# maxim
## CONSULTING GROUP

# Field Leadership Training

## Productivity &
## Time Management

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# DRIVING PROJECT SUCCESS: KEYS TO IMPROVING PRODUCTIVITY

## PART I – FIELD MANAGEMENT OBSTACLES & OPPORTUNITIES

### MAXIM CONSUTING GROUP OVERVIEW

| Management Consulting | Lean Transformations | Peer Groups | Corporate Finance Advisory |
|---|---|---|---|
| ▪ Strategic Planning | ▪ Supply Chain Management | ▪ Electrical | ▪ Mergers & Acquisitions Advisory |
| ▪ Operational Excellence | ▪ Design Standards | ▪ Mechanical | ▪ Equity & Debt Financing |
| ▪ Technology Integration | ▪ Enterprise Scheduling | ▪ Fire Protection | ▪ Ownership Transition |
| ▪ Training & Development | ▪ Process Standardization | ▪ General Contractor | ▪ Management Succession |
| | | ▪ Heavy Civil | ▪ Captive Insurance |
| | | ▪ Utility | |

*What's Changing in Our Industry?*

_____

_____

_____

_____

_____

*What "Controllable" Obstacles Impact Our Ability to Perform?*

_____

_____

_____

_____

_____

Increase Profits by Price Increase



But, may lose customers!

**The old way: Price = Cost + Profit**

Increase Profits by Cost Reduction



**The new way: Price - Cost = Profit**
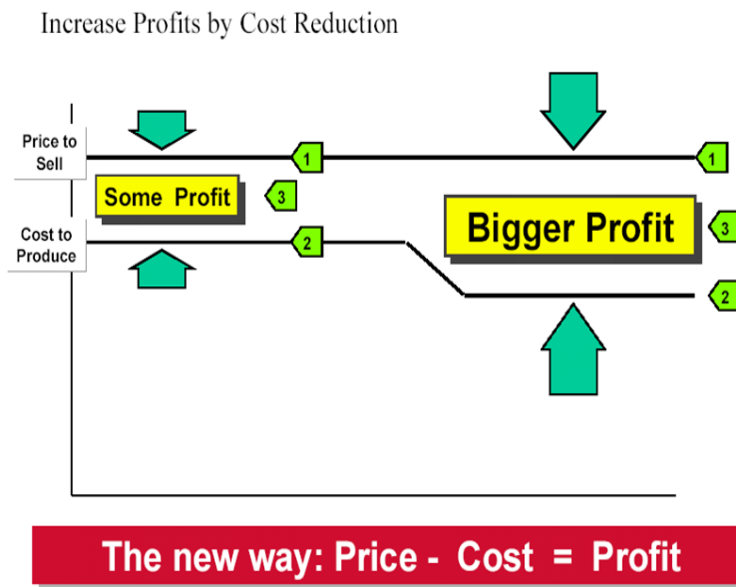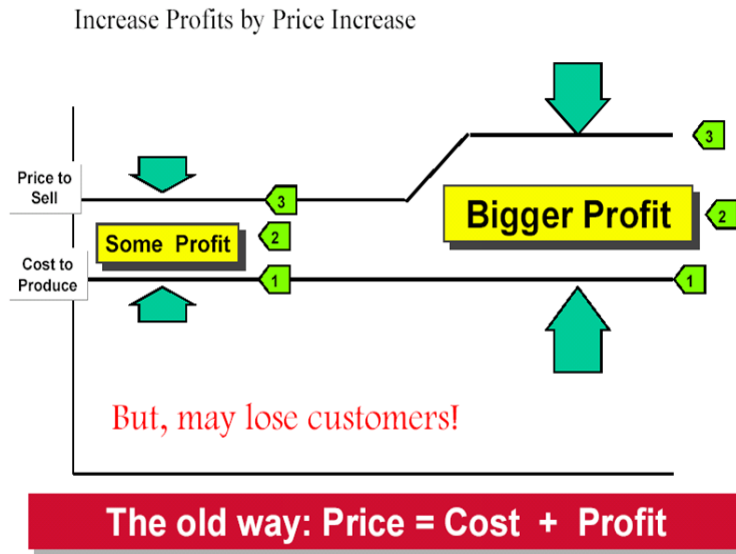
## THE SCORECARD

| | | | |
|---|---|---|---|
| 1 | SALES | $100,000,000 | 100.00% |
| | DIRECT COSTS | | |
| 2 | Labor | 41,000,000 | 41.00 |
| 3 | Materials | 38,000,000 | 38.00 |
| 4 | Subcontracts | 2,000,000 | 2.00 |
| 5 | Equipment | 750,000 | 1.00 |
| 6 | Other Direct Costs | 500,000 | 1.00 |
| 7 | Total Direct Costs | $82,250,000 | 82.00 |
| 8 | GROSS PROFIT | $17,750,000 | 18.00 |
| 9 | Overhead | $16,000,000 | 16.00 |
| 10 | **NET PROFIT (BEFORE TAXES)** | $1,750,000 | 1.75% |

## PRODUCTIVITY IMPACT WORKSHOP

**Using the example income statement, answer the following questions:**

1. What would happen to this company's net profit (before taxes) if labor productivity increased by 10%?

   New net profit with a 10% improvement in labor productivity:

   $_____         _____%

2. What would happen to this company's net profit (before taxes) if labor productivity decreased by 10%?

   New net profit with a 10% decrease in labor productivity:

   $_____         _____%

3. What would happen to this company's net profit (before taxes) if sales increased by 10%?

   New net profit with a 10% increase in sales:

   $_____         _____%

4. What would happen to this company's net profit (before taxes) if overhead decreased by 10%?

   New net profit with a 10% decrease in overhead:

   $_____         _____%

# THE EFFECT OF LABOR PRODUCTIVITY - CHANGES IN NET PROFIT

| % Increase/ Decrease in Labor Productivity | New Net Profit % | $ Change in Net Profit | % Change in Net Profit |
|---|---|---|---|
| 30.00 | 26.40 | 12,300,000 | 703 |
| 20.00 | 18.20 | 8,200,000 | 469 |
| 10.00 | 10.00 | 4,100,000 | 234 |
| 5.00 | 5.90 | 2,050,000 | 117 |
| 2.00 | 3.44 | 820,000 | 47 |
| 0 | 1.80 | 0 | 0 |
| -2.00 | -0.16 | -820,000 | -47 |
| -5.00 | -2.30 | -2,050,000 | -117 |
| -10.00 | -6.40 | -4,100,000 | -234 |
| -20.00 | -14.60 | -8,200,000 | -469 |
| -30.00 | -22.80 | -12,300,000 | -703 |

## THE OPPORTUNITY

| Percent Improvement | 8 Hour day | Percent Increase in Profitability |
|---|---|---|
| 2% | 9.6 minutes | 49% |
| 5% | 24 minutes | 122% |
| 10% | 48 minutes | 244% |

## PART III – BUILDING A LEMONADE STAND

## HOW FIELD EMPLOYEES SPEND THEIR TIME IN THE CONSTRUCTION INDUSTRY

**Recoverable Lost Time (31%)**
Waiting for information, materials, equipment, tools, manpower, or other trades. Rework on items already installed.

**Primary Time (44%)**
Installing units of work for the first time.

RLT
31%

PT
44%

ST
25%
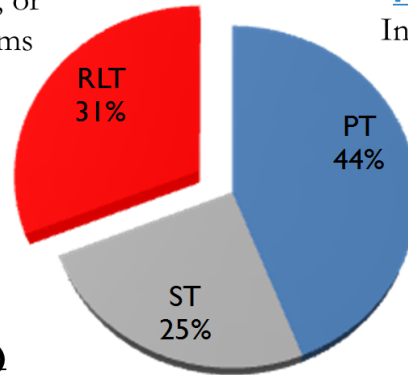
**Secondary Time (25%)**
Planning, scheduling, material handling, lay-out, set-up, mobilization, etc.

## LEMONADE STAND PROJECT BUILDING EXERCISE



Plan/Top View

1/a2

Front Elevation

Detail I Typical

Right Elevation
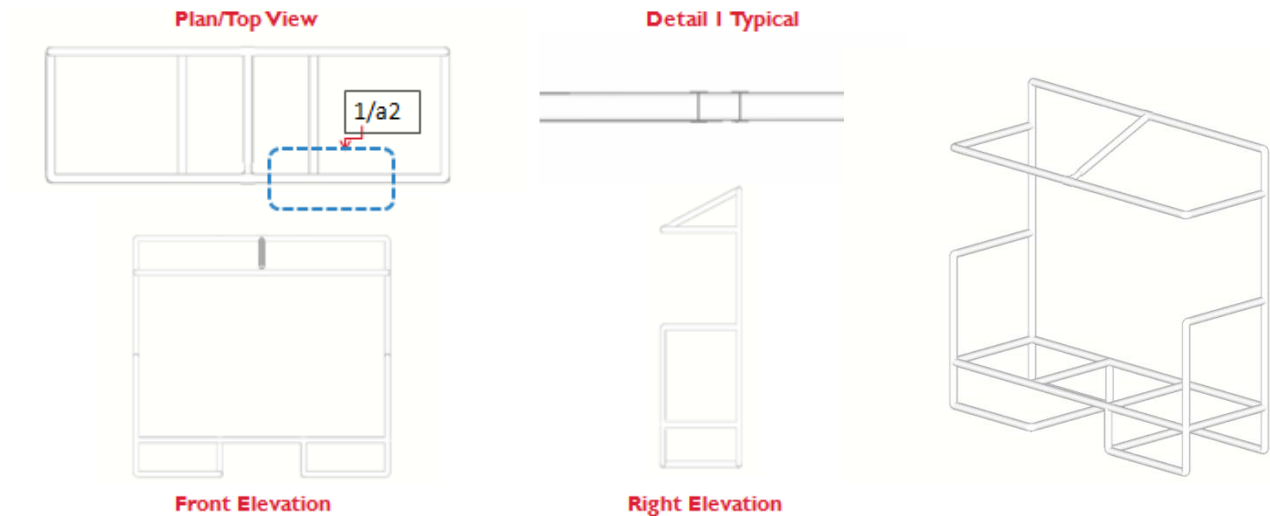
## MEASURING PERFORMANCE (WORK SAMPLING)

*Primary Time (P):*
Time spent putting units of work in place for the first time

*Secondary Time (S):*
Time spent giving or receiving instructions, moving resources the first time, and getting organized to put quality work in place. Time spent measuring, laying out, and preparing.

*Recoverable Lost Time (R):*
Time spent idle, waiting, moving resources for the second or third time, doing rework, etc.

| Observation | Volunteer 1 | Volunteer 2 | Volunteer 3 | Volunteer 4 |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |
| 5. | | | | |
| 6. | | | | |
| 7. | | | | |
| 8. | | | | |
| 9. | | | | |
| 10. | | | | |
| Total P: | | | | |
| Total S: | | | | |
| Total R: | | | | |
| Rework: | | | | |

## IMPROVING CONSTRUCTION WORK PROCESSES – OBJECTIVES

### Understanding how productivity can be measured

$$Productivity = \frac{Output}{Input}$$

## OPPORTUNITIES FOR IMPROVEMENT

- Pre-Job Planning
- Leadership / Structure
- Material handling
- Purchasing
- Communication

- Work pace / Sense of Urgency
- Rework
  (how many occurrences?)
- BIM Implementation
- Pre-Fabrication

## SUMMARY

- Labor Productivity is the most influential profit/loss cost item
- Small changes in productivity result in large changes in organizational profit
- Productivity is facilitated at both the executive and field management level
- Leadership plays a key role in project success and profitability
- Implementation of enhancements needs to be managed

**SELECT ONE PERSONAL PRODUCTIVITY HABIT TO CHANGE**

1. Old habit:

   _____

2. New habit:

   _____

3. Initial steps to implement:

   _____

   _____

   _____

4. Who will help:

   _____

5. How will they help:

   _____

   _____

6. Identify a check-point for yourself to see how you are doing with this new habit:

   _____

# TIME MANAGEMENT: ACHIEVING MAXIMUM PERSONAL PRODUCTIVITY

## OBJECTIVES

- We will discuss what it looks like to manage your time effectively
- You will conduct a self-analysis about how you spend your time and discuss these findings with your classmates
- We will discuss tools and tips for improving your time management skills

## STARTER QUESTIONS

- What does it look like to have great personal productivity?

  _____

  _____

- Who do you know who does this well?

  _____

  _____

## BEING SKILLED IN TIME MANAGEMENT

- Uses his/her time effectively and efficiently
- Concentrates his/her efforts on the more important priorities
- Gets more done in less time than others
- Can attend to a broader range of activities (e.g., hobbies, outside work interests)
- Values time – does not waste it

## 12 TIPS FOR MAXIMIZING PERSONAL PRODUCTIVITY

1. Plan from goals
2. Seek work-personal life integration
3. Write down plans and lists
4. Schedule according to priorities
5. Consider personal energy levels
6. Eliminate by delegation
7. Avoid procrastinating
8. Manage calls and voicemail
9. Manage e-mail
10. Disengage
11. Organize your workspace
12. Conduct efficient meetings

## TIP #3 – WRITE DOWN WEEKLY PLANS AND TO-DO LISTS

- Once goals are established, the key to scheduling important activities is long range planning and then - weekly planning.
    - Why is weekly planning important?
    - Long enough to anticipate crises and interruptions, and short enough to make valid plans.
    - You can still plan a month or two ahead by targeting items for specific weeks.

## TO-DO LISTS (A.K.A. NEXT ACTION LISTS)

- First and foremost – find what works for you!
- Some suggestions that work for others:
    - Write everything down
    - Break "projects" into "next actions"
    - Have one place for your To-Do lists
    - Make sure your list is comprehensive; include details and a date and time for when you will attempt to complete
    - Code your most important activities
    - Check your list regularly and always first thing in the morning and last thing in the evening

    *** Post-it and scribbled notes can be used as "back-up or emphasis" but are not recommended as your main system.

## TIP #4: <u>SCHEDULE</u> ACCORDING TO PRIORITIES

- How do we answer the question what is the best use of my time right now?
- Effective scheduling and time management starts with:
    - Knowing the priorities
    - Organizing actions according to priorities
    - Executing actions according to priorities

## SETTING PRIORITIES & PLANNING

- Understanding what activities relate to our mission and goals is step one.
    - <u>Important</u> things serve our mission / goals
    (Unimportant things do not)
    - <u>Urgent</u> things have a pressing deadline
    (Non-urgent things do not)

## THE TIME MANAGEMENT MATRIX

| **1** Urgent Important | **2** Not Urgent Important |
|---|---|
| Activities<br>•Crises<br>•Pressing Problems | Activities<br>•Planning<br>•Relationship Building<br>•Opportunities<br>•Preparation<br>•Crisis Prevention<br>•Personal Development |
| **3** Urgent Not Important | **4** Not Urgent Not Important |
| Activities<br>•Unimportant Interruptions<br>•Some Calls<br>•Mail & Reports<br>•Some Meetings<br>•Other's Emergencies | Activities<br>•Procrastination<br>•Busywork<br>•Some Mail<br>•Some Phone Calls<br>•"Escape" Reading/TV<br>•Time wasters |

## HOW DO WE DETERMINE PRIORITIES?

- Look at the entire team/project/organization goals as well as your personal goals. Prioritize actions on the basis that they help move you and the entire project team/company forward.
- Consider the deadline and the amount of time required to complete the action (or series of actions).
- Ask yourself some important questions…

## WHEN DETERMINING WHAT YOUR PRIORITIES ARE, ASK YOURSELF THE FOLLOWING…

- Does doing this task help me reach an important company or personal goal?
- Will doing this action now save me time in the future?
- Is this task a request from someone I should not put off (e.g., supervisor, client, subordinate, etc.)?
- Does it involve what my work or role is about?
- Will this task make me more knowledgeable?
- Will it matter if I do not ever do this task? (nice to do, but not necessary)

*If you answer NO to some of these questions, than that item may not be a*
*TOP PRIORITY*

**ONCE YOU KNOW YOUR PRIORITIES, BE SURE TO ORGANIZE THEM** *(SLIDE 15)*

- Develop a personal system for prioritizing
    - A, B, C
    - Hi, Med, Low
    - Color coded

- What works for you?

    **Priorities are rankings – they are not "next actions"**

# WHERE ARE YOU SPENDING MOST OF YOUR TIME?

## Activity Log

| Hour | Activity | Quadrant |
|------|----------|----------|
| 6:30 AM | | |
| 7:00 AM | | |
| 7:30 AM | | |
| 8:00 AM | | |
| 8:30 AM | | |
| 9:00 AM | | |
| 9:30 AM | | |
| 10:00 AM | | |
| 10:30 AM | | |
| 11:00 AM | | |
| 11:30 AM | | |
| 12:00 PM | | |
| 12:30 PM | | |
| 1:00 PM | | |
| 1:30 PM | | |
| 2:00 PM | | |
| 2:30 PM | | |
| 3:00 PM | | |
| 3:30 PM | | |
| 4:00 PM | | |
| 4:30 PM | | |
| 5:00 PM | | |

## WHICH TIME WASTERS ARE THE BIGGEST PROBLEM FOR YOU?

| | |
|---|---|
| Too Much Information constantly coming at you: Emails/Phone calls, etc | |
| Too Many Meetings/Appointments | |
| Drop-In Visitors | |
| Crises that do not allow you to do your "Scheduled Work" | |
| Procrastination | |
| Interrupting People/Boss Asking for Things | |
| Lack of Planning/Planning Time | |
| Can't Say No to Friends or Colleagues Requests for Help | |
| Personal Messiness in Work Area | |
| Perfectionism/Can't move on | |
| Can't Delegate or Give Up Work – Wants to Constantly be in the "Know" | |
| Others??? | |

## WORKING IN GROUPS OF 3 OR 4, ANSWER THESE ITEMS:

- Decide which time waster is the worst problem for you.

- Discuss why you think it has become your biggest problem.

- Discuss what causes this to be your biggest issue.
    - (Examples: Is it the nature of your job? Is it your personality?)

- Do you or your group members have some ideas of actions or behaviors you could take to improve this time waster?

## TIP #5 – CONSIDER PERSONAL ENERGY LEVELS

- Are you a morning or night person?
- How does your personal energy level affect your productivity?
- ENERGY/ TASK
    - HIGH/ New learning, very complex
    - GOOD/ Most activities
    - AVERAGE/ Most activities, not highly complex
    - BELOW AVERAGE/ Routine activities
    - LOW/ Easy Activities, some routine

### TIP #6 – ELIMINATE BY DELEGATING

- Delegating is a great way to develop employees, but you as the manager, must let go.
- Stewardship delegation – gaining their willing consent by educating on the big picture. Informing them of WHY this is important, not just WHAT to do will go a long way.
  - *Why does this matter?*
  - *How do you accomplish this?*
- Be crystal clear about your goals, objectives, and expectations
- Refer to delegation principles

### DELEGATION PRINCIPLES

- Delegate to people that can accept the responsibility.
- If possible, delegate according to the person's skills and interests.
- Recognize the reality of the learning curve and your needed training time.
- Delegate the entire job.
- Reduce risks by assigning low-risk projects first.
- Define what your desired results (not methods) are and be specific and be prepared for their own spin on the project.
- Define what your guidelines are that need to be followed (if any).
- What resources are available for the person who is being delegated to?
- Provide training necessary for the person to achieve this goal.
- Assign a specific due date.
- What checkpoints are created to measure progress? When will you hear back from them?
- What are the consequences for accomplishing or not accomplishing the desired results?
- How will you praise the person once the project is completed?

### DELEGATION EXERCISE

- What can you delegate?
- Who can you delegate to?
- How much time would you save by delegating these actions to someone else?

### TIP #7 – AVOID PROCRASTINATING

- Execute actions based on the plan and their priority.
- If a task seems daunting, break it into smaller, more manageable parts – map out a plan.
- Set completion goals for yourself.
- As you accomplish pieces, reward yourself or take small breaks if very mentally draining.
- Schedule the hard/less preferred tasks in your calendar.
- Use your highest energy peaks to do the hard/less preferred tasks and vice/versa. (People tend to do the opposite of this)
- The SURGE mode – dive in and don't stop until a major part of the project is done.
- There are only two rules for achieving anything: Get Started and Keep Moving

### TIP #8 – MANAGE CALLS AND VOICEMAIL

- **Upfront:** Tell people the best time to reach you.
- **Consolidate:** When returning calls, do it all at once.
- **Prepare:** Jot down brief notes to cover before making your phone call.
- **Re-message:** When returning voicemails, leave detailed information.
- **Document:** Have your calendar handy to schedule or change appointments.

### TIP #9 – MANAGING EMAIL

- When you send an email, make sure the topic is clearly stated in the heading.
- To avoid constant distraction, schedule 1-3 times a day to answer email and let others know when you check it (if your job permits this).
- Don't review an email more than once.
    - (dump it, delete it, do it, delay it)
- If you do not answer all emails immediately, review emails in your inbox at the end of every week, right before you do your weekly planning.
- If it's important, file your email and clean email files out from time to time.
- Get off group distribution lists that are not essential for you.

### TIP #10 – DISENGAGE

Work to cordially shut down transactions that have gone on too long or are social at a time when you can't be social.

- **Stand Up**
- **Close Door**
- **Reduce Eye Contact**
- **Be Less Attentive**

- Just so say – nicely. Inform them that you'd like to give them your full attention, but can't right now.
- Ask if the visitor could send you an email instead.
- Ask them if you can talk and walk as you take care of an errand.

### TIP #11 – ORGANIZE YOUR WORKSPACE

- Don't use the top of your desk for storage
    - *Use the accessibility principle. Organize your material by asking: What do I use every day? Every week? Every month? Once a year?*
    - *Create a "to be filed" folder.*
    - *Create a "to do" folder.*
    - *Regularly schedule time for catching up, reorganizing, and working your way through your folders.*

## TIP #12 – CONDUCT EFFICIENT MEETINGS

- If all you need to do is communicate information, meeting face-to-face may not be necessary.
- If the meeting's purpose is to problem-solve, you can ensure a more successful session by providing some information to your meeting attendees in advance so they can come prepared to discuss.
- Begin your meeting on time.
- Start with quick and easy items first and then move to harder-to-discuss or more time consuming items.
- Keep on track with a printed agenda.

## SELECT ONE PERSONAL PRODUCTIVITY HABIT TO CHANGE

1. Old habit:

   _____

2. New habit:

   _____

3. Initial steps to implement:

   _____

   _____

   _____

4. Who will help:

   _____

5. How will they help:

   _____

   _____

6. Identify a check-point for yourself to see how you are doing with this new habit:

   _____

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