



AGC's SUPERVISORY TRAINING PROGRAM



UNIT

1

LEADERSHIP AND MOTIVATION

SESSION 1

HOUSEKEEPING

- STP Student Rules

- Class will be from 5:00-8:00 PM. I will stay after a few moments for discussion and questions.

- *Microsoft One Note

- *Scheduling Software

- *Microsoft Excel



UNIT

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LEADERSHIP AND MOTIVATION



1-2

Introductions



UNIT

1

LEADERSHIP AND MOTIVATION



1-3



Matthew Semerad

AWARDS

AASHTO Excellence in Utility Accommodation and Relocation: Construction Management
University of MN Dean's List
Eagle Scout- Boy Scouts of America
Commendation from the Sons of the American Revolution
Completion of Army Leadership Education Training (C/CPT)

CERTIFICATIONS

Canadian Welding Bureau: Certified Welding Supervisor 1/09
Radiation Safety Officer Certification: 01/10
Transportation of Dangerous Goods: 3/10
MNDOT Tech ID 15395: Aggregate Production
MNDOT Tech ID 15395: Concrete Field Tech Level 1
MNDOT Tech ID 15395: Concrete Field Tech Level 2
MNDOT Tech ID 15395: Grading and Base Level 1
MNDOT Tech ID 15395: Bituminous Roadway Level 1
MNDOT ADA Construction Certification 00272
University of Minnesota Erosion and Stormwater Construction Site Management (SWPPP)
Army Corps of Engineer QCS Training
OSHA 30 Certification 04/12
NETTCP QA Technologist: 12/2021
OSHA 10 Certification 03/19
E-Railsafe: 03/19
BNSF Roadway Worker Protection 03/19
OSHA 510: 04/21



[CHASE Partnership \(agcmn.org\)](http://agcmn.org)



Safety and Education Development: Housekeeping

Introduction

Why study supervision?

- Effective supervisors are MADE not born,
- Prepare to become a supervisor; walk the new line between craft worker and supervisor
- Learn about your industry and its opportunities and shortcomings.
- *why is potential a bad word?



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1-5

Purpose of the Course

- Add to your ongoing career development
- Increase your awareness of **different leadership styles**
- Increase your awareness of the motivational factors within **YOUR CONTROL** and the factors workers can control
- Understand basic management ideas, principles, and skills that will enable you to immediately function more effectively in the everyday management of your crew or task on your construction project.



WE ARE Learning Organization

- ... **A learning organization** is an **organization** skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights (CIP.)
- This definition begins with a simple truth: new ideas are essential if **learning** is to take place.
- Therefore... I AM A FACILITATOR, NOT A TEACHER



ACTIVITY #3 (P 1-2)

- WS 1-1
 - In your group read the case study, discuss.
 - Answer Questions as a group
 - (neglect independent answering.)
 - We will discuss your results.



ACTIVITY #3 (P 1-2)

What did AI Do Right?

- Group 1

Listed all deficiencies
Bring People in (leaders)

- Group 2-

Super meet (part.)
Smaller budget
Early det of mistakes

- Group 3

Address the problem
Honest & Direct
tightened this up



ACTIVITY #3 (P 1-2)

What did AI Do Wrong?

- Group 1

*Less cushion
pre project assessment
migrating to Supl.*

- Group 3

*No accountability → open minded
Lack of supervision & scheduling
poor Attitude*

- Group 2

*Crack down → team
drill down to why
Assumed competence in "*



ACTIVITY #3 (P 1-2)

What did AI Do Right?

Identified problem areas.

Gathered leaders together.

Presented challenges honestly.

What did AI Do Wrong?

took on the responsibility to fix it himself

cracked down

Changed the whole bidding process- too close.



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1-11

ACTIVITY #3: Follow Up

- **TURN TO PAGE Intro-1**
 - Construction supervisors are the critical link in the production process and the profit-making process. Much is expected of them. They are expected to:
 - Control costs and meet specifications,
 - Complete projects within tight time schedules and optimistic budgets,
 - Maintain high morale among their workers, and
 - Be the contractor's representative daily, interfacing with the public and various inspectors and engineers.
 - **Is this all that is required of a superintendent?**
 - (Safety, Documentation, Curveballs, Hire, Fire)



ACTIVITY #3: Follow Up

- The Reality of Construction...
 - 243,000 (2017)
 - 263,000 (2018)
 - 318,000 (2023) ...312k...366k...
 - 723,000 total!!!!
 - Again: hire, fire, educate, motivate, schedule, represent, safety, quality...



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1-13

ACTIVITY #3: Follow Up

- **TURN TO PAGE Intro 3**

- There are basic differences between a craftsman's job and a supervisor's job. Craftwork is technical work.... is personal, "I-centered" or "me-centered," and it is the first set of skills construction workers learn.
- Supervision requires the use of human and conceptual skills, and is likely to be applied differently to different supervisory problems on the same project. To complicate this process, there are frequently no quick and simple answers to supervisory problems.



ACTIVITY #3: Follow Up

- **TURN TO PAGE 1-5**
 - In the case of The Contractor Who Lost the Bid, we can begin to understand some of the costs associated with managing and supervising people. Of course, several factors may cause wasted time, poor quality, turnover, communication breakdowns, mistakes, and accidents. Poor supervision and poor management of people, however, are major reasons for such problems. **The costs of poor supervision often go unnoticed and are usually not tracked on an accounting ledger.**



ACTIVITY #3: Follow Up

- **TURN TO PAGE 1-5**
 - As a supervisor, it is essential that you try to create a work environment that minimizes the problems of poor communication, poor **motivation**, and poorly trained people. You need to capitalize on your most important resource — people.



ACTIVITY #3: Follow Up

- **TURN TO PAGE 1-5**
 - **People-centered companies** understand the importance of their workers. These companies realize that people are truly a competitive advantage. Research indicates that people-centered companies are doing 30% to 40% better than their counterparts.



ACTIVITY #3: Follow Up

- **TURN TO PAGE 1-7**

- Poor supervision will hinder the development of people. It will also lead people to waste time, make mistakes, and decrease quality. Some of the more specific costs of poor supervision include:

- Increased rate of accidents and workers' compensation rates
- Increased costs associated with turnover of personnel
- Difficulty of learning new tasks, jobs and skills
- Low trust and communication breakdowns
- Lack of teamwork and poor cooperation



ACTIVITY #3: Follow Up

- Do you agree?
 - Good supervision gets more of employees.
 - Poor supervision hinders employees.
- Can being an average / mediocre supervisor be a problem?



Dollars and Sense of People and Construction

- Learning Goals for Session 1
 - **Value of effective supervision of workers**
- Learning Objectives
 - *Explain the importance of people to the success of the organization.*
 - Identify factors associated with poor supervision practices.
 - List causes of high personnel turnover.
 - Identify costs associated with training new workers.
 - **List causes of communication breakdowns and their costs to a project.**
 - Describe how low trust, poor teamwork, and lack of cooperation cost money.





AGC's SUPERVISORY TRAINING PROGRAM



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SESSION 6

You Get What You Expect

- Learning Goals

- Develop awareness about how your actions create reactions in others and develop positive expectations.

- Learning Objectives

- Identify desired supervisory characteristics and behaviors.
- Identify how workers respond to supervisors' behaviors.
- Describe how to show respect for your crew and have positive assumptions about them.
- Identify how to develop activities that will help workers set positive expectations.



slido



Think of some of the worst leaders you've encountered over the years, what are some of their worst characteristics?

① Start presenting to display the poll results on this slide.

Worst Traits / Characteristics

- Poor Listener
- Autocratic
- Untrustworthy
- People Pleaser
- Played Favorites
- Disorganized
- Put people down
- No goals or vision
- Lacked Character
- Unknowledgeable
- Never positive feedback.
- Treated people like children.



slido



Think of some of the best leaders you've encountered, what are some of their best characteristics?

① Start presenting to display the poll results on this slide.

Best/ Characteristics

- Trustworthy
- Good Communicator
- Expected the best
- Respected people
- Had confidence in people
- Well organized
- Fair
- Motivated
- Had clear goals and vision
- Cared about people
- Knowledgeable



How Workers Respond to Your Behavior (WS 6-7)

- Did your worst leader's behavior affect your behavior at work? How did you respond?



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6-3

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Think of some of the worst leaders you've encountered over the years, what are some of their worst characteristics?

① Start presenting to display the poll results on this slide.

How Workers Respond to Your Behavior (WS 6-7)

- Did your best leader's behavior affect your behavior at work? How did you respond?



UNIT

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LEADERSHIP AND MOTIVATION



6-3

slido



Think of some of the best leaders you've encountered, what are some of their best characteristics?

① Start presenting to display the poll results on this slide.

How Workers Respond to Your Behavior (WS 6-8)

- Will your behavior as a superintendent and leader affect the behavior of the people who work for you?



UNIT

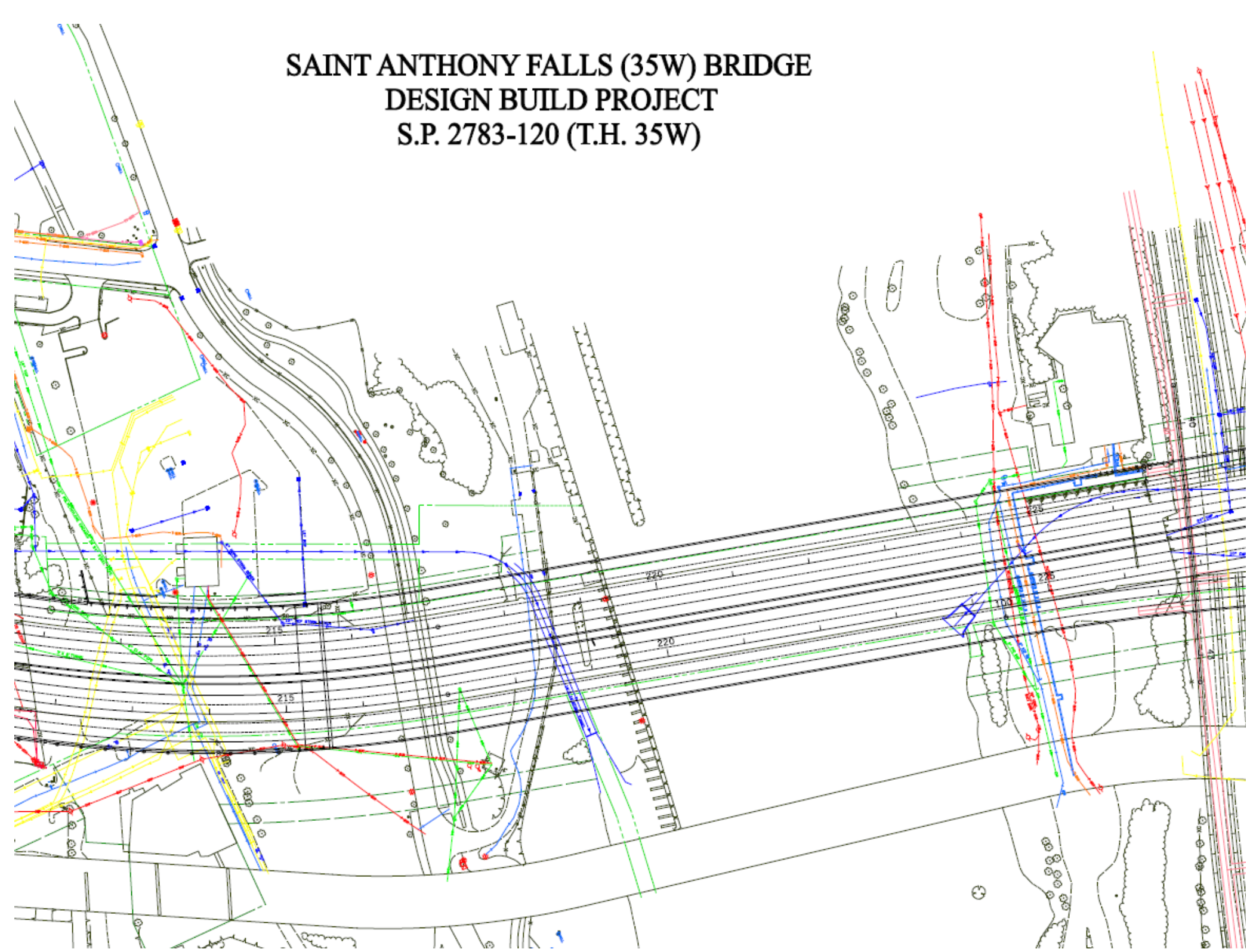
1



























LEADERSHIP AND MOTIVATION



6-3

**SAINT ANTHONY FALLS (35W) BRIDGE
DESIGN BUILD PROJECT
S.P. 2783-120 (T.H. 35W)**



 AFS Fiber	6/12/2008 9:18 AM	File folder
 Approval Letters	3/20/2019 4:50 PM	File folder
 C-2	3/20/2019 4:50 PM	File folder
 M-1	3/20/2019 4:50 PM	File folder
 Meetings	3/20/2019 4:50 PM	File folder
 N-1 (UDS 9-1)	3/20/2019 4:50 PM	File folder
 N-2 (UDS 9-2)	3/20/2019 4:50 PM	File folder
 No Need	3/20/2019 4:50 PM	File folder
 U.1	3/20/2019 4:50 PM	File folder
 U.2	3/20/2019 4:50 PM	File folder
 U.3x	3/20/2019 4:50 PM	File folder
 U.4	3/20/2019 4:50 PM	File folder
 U.5x	3/20/2019 4:50 PM	File folder
 U.6x	3/20/2019 4:50 PM	File folder
 U.7	3/20/2019 4:50 PM	File folder
 U.8x	3/20/2019 4:50 PM	File folder
 U.9	3/20/2019 4:50 PM	File folder
 U.10	3/20/2019 4:50 PM	File folder
 U.11	3/20/2019 4:50 PM	File folder
 U.12	3/20/2019 4:50 PM	File folder
 Utility Work Plan	3/20/2019 4:50 PM	File folder
 UTR	3/20/2019 4:50 PM	File folder
 X-1	3/20/2019 4:50 PM	File folder
 X-2	3/20/2019 4:50 PM	File folder
 X-3	3/20/2019 4:50 PM	File folder
 X-4	3/20/2019 4:50 PM	File folder







Douglas McGregor

1. 1960 – wrote a theory on Management that stands as one of the best theories regarding leadership.
2. Theory X vs Theory Y

• THIS IS THE HEAVY STUFF RIGHT HERE –
LISTEN UP



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6-4

Theories X and Y

Theory X

- My employees have an inherent dislike for work
- They must be coerced, controlled, directed, or threatened
- Typical person needs to be directed, avoids responsibility, has little ambition, and wants security above all.
- Assumes people have a negative attitude toward work, they need supervision to be successful.



Theories X and Y (continued)

Theory Y

- Physical and mental effort in work is natural
- Will exercise self-direction and self-control in the service of objectives
- Commitment to objectives is a function of the rewards associated with achievement
- Typical person learns -- under proper conditions -- not to accept but to seek responsibility
- High degree of imagination, ingenuity, and creativity in the solution of organizational problems
- Intellectual potential of the average person far exceeds use



Setting Expectations (p6-9)

The Self-Fulfilling Prophecy

1. Supervisor does not respect people and has negative assumptions about people
 - This leads to...
2. Leading and supervising people in a negative style
 - Which leads to...
3. People responding to the supervisor's leadership in a negative way
 - Which leads to...
4. Lower performance, which reinforces the supervisor's negative assumptions about people



Setting Expectations (p6-9)

WHATIF...

1. Supervisor does shows respect for people and has positive assumptions about people
 - This leads to...
2. Leading and supervising people in a positive way
 - Which leads to...
3. People responding to the supervisor's leadership in a polarized manner
 - Which leads to...
4. Higher performance and an enjoyable work environment.



Putting the Theories to Work

To create a positive work climate for your crew:

- Set clear goals and expectations that are realistic, but reasonably high.
- Provide the training and information people will need to reach these expectations.
- Give positive feedback to reinforce the progress people are making.
- Give constructive criticism to help people improve.
- Provide a positive non-verbal climate that reinforces your belief in your crew's capabilities and their ability to reach the expectations you have set.



UNIT

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LEADERSHIP AND MOTIVATION



6-7

You Get What You Expect...

(you deserve what you tolerate)

- Learning Goals

- Develop awareness about how your actions create reactions in others and develop positive expectations.

- Learning Objectives

- Identify desired supervisory characteristics and behaviors.
 - Identify how workers respond to supervisors' behaviors.
 - Describe how to show respect for your crew and have positive assumptions about them.
 - Identify how to develop activities that will help workers set positive expectations.



Unit 1 Leadership and Motivation

1. Dollars and Sense of People and Construction
2. The Role of the Construction Supervisor
 3. Helping People Perform Better
 4. Motivation
 5. Leading Others
 6. You get what you expect
 7. Positive Feedback
8. Training and Orienting Crew Members
 9. Teams and Team Building
 10. Leadership Skills in Action



Parting Thought

- Performance = Ability * Expectations * Motivation
- The best tool in your toolkit...

