

CONSTRUCTION LEADERSHIP TRAINING

The Gisborne Group

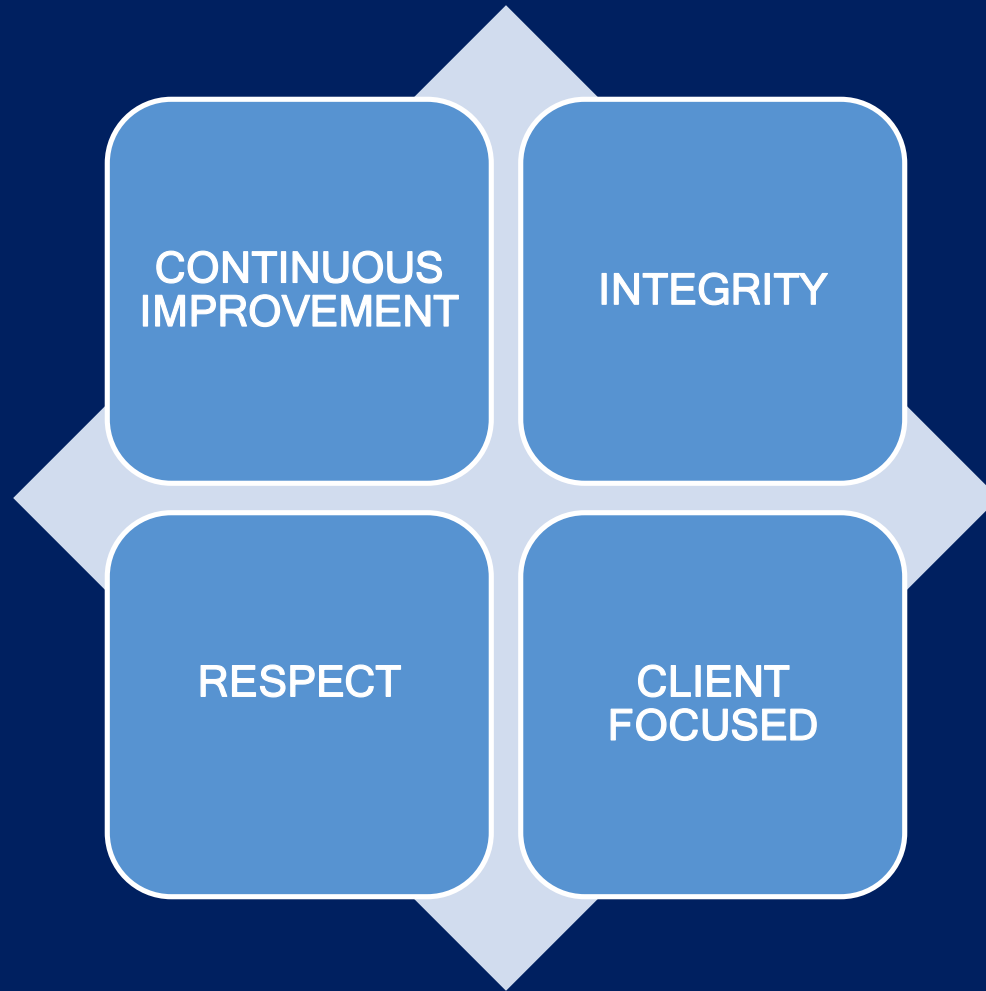
- 📎 This presentation is a companion to the Gisborne Construction Leadership Manual
- 📎 All information in this presentation can be found in the manual
- 📎 You are here because we value you and we want to enhance your leadership skills and abilities

What is covered in the manual











- **Core Values**
- **Critical Project Success Factors**
- **Effective Supervision**
- **Gisborne's Keys to a Safe Project**
- **Gisborne's Keys to a Quality Project**
- **Gisborne's Keys to Productivity**
- **Mentoring / Coaching**
- **Due Diligence**
- **Hazard Assessment**
- **Communication**
- **Training**
- **New Employees and Apprentices**
- **Incident Investigation**
- **Documentation**
- **Injury Management**
- **Progressive Discipline**
- **Weekly Work Planning and Daily Task Assignments**
- **Daily Toolbox Meetings**
- **Timesheets**
- **Relationship with General Contractor and Sub Trades**
- **Sample Forms - linked to sections of the manual**
- **Appendices - additional information**



CORE VALUES



KEYS TO A SAFE PROJECT

-  Understand/implement Gisborne's OHS & E Program
-  Set goal of ZERO recordable incidents
-  Train workers and supervisors
-  Risk determination & minimization/elimination
-  Proper equipment and tools
-  Plan, communicate & continuously reinforce goals
-  Leadership and guidance from supervisors
-  Manage change
-  Document as required
-  Continuously reinforce... SAFETY is #1 Priority

KEYS TO A QUALITY PROJECT

ENSURE...

- 📎 Correct quantity/specification of material ordered on time
- 📎 Materials/equipment received are correct & stored as per specs
- 📎 Workers have complete/correct information & understand task(s)
- 📎 Working from latest set of drawings/specifications
- 📎 Workers have right tools and methods to do the work
- 📎 Supervision providing ongoing guidance/direction
- 📎 Testing & signoff understood and completed
- 📎 Documentation throughout the process
- 📎 Ongoing training/communication

KEYS TO PRODUCTIVITY

- 📎 Understand the scope of the work to be performed
- 📎 Know the schedule – how many hours budgeted for each task
- 📎 Open and honest communication
- 📎 Plan your work before you start
- 📎 Ensure drawings/specs are latest version
- 📎 Provide correct materials, tools and equipment
- 📎 Crew mix and skill is important
- 📎 Know where you are - % complete
- 📎 Have other potential work fronts available (offset delays)
- 📎 Proper coding of time is critical
- 📎 Manage break times

DUE DILIGENCE


Definition:

Taking all reasonable care to prevent the occurrence of an incident or event

There are four basic elements of Due Diligence:

- 1) **Information** – provide best information to employees
- 2) **Instruction** – teach workforce requirements of working safely
- 3) **Training** – ensure completed for tasks/operating equipment
- 4) **Supervision** – Verify, Identify, Observe, Provide, Correct, Respond
Document Everything

BULLYING & HARASSMENT

 **Includes** any inappropriate conduct or comment by a person towards a worker that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but **excludes** any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

INCLUDES:

- Verbal aggression or yelling
- Humiliating initiation or hazing
- Spreading malicious rumours
- Calling someone derogatory names

EXCLUDES:

- Expressing differences of opinion
- Offering construction feedback, guidance or advice about work-related behaviour
- Reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment

See Gisborne's OHS & E Manual for further detail/direction



MENTORING/COACHING

An effective leader is a mentor & a coach. You set the example.

Mentoring/coaching is not about “hand holding” – it is about giving clear direction/instruction, constructive feedback, asking good questions to elicit responses (vs simply solving the problem for them), listening well, delegating effectively and giving challenging assignments to develop others.

KEY MESSAGES

- **I believe in your abilities**
- **I’m willing to trust you and invest my time in you**
- **In exchange, I expect you to give me your best effort**

OBSERVATIONS

Documenting your interactions and observations in the field is a basic & required element of due diligence.

Gisborne provides three formats for evaluating worksites:

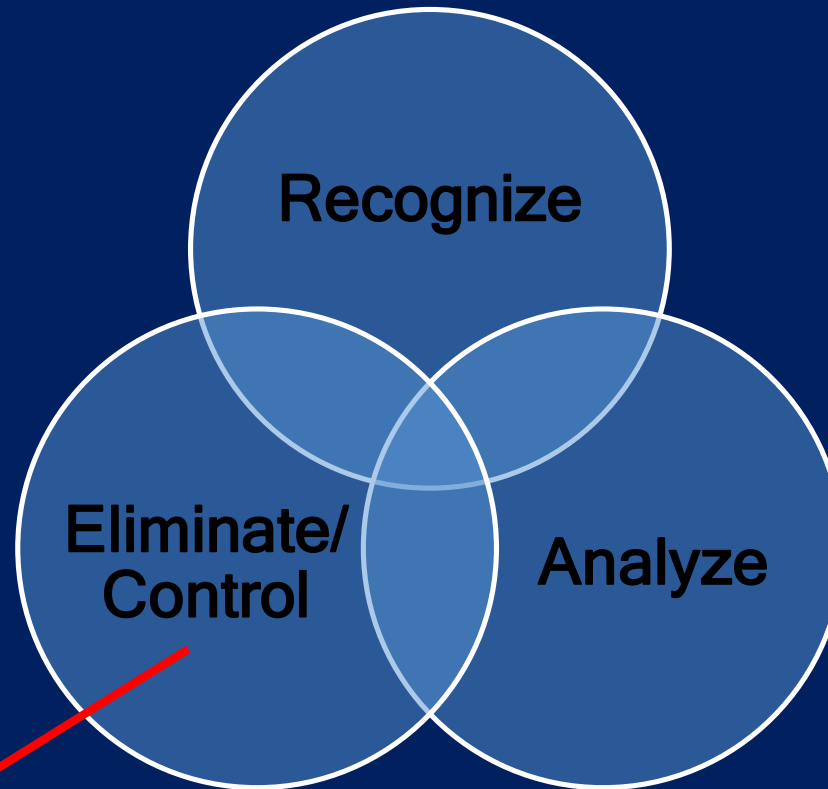
- ✓ **Weekly Site Inspection** – guided format
- ✓ **Daily Observation** – guided format
- ✓ **Daily Journal** – interactions/corrections/observations

See samples of OHS & E forms in your manual



HAZARD ASSESSMENT

A THREE STEP PROCESS



- a) Engineering Controls
- b) Administrative Controls
- c) PPE

HAZARD ASSESSMENT

The work we do is largely repetitive. The key in leading your team safely is to start each day fresh and with a clear focus on the task(s) at hand. Complacency is one of the key hazards we can control.

A daily review of the task (especially repetitive ones) keeps everyone alert – there may be new hazards introduced into the work area (weather, new equipment, other contractors) that were not there previously.

OHS & E Hazard Assessment example in manual

COMMUNICATION

Listening vs Hearing – we hear a lot of things but unless we stop and listen, we often can't determine the meaning

Speaking – think through what you want to say, don't ramble or rush and if needed, make notes of key points to cover

Confirm the message – ensure others can accurately re-state what you have just told them

Email/text messages – do not use all CAPS. Clear subject line will cause others to read the message. Be brief and to the point. Do not reply to all unless necessary

TRAINING

Group training - Use toolbox or safety meetings as a group training vehicle. Pick a safe work practice, a safety bulletin, or pick a tool/piece of equipment and demonstrate how to use it (involve others whenever possible to do the demo).

Individual training- utilize the safety team, on site trainers or if a specific ticket is not required, partner the employee requiring training with another who is competent to teach them the what, how and why of the task.

NEW EMPLOYEES

New and inexperienced employees in the construction industry are traditionally the most susceptible to injury on the job – plus they will need to have more “hands on” time re proper use of tools and equipment.

We all had to learn at some point, so rather than see them as a **liability**, work with them to make them an **asset**.

Apprentices - try to pair an apprentice with a seasoned journeyman who is willing to take the time to mentor them. Choosing the right mentor is one of the keys to a successful apprenticeship

INCIDENT INVESTIGATIONS

Every investigation should deliver the following results:

- 🔍 A detailed unbiased account of what took place
- 🔍 A resolution of both the direct cause(s) & the contributing causes of the incident
- 🔍 A detailed follow up that effectively reduces the probability of a re-occurrence of the incident

Use the OHS & E form – see the sample in your manual

DOCUMENTATION

With the amount of information and interactions that take place on a daily basis, it is impossible to remember everything that takes place, therefore it is a **mandatory requirement** of all Gisborne leadership personnel to maintain a daily journal that records events and conversations to ensure items are not forgotten/overlooked.

TO GET IT RIGHT - WRITE IT DOWN



INJURY MANAGEMENT

Our goal is always ZERO injuries, however when one does occur, we must ensure we act decisively and immediately.

- ⊕ All injuries/near misses MUST be recorded
- ⊕ Ensure appropriate documentation has been provided
See sample First Aid Record in manual
- ⊕ If the employee needs to attend a physician, ensure the modified duties information has been given to them prior to leaving the site

DISCIPLINE





The keys to effective discipline are:

- Documentation
- Consistency
- Progressive

The principles of effective discipline are:

- To correct
- To improve
- To retain
- To coach
- To introduce consequences

PLANNING YOUR WORK

-  Take time to create a weekly work plan
-  Know what each member of your team will be doing before the day begins
-  Know what tools/equipment/material needs to be ready for the team and organize it ahead of time
-  Review your scope and schedule regularly to also plan for secondary work fronts should you need to alter your daily plan




TOOLBOX MEETINGS

- 📎 Use this time to focus your crew for the day's task(s)- quick review of FLHA if same work or review safe work plan if new work
- 📎 Give you crew updates re safety, quality, schedule – give them “big picture” updates... How what they are doing fits into the greater scope of the project
- 📎 Pre-select a topic for discussion/demonstration... Keep it focused and short (5 – 10 minutes maximum)
- 📎 Start on time, stick to your plan and end on time

TIMESHEETS

- 🕒 Accuracy & legibility are the keys
- 🕒 Ensure all employees on your crew are on a timesheet (even those “loaned” to you must be accounted for)
- 🕒 Ensure correct cost codes are used – this is vital for us to accurately track budgeted hours and build historical data for estimating future work
- 🕒 Turn in timesheets to payroll office on time

RELATIONSHIPS

-  You are a representative of Gisborne and as such you are expected to be respectful and professional at all times in **all** communication with Gisborne personnel, client representatives, other contractors and vendor reps
-  Know your scope well
-  If there is an incident, defer to senior staff – you are not the spokesperson for Gisborne and anything you say will become part of the investigation record

LEADERSHIP ESSENTIALS



If you want to know about water why is the fish the last one you ask...

- 📎 Leadership is not about knowing everything - it is more about knowing everyone
- 📎 A Good Leader encourages feedback, questions and allows differing opinions to be expressed - in a respectful manner
- 📎 To stifle feedback & questions will build resentment, apathy, and sets you up for failure rather than success
- 📎 At the end of the day, you still need to make the call, but a decision made that has included input from others is much more likely to be “owned” by all vs. you making all the decisions in isolation

Leadership is all about Perspective...

*“We don’t see things as they are;
we see them as we are”*

Anais Nin - French-Cuban author

*You can listen to what people say, but
you will be far more effective if you
“listen” to what people do*

