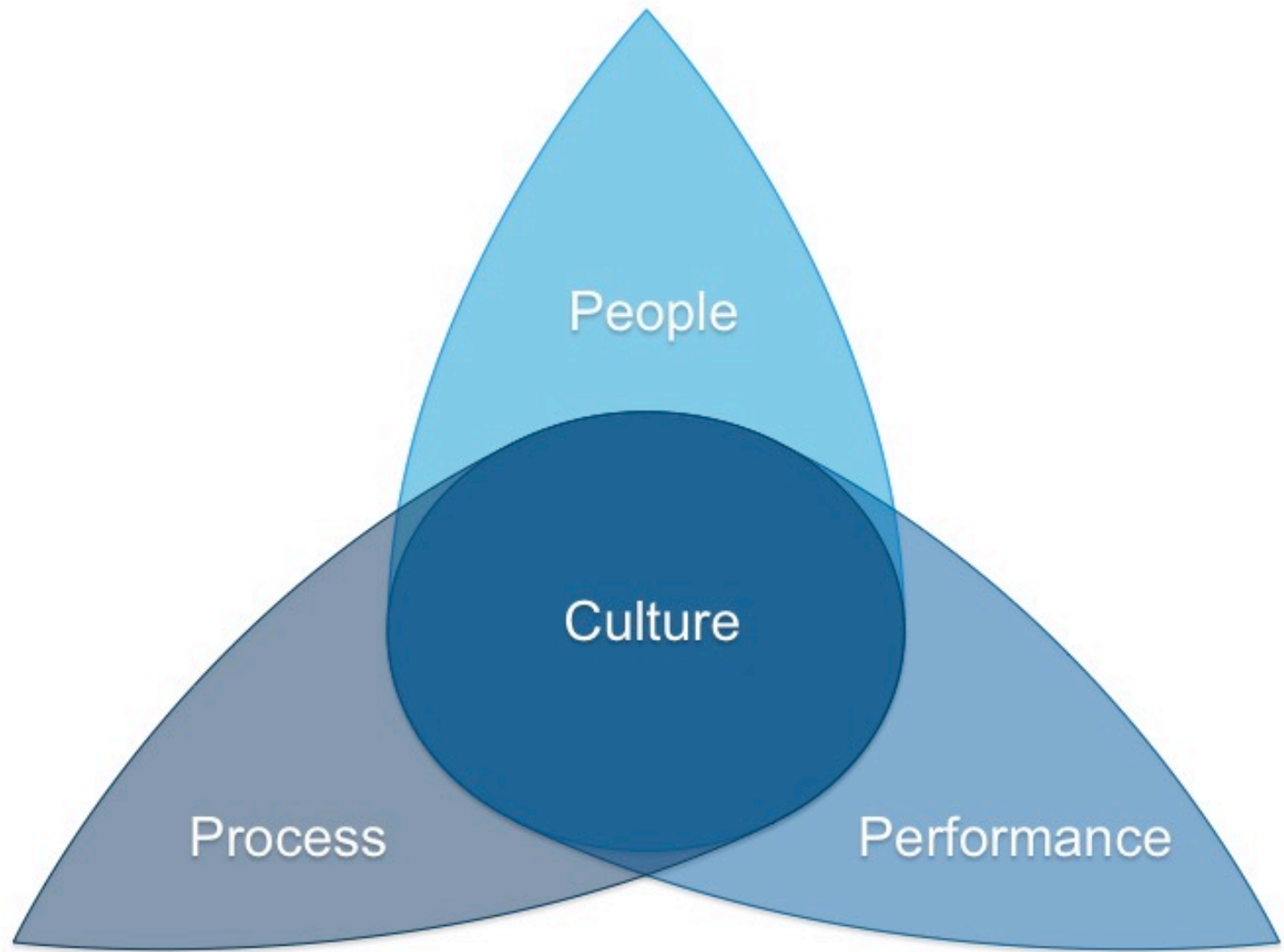


Highly Effective Foremen II - Process and Performance

Foreman's Development Series



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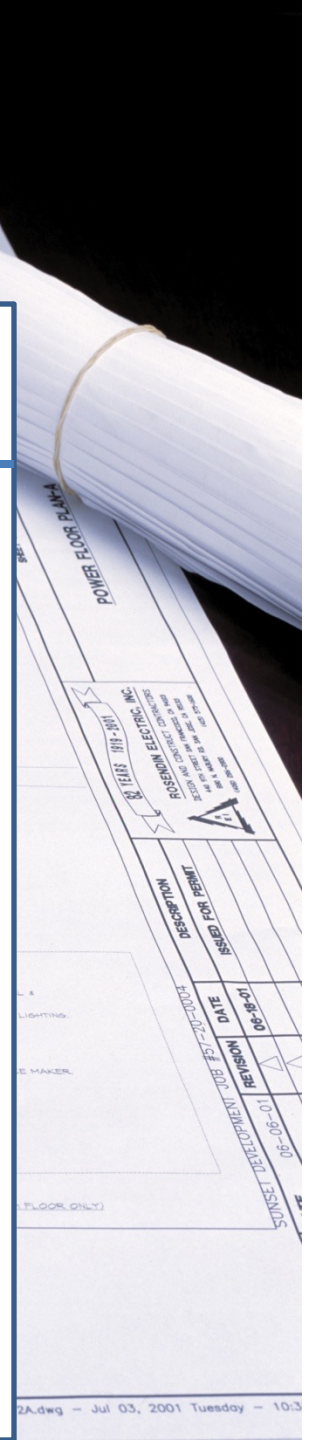


The Three “P’s” of Building an Effective Organizational [Work] Culture

Blueprint For Building Effective Teams

People	Process	Performance
<p><u>Relationships</u></p> <ul style="list-style-type: none">• Communication• Set Expectations• Trust• Feedback• Recognize Achievements• Respect• Team Building	<p><u>Activities</u></p> <ul style="list-style-type: none">• Team Goals• Planning• Time Management• Problem Solving	<p><u>Tackle the Tough Stuff</u></p> <ul style="list-style-type: none">• Accountability• Performance Issues• Resolve Conflicts

Stephen Covey's Principles





“Begin with the End in Mind”

“We may be very busy and we may be very *efficient*, but we will only be truly *effective* if we begin with the end in mind.” - Stephen Covey

- **Effective Leadership = “What do I want to accomplish?”.**
- **Good Management = “How can I accomplish my goals?”**
- **Effective leadership starts with having the End in mind**



What are some examples
of common
Team Goals?

Why are Goals Important?

Goals drive Results!

**SET EXPECTATIONS AND
ACHIEVE YOUR GOALS!**

TEAM GOALS ARE NOT THE SAME AS TEAM EXPECTATIONS



Goals are the big-picture destinations we strive toward.

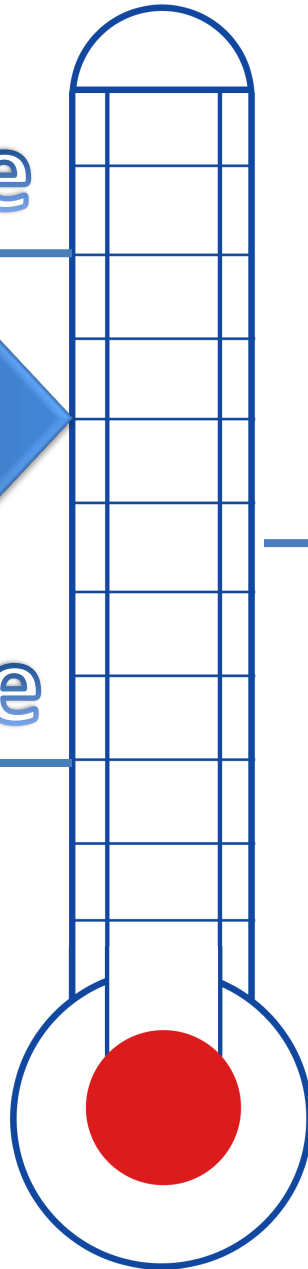
Expectations are standards that define your daily efforts and behaviors.

Above Average



Average

Below Average



S - Guy 1 - Install fixtures in soffit framed
Gal 2 - Ground support for Guy 1

Gal 3 - Install conduit connecting fixtures

Guy 4 - Ground support for Gal 3

Gal 3 & 4 - Pull wire

When Guy 1 & 2 ~~are~~ Complete, help
3 & 4

M - When all 20 fixtures are
installed, piped, & wired completely

A - Call in-s, accidents, Framer's
Holding us
UP, for whatever

R - Every install, centered, wired, &
ready to go.

T - Shortly (within minutes) after
Carpenters complete frames.

I = Info

T = T

itions

nition

- ***Don't have your crew working on tasks.***
- ***Have them working on goals!***

Group Activity #1

- Have each group come up with a specific project for your crew to do (See the 2nd page of the Handout).
- Come up with a basic list of goals we might expect the different people on your crew to do to accomplish for this project
 - Refine these goals using the SMART guidelines.
 - Come up with a set of Expectations to go along with the Goals

Each group then role-plays a Foreman and their crew going over these Goals.



Be Proactive

- **Nothing just “happens” on it’s own.**
 - Take charge. It’s your responsibility.

In your own life and with those around you;

- Don’t just react to or worry about conditions you have no control over;
 - Focus your energy and those of your crew on the things and conditions that you do have control over.
- Focus your efforts on the Long-Term;
Get the results that YOU want.

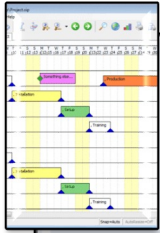
Planning

**A Goal without
a Plan is just a
Wish!!**

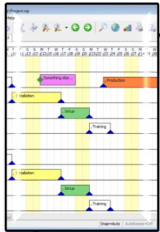


**Get ahead of the game
- Be Proactive!**

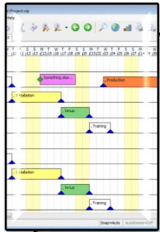
3 Basic Steps of Planning



PLAN how to reach your Goal



Implement the PLAN



Evaluate the PLAN

- PLAN YOUR WORK



- WORK YOUR PLAN



- ADJUST AS NEEDED

BE ADAPTABLE!

Time is Money?



The Eisenhower Decision Matrix:

**“What is Important is seldom Urgent
and what is Urgent is seldom
Important.”**

Dwight D. Eisenhower



How do we stop spending our days just putting out fires and start making real progress in our lives???

- Don't confuse the **Urgent** with the **Important**

The Difference Between Urgent and Important



URGENT

Demand immediate attention

IMPORTANT

Help YOU to achieve YOUR goals

The Urgent / Important Matrix



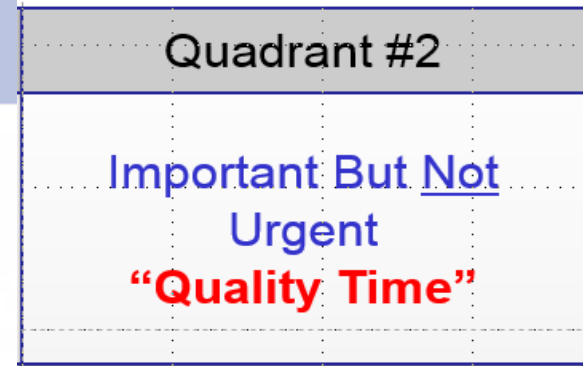
Quadrant 1: Urgent and Important Tasks

Quadrant #1

Urgent & Important
“Firefighting”

- Tasks that require our immediate attention
- Consist of crises, problems, or deadlines.
 - There are the ones that we did not see coming or
 - The ones that we have left until the last minute.

Quadrant 2: Not Urgent but Important Tasks



- Activities that don't have a pressing deadline.
- Help you achieve your important work goals as well as help you fulfill your overall mission.
- *This is your Quality Time.*
 - We should seek to spend most of our time on Q2 activities!

Quadrant 3: Urgent and Not Important Tasks

Quadrant #3

Urgent But Not
Important
“**Distractions**”

These are the things that have to be dealt with **right now** but don't help you reach your goals.

- These are things that **are typically important...to someone else.**
 - These are distractions!

Quadrant 4: Not Urgent and Not Important Tasks

Quadrant #4

Neither Urgent or Important
“Time Wasting”

Quadrant #4 is for things which are not Urgent and not Important.

- These activities are things like junk mail, junk email, busy work, watching TV, playing video games.
- These are the worst kind of distractions because they don't help you to achieve your goals and they're not even important to someone else.

This is wasted time!

-Quadrant #4 should be avoided if possible.

Are you only putting out fires?

Quadrant #1 - Firefighting

IMPORTANT

NOT IMPORTANT

	Quadrant #1	Quadrant #2
IMPORTANT	Urgent & Important “Firefighting”	Important But <u>Not</u> Urgent “Quality Time”
NOT IMPORTANT	Quadrant #3 Urgent But <u>Not</u> Important “Distractions”	Quadrant #4 <u>Neither</u> Urgent or Important “Time Wasting”

URGENT

NOT URGENT

Spend More Time on Important Tasks

- An essential skill for the Highly effective Foreman: The ability to filter the signal from the noise;
 - or **distinguish between what's Urgent and what's truly Important.**
- When faced with a decision, stop and ask yourself:
“Am I doing this because it's important or am I doing it because it's merely urgent?”

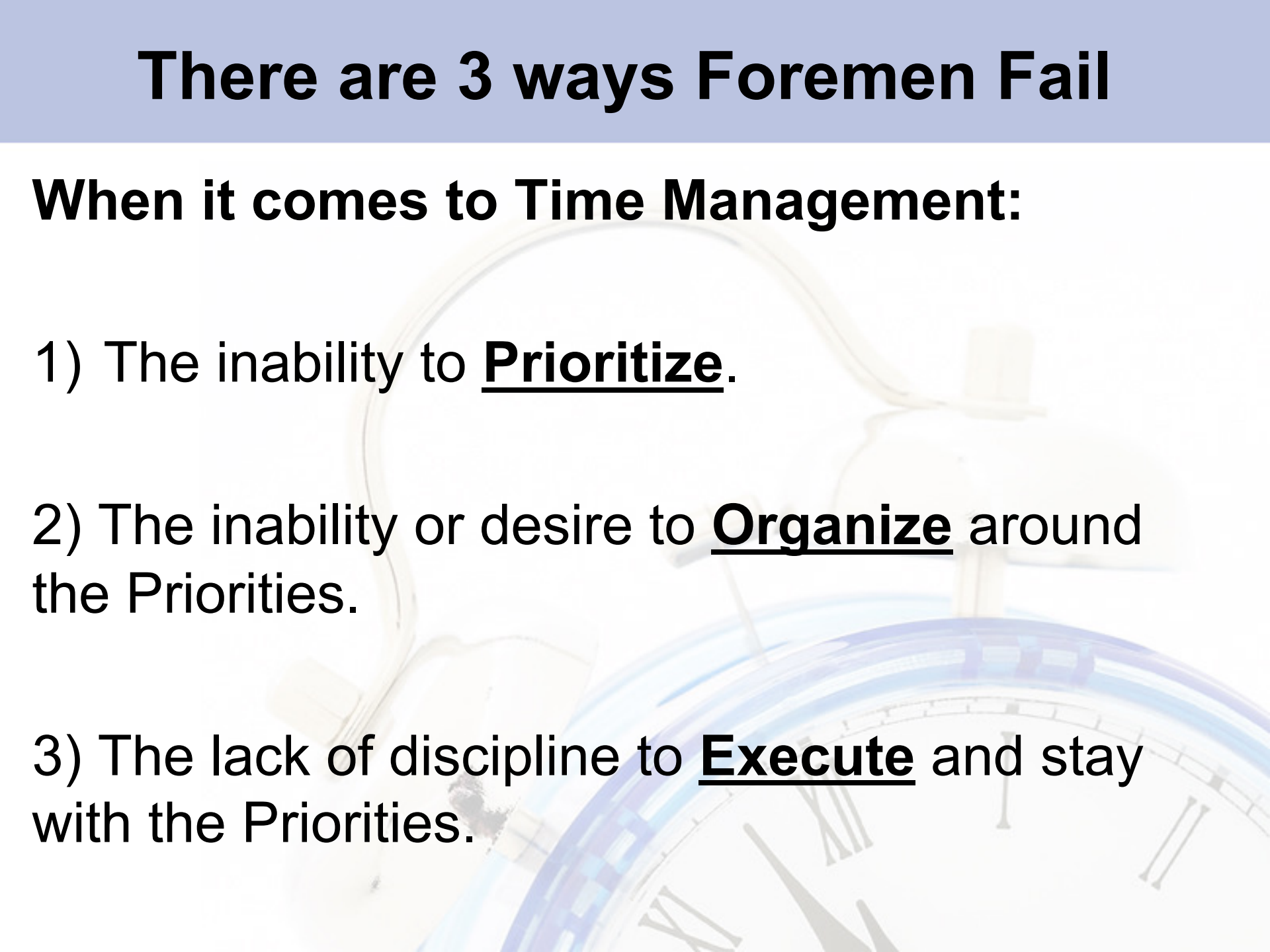


Do First Things First

	Urgent	Non Urgent
Important	<p><u>Quadrant 1</u></p> <p>Crisis Pressing Issues Important Deadlines. Meetings, Emergencies Last minute preparations</p> <p><i>Do It Now!</i></p>	<p><u>Quadrant 2</u></p> <ul style="list-style-type: none">- Planning- Preparation- Prevention- Relationship Building- Personal Development <p><i>Decide when to do it!</i></p>
Not Important	<p><u>Quadrant 3</u></p> <p>Interruptions, <u>E-mails</u> & Phone Calls, Reports, Other Meetings, Popular activities</p> <p><i>Delegate it?</i></p>	<p><u>Quadrant 4</u></p> <p>Trivia, Busy work Mail, E-mail, Internet Time wasters Pleasant activities Video Games???</p> <p><i>Skip it!</i></p>

There are 3 ways Foremen Fail

When it comes to Time Management:

- 1) The inability to **Prioritize**.
 - 2) The inability or desire to **Organize** around the Priorities.
 - 3) The lack of discipline to **Execute** and stay with the Priorities.
- 
- The background of the slide features a faint, semi-transparent image of a clock face with Roman numerals and a white hard hat with a black chin strap. The clock is positioned in the lower right, and the hard hat is in the upper right, both partially overlapping the text.

Timing is Everything



E-Mail

Just because you can open it doesn't mean you should!

Do It

- Should take 2-5 Minutes or Less

Delegate It

- Forward it – create a new task to track its completion.

Delay It

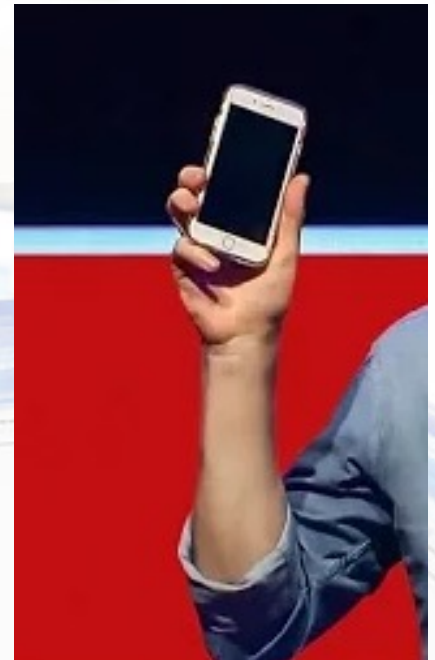
- Create a task for a later time.

Delete It

- Skip it altogether!

Smartphone Addiction

- **Smartphones are addictive -- by design.**
- They take advantage of human weaknesses to ensure your constant attention.
- It's like having a slot machine in your pocket!!!





Plan/Manage Your Day in 15 Minutes

5 Minutes – First Thing

- To Do List
- Schedule your time
- Evaluate your 2 Week Look-ahead

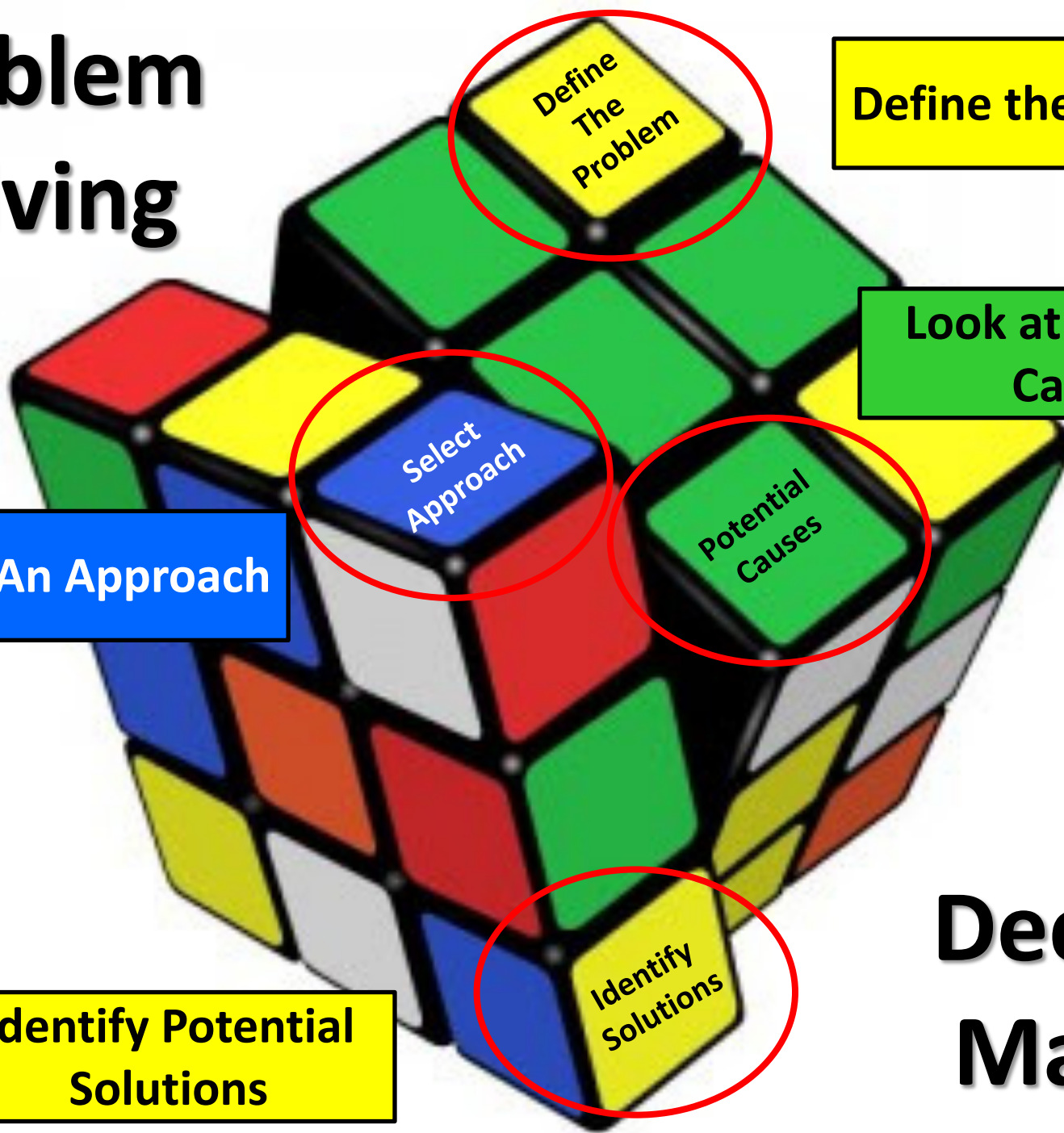
5 Minutes – Mid Day Check In

- Set a reminder
- Am I still on track?

5 Minutes – End of Day

- Move incomplete items
- Daily Log (for example)

Problem Solving



Define the Problem

Look at Potential Causes

Select An Approach

Identify Potential Solutions

Decision Making

Group Activity #2

Problem Solving Scenario

What are you going to do??

Creative Solutions

“Two heads are better than one.”

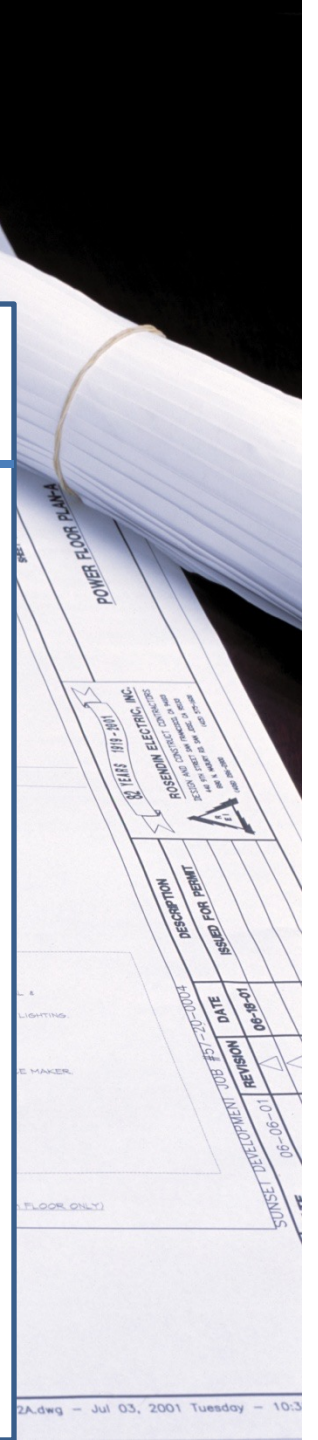
- When an Effective Foreman practices effective communication; people are more interested in what you have to say.
- Working together as a team you can come up with brainstorming solutions that produce far better results.

Communication =  **ons = Effective**

Blueprint For Building Effective Teams

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Stephen Covey's Principles



Tackle the Tough Stuff

Installation

Personality

Mistakes

Conflicts



Production

Performance

Problems

Issues

OR

Here are the facts, let's deal with them.




Deadlines are Critical

what do you mean,
"no extension"??



(C)
S. Brody


To Make Accountability Work



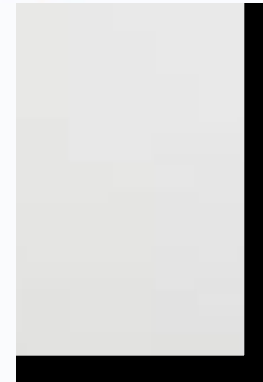
**Don't over-commit
and under-deliver.**



**Be personally
accountable by
keeping your
commitments.**



**Hold each other
accountable for
delivering results.**



Performance Issues

- Deal with issues immediately.
- Be fair and consistent.
- Focus on performance NOT personalities.
- Be formal and specific!



The point here is not to punish people but to guide them back to satisfactory performance.

Addressing Performance Issues



Ever have a Conflict on the Job?

Two Journeymen have been arguing for a week on the job and the Foreman has been ignoring the situation.

This morning the two JW start punching each other!

This is a very difficult situation. What are your options?



Conflict Resolution



Resolving Conflicts

Where do you tend to fall when trying to resolve conflict?

	I Lose	I Win
You Win	<p><u>The Doormat</u> “Do whatever you want, I really don’t care.”</p>	<p><u>The Buffet</u> “There is plenty of food for all of us to feast.”</p>
You Lose	<p><u>The Bad Divorce</u> “If I’m going down, you’re going down too.”</p>	<p><u>The Ladder of Success</u> “I’m going to get mine; I don’t care about you.”</p>



Think “Win-Win”

- **This isn't about being nice to each other.**
 - *It's about human interaction and collaboration*
- **Most of us see life as a competition with winners and losers.**
- **Win-Win is about cooperation.**
- **Win-Win means: We work together; the outcomes are mutually beneficial.**

WI4C2TS – “why / four Cs / two Ts”

kw | WI4C2TS

THE KELLER WILLIAMS REALTY

— *Belief System* —

Win-Win: or no deal

Integrity: do the right thing

Customers: always come first

Commitment: in all things

Communication: seek first to understand

Creativity: ideas before results

Teamwork: together everyone achieves more

Trust: starts with honesty

Success: results through people

Group Activity #3

Job Site Scenarios

Let's Role-play some Conflicts and
Difficult conversations

Achieving Results!

