



Executive Engagement: A Case Study

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June 26, 2019

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COMPANY STRUCTURE: Understanding a Complex System

DIVERSITY - the condition of having or being composed of differing elements; **Variety.**

INDIVIDUALITY - separate or distinct existence

CONFORMITY - action in accordance with some specified standard or authority

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Peer Relationship Value

Peter Drucker from his book *The Effective Executive*

"the people who are most important to the effectiveness of an executive are not the people over whom they have direct control. They are people in other areas, the people who are sideways...their peers...Unless the executive can reach these people (and) make his contribution effective for them in their work, they have no effectiveness at all.

Martin Zwilling, Article in Forbes Magazine, *Your Success at Work Depends on Peer Relationships*

Most entrepreneurs, and members of any small team, naively assume that the key to their success is hard work, dedication, and long hours in the business. In reality, their effectiveness is usually more related to how well they develop their work relationships with peers and business leaders

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Peer Pressure

Definition of *peer pressure*

a feeling that one must do the same things as other people... in order to be liked or respected by them

Bruce Jones, Senior Cast Development Director, Disney Institute

A healthy workplace culture is made up of people with healthy peer-to-peer relationships...pressure can be a motivator, and positive peer pressure can take an organization's culture from "buy-in" (I will help) to shared ownership and commitment (I want to help).

David Rand, researcher

"When people know it's a cooperative (and public) effort, they feel peer pressure to take part, 'They think, 'If I don't do this, I'm going to look like a jerk.' But if it's not observable, then there's no problem with not participating."

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Company Peer Pressure

Diversity and individuality are vital components of today's workforce. Differing perspectives and experiences have the ability to meld together and create a more productive workplace...and there is a huge push in today's society for support of individuality... The idea behind the importance of promoting individuality is that if people feel supported and have the ability to do their job the way they want to, they are more likely to enjoy their work. Employees with high job satisfaction are more likely to perform better for the company.

Therefore, if a company wants to be more successful, they should let employees do what they want at work, right? Well, not exactly.

Equally as important as diversity is a company's ability to bond their employees together and work towards common goals and values. To do this, companies need to have regulations and guidelines in place to help streamline and regulate output standards and maintain brand integrity. , the easiest way to narrow the range of acceptable behavior for ethical concerns is to create and enforce a code of conduct.

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Executive Motivation

Two predominant forms of motivation are:

Moral individualism -founded on interest in, and empathy for, human suffering and a desire for equality and justice.

Egoism - the pursuit of purely selfish interests

An appropriate level of egoism is a necessary ingredient for success as an executive because of constant attacks from peers, challenges from subordinates, failures along the way and the necessity of believing that one is capable of performing

Moral individualism is a necessary ingredient for sustained success in that concern for others in the organization and for the organization itself significantly helps build a broad base of support.

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Some Conclusions

- ▶ Behaviors that are modeled by leaders are likely to be copied by others;
- ▶ Beliefs of out “influence executives are widely accepted by others when they...
model the behavior which coincides with what they say and think and...
perform active behaviors alongside first line employees;
- ▶ Company executives influence other company executives when they have adjoining activities and opportunities to do so.

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CASE STUDY

Peer pressure led execs to accomplishing the training goal and attain alignment with Corporate culture.

What did we do??

How did we do it?

What were the lessons learned??

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What we did

Our task was to deliver a custom certification curriculum across a nation wide audience of construction professionals.

- About 2,000 employees scattered over about 150 active construction projects
- In a compressed time frame of about 6 months
- With no large audience facilities
- No add-in resources

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How we did it – Action Sequence Template

- Develop a “Product” and Sales Plan
- Enlist a champion – product validation and execution empowerment
- Create accountability tools
 - Individually assignable
 - Directly comparable
- Develop a communications process to report metrics
 - Publicly shared
 - Clearly Understood Visual Graphic showing positive and negative
 - Scheduled Repetitive Reporting

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How we did it - Product Development, Marketing and Delivery

The principles of retail sales offer excellent insights and tools for “Selling Safety” within an organization. This is especially true for a “market” like construction where there is such an obvious need.

It’s like selling coats to Canadians, the need is definitely there, maybe not at the exact moment but still the need for warmth is a constant.

In this case study the “Product” was an internally developed training program.

Development hurdles were:

- Re-orienting the curriculum message to construction organizations and construction employees.

- Engineering a time frame acceptable to all end users.

- Re-tooling the message for relevancy

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Sales and Delivery

Devise an evaluation,
Devise data collection to audit participation

Sales Plan

- PEER-TO-PEER

- Then Multi-Level participation

- Repeated email messaging at HIGH Value Venues

- Word-of-mouth

- Certification (internal) – a valued credential

Delivery Plan

- Regional Instructors

- Continuous support...instructional modeling, materials, data management, follow-up.

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Shared Examples of Motivational Techniques

Visual Feedback with Status Indicators

FYTD Metrics	BC	Hunt & Tish- TS	LBG	Federal
LEADING METRICS				
1) Sr. Mgmt Observations	160%	208%	143%	386%
2) System Safety Audits	130%	136%	143%	179%
3) Inspections	260%	336%	266%	2271%
4) Observations	233%	353%	106%	2129%
5) STS/SQS, START, SULU, S4L	172%	129%	214%	123%
Total Leading Metrics	110.00	110.00	110.00	110.00
LAGGING METRICS				
1) TRIR	0.49	0.70	0.00	0.00
2) Subcontractor TRIR	1.77	1.17	0.72	3.17
3) LWCR	0.19	0.14	0.00	0.00
4) Severity Rate	3.54	3.80	0.00	0.00
5) Near Miss (1/25,000)	163	81	16	10
6) Auto Incidents	5	2	0	3
7) Hi Potential Incidents	94%	100%	100%	100%
Total Lagging Metrics	90.58	92.73	107.33	107.83
TOTAL SCORE (Target = 190)	200.58	202.73	217.33	217.83

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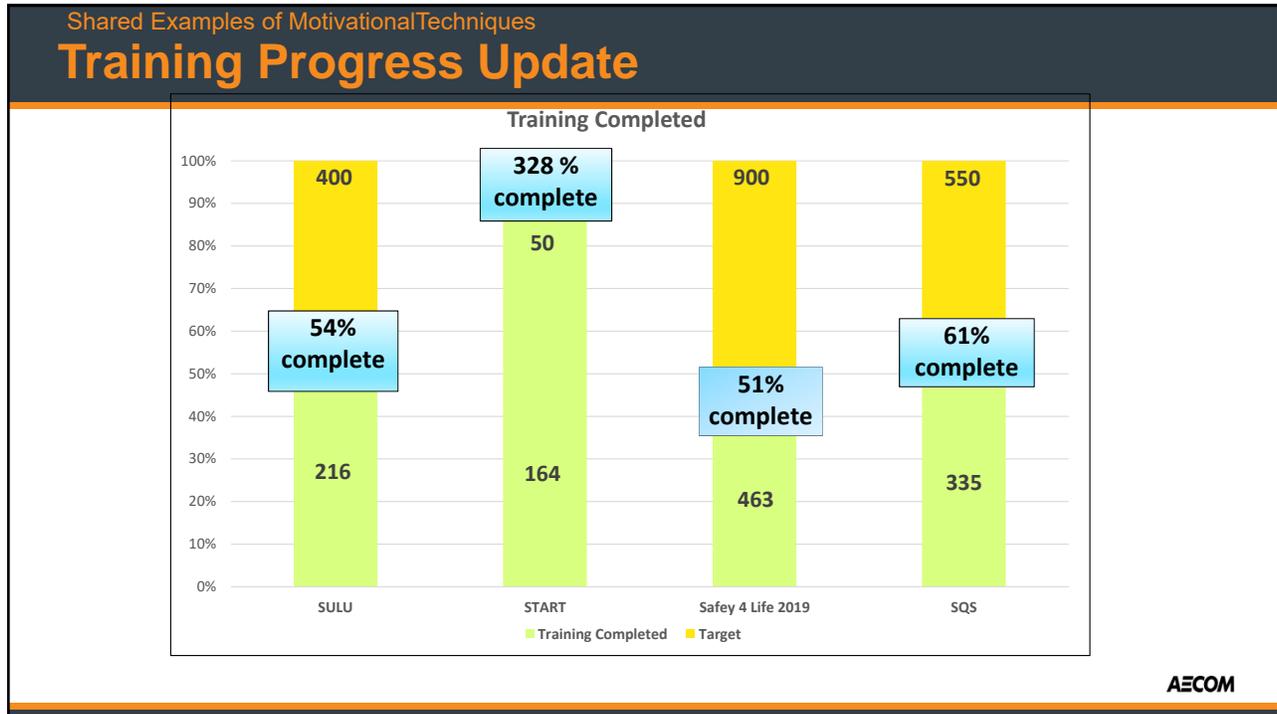
Shared Examples of Motivational Techniques

Granular Performance Measures

FY19 Period 7 - April 2019	UPS - Columbus		Amazon SURP		Grand Bohemian Hotel		IAA Stormwater Deicing Infrastructure Project		Mt. Carmel Hospital		Savannah - Plant Riverside Hotel		Moxy Autograph Hotel Louisville		Walnut Grove Elementary School		Tishman: Miami World Center		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Leading Metrics																			
Sr. Management Observations	1	1	1	1	1	1	1	1	2	-	2	2	1	2	1	1	1	1	1
PM Self-Assessments	1	1	1	1	2	2	3	3	4	-	3	3	1	1	1	1	6	6	6
Audits	1	1	2	1	2	2	5	2	5	2	9	9	1	1	1	1	4	12	12
Observations	28	32	44	44	56	57	104	86	82	17	188	181	120	125	28	33	69	55	55
PSE Audit Score	NA			91%		91%		89%		NA		NA		86%		NA		74%	74%
Total Leading Metrics	31	35	48	47	61	62	113	92	93	19	202	195	123	129	31	36	80	74	74

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Shared Examples of Motivational Techniques

Gold Star & The Box

Above & Beyond:

School: Levin Bash, Garry Marter, Wyatt Smith

Industrial: L. John, Philip Cohenne

Hotel: Devvv Staxxxx, James C Jmmms, Agggy Lsssd, Eeeey Hxxxrd

Hotel: Paaaack Mzzzn, Bffft Dttter, Ptttl Addder, Rjjh Harruiitn

Airport: Bytwm Mdderh, Bin Cywwwpft
Hotel: Stbbbn Pohher

High Rise: Rammkll Dffferz, Chrpporr Lwwwrt

Airport: Rvvs Rxxn

The Box

Hotel: Ryytd Tddfey, Jmm Vaeg, Dbbhe Andexxxxrson

Hospital: Entire project team

Airport: Tkkd Cjrr, Chhhg Pggo, Wixxxxm Shuuppnc

Facility: Jssen Frxxxxy

High Rise: Rjjkiy Bttfl

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Lessons Learned

Executive Sponsor is necessary for success

Data Collection on Performance is critical to a sustaining effort

Certification contributes a value to individuals

Understanding the power structure of your organization and the motivations therein is the most critical ingredient to successfully promoting any company wide safety initiatives.

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Thank You!

QUESTIONS ?

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