

Building Leadership Strength in the Field



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Leadership Vs. Management	01
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Leadership is...

"A set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles."

– John Kotter

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Management is...

"A set of processes that can keep a complicated system of people & technology running smoothly. The most important aspect of management include planning, budgeting, organizing, staffing, controlling, and problem solving."

– John Kotter

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Leading vs. Managing



Leading occurs when one person attempts to ***influence*** the behavior of another individual or group – regardless of the reason.

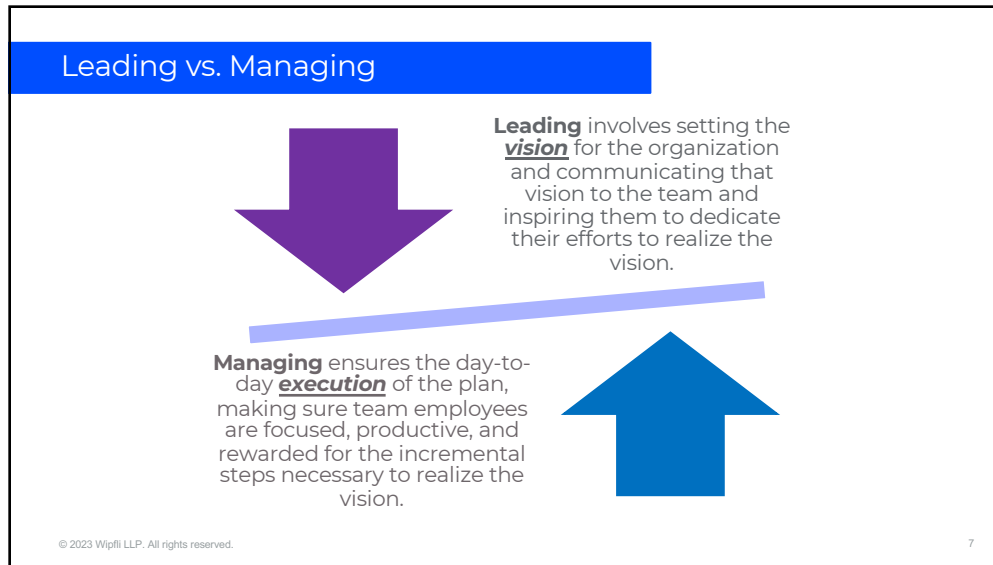
Managing involves a ***process*** of working with and through others, and other resources (e.g., equipment, capital, and technology) to accomplish organizational goals.



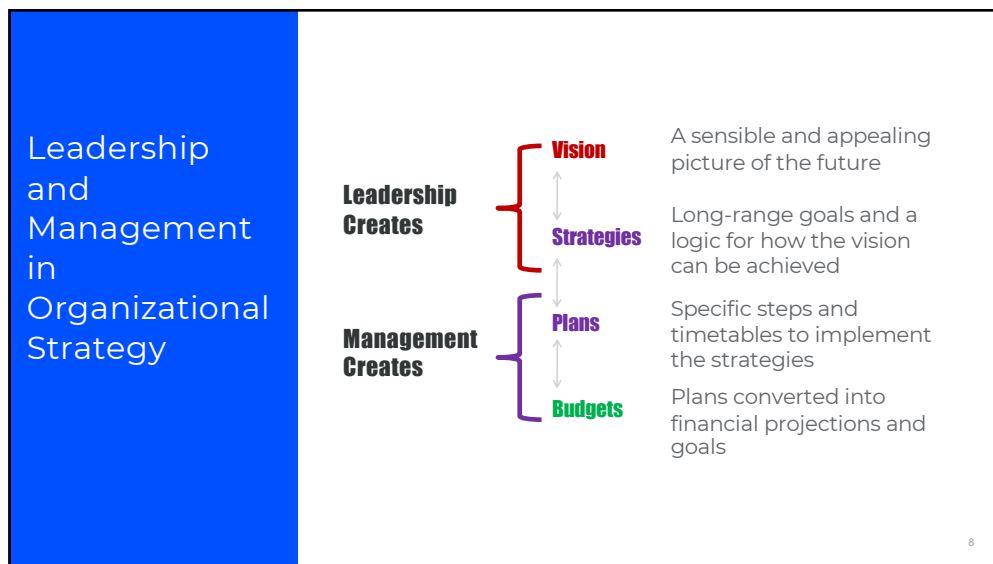
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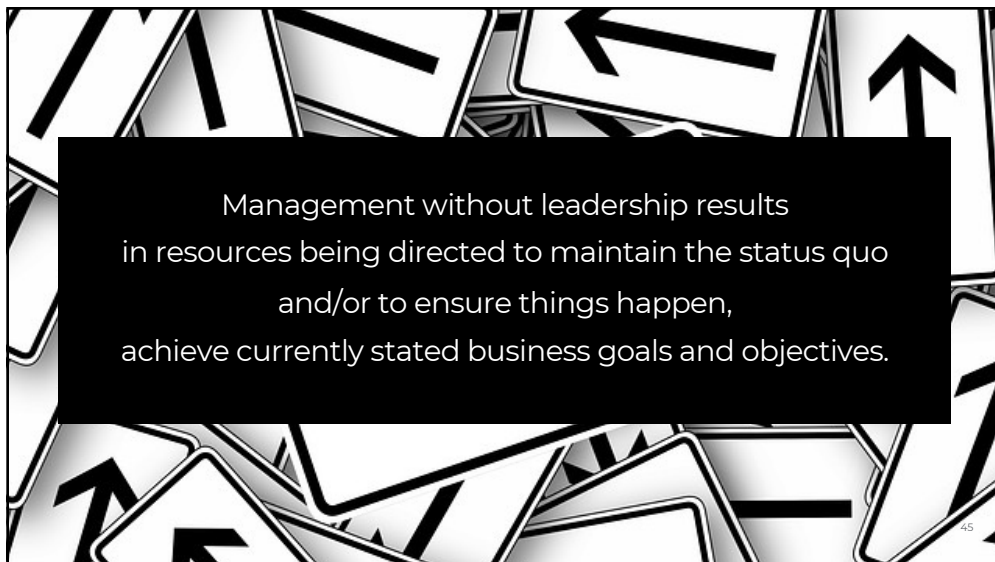


Leadership without management sets a direction or vision for others to follow without much consideration given to how and when the new direction is going to be achieved.

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Management without leadership results in resources being directed to maintain the status quo and/or to ensure things happen, achieve currently stated business goals and objectives.

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Building leadership strength in the field requires both

Leadership	Management
Has a long-range focus	Has a short-range focus
Keeps an eye on the horizon	Keeps an eye on the bottom line
Originates new thoughts and ideas	Implements thoughts and ideas
Asks what and why	Asks how and when
Challenges the status quo	Accepts the status quo
Inspires trust and confidence	Relies on control and protocols
Focuses on people	Focuses on systems and structure
Does the right thing	Does things right

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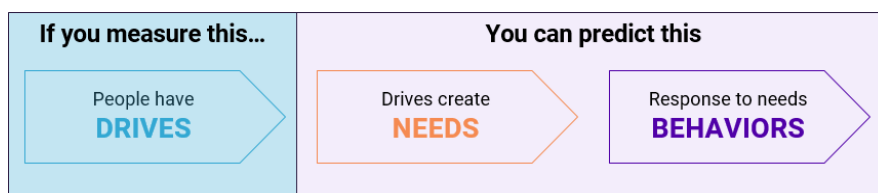
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How Does Motivation Work?

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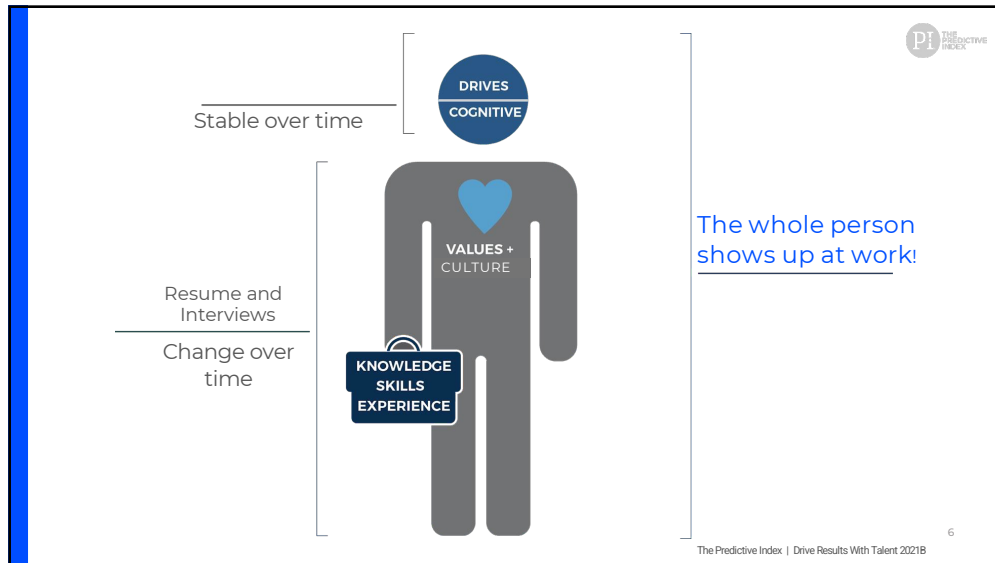
Behaviors Start with Drives (Motivations)

Drives create the need. Behaviors are a response to the need.

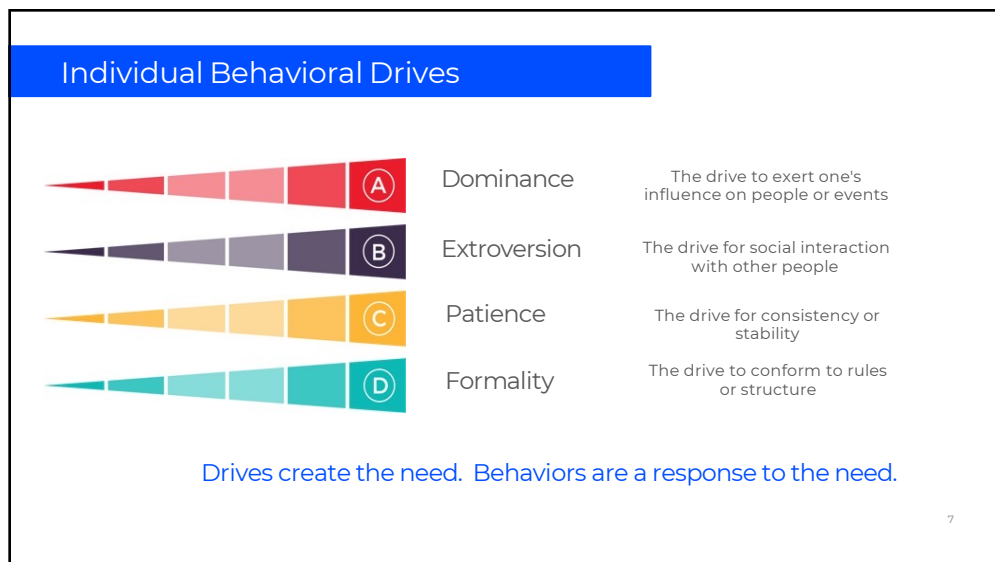


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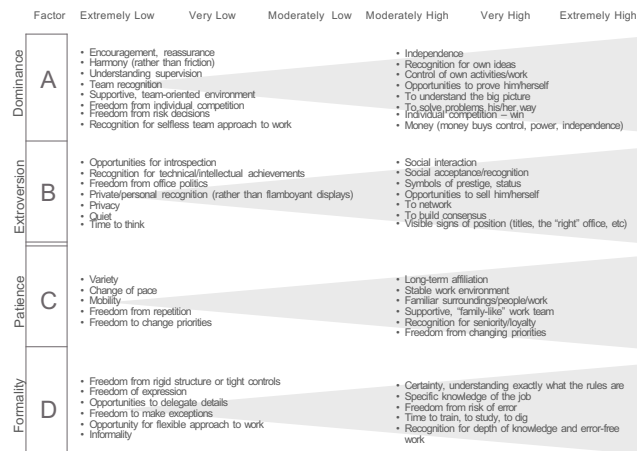


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Assessing Individual Motivating Needs



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Our Drives are Unique!

- Most of us were "hardwired" by the time we were 8 years old
- Our drives are shaped by our past, present, and future

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What Drives Your Team? ASK?

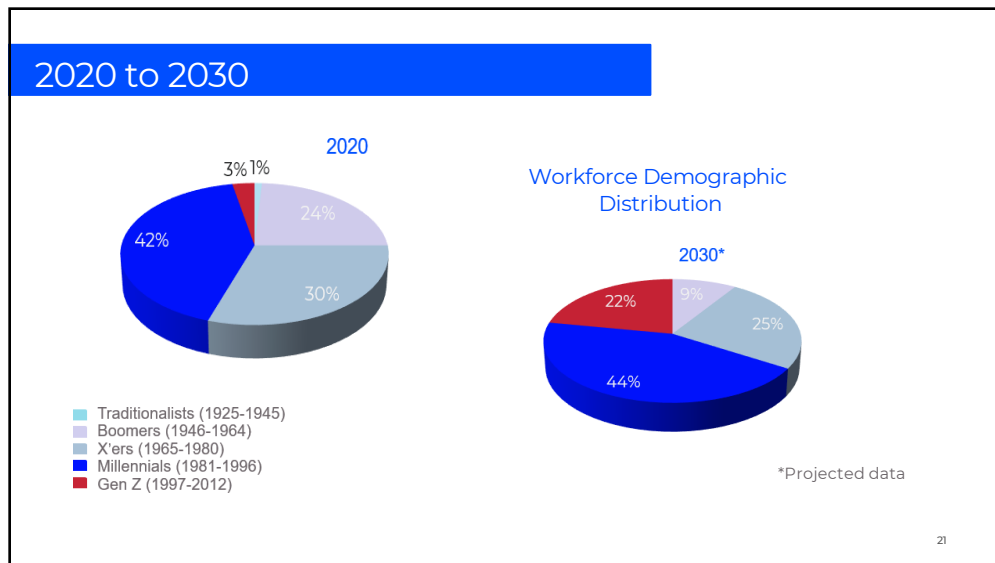
- Personal Passions
- Professional Passions

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Understanding
Generational
Personalities


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Understanding the Generations

- The events and conditions we experience during our formative years determine who we are and how we perceive and interpret the places, things, and events around us.



- As a result of these unique events and conditions, each generation has adopted its own "generational personality."

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Baby Boomers (1946 – 1964)

Major Events:

- Aftermath of WWII, Vietnam War, Cuban Missile Crisis, Civil Rights Movement, Woodstock, Beatlemania, First Man on the Moon, JFK and MLK Assassinations, Invention of TV, Watergate Hotel, Kent State, Divorce Court, Explosion in Consumer Products

Generational Personality:

- Optimistic
- Competitive
- Dedicated
- “Change” of Command

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Generation X (1965 – 1980)

Major Events:

- Recession, Dot.com, Starbucks, Michael Jordan, Clinton-Lewinsky Scandal, Clarence Thomas, O.J. Simpson, 24-Hour Media, High Divorce Rate, Stock Market Crash, Gulf War, Technology Revolution

Generational Personality

- Resourceful
- Independent
- Work is Work
- Skeptical
- Self-Command

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Millennials (1981 – 1996)

Major Events:

- September 11, 2001, President Obama Elected, Columbine, Hurricane Katrina, Gay Marriage, Iraq/Afghanistan Wars, Facebook, Pinterest, Technology, World Wide Web

Generational Personality

- Idealistic
- Appreciate Diversity
- Enthusiastic
- Instantaneous
- Don't Command – Collaborate

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Gen Z (1997 – 2012)

Major Events:

- COVID-19, Great Recession of 2008, High Non-Discretionary Expenses, Social Networking, Gun Violence, Climate Change, Corporate Social Responsibility, Always Wired (always have been), Wealth Gap, Global Events, High Education Costs (most educated, most indebted), One-Click Purchasing

Generational Personality

- Pragmatic/Realistic
- Independent & Entrepreneurial
- Fiscally Responsible-Want Stable Jobs
- Expect Diversity & Equality (Most Diverse Generation in History)
- Digital Natives
- Vocal and Expect to Have a Voice

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Tweeners

Tweeners

- Baby Boomer/Xer
- Xer/Millennial
- Millennial/Gen Z
- Old enough to understand concerns and issues of the older generation, yet young enough to relate to the younger generation
- Share common history with younger generation; accepted by older generation as “one of them”

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Generation Alpha (2013 - TBD)



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Clear Generational Message

All generations expect organizations will:

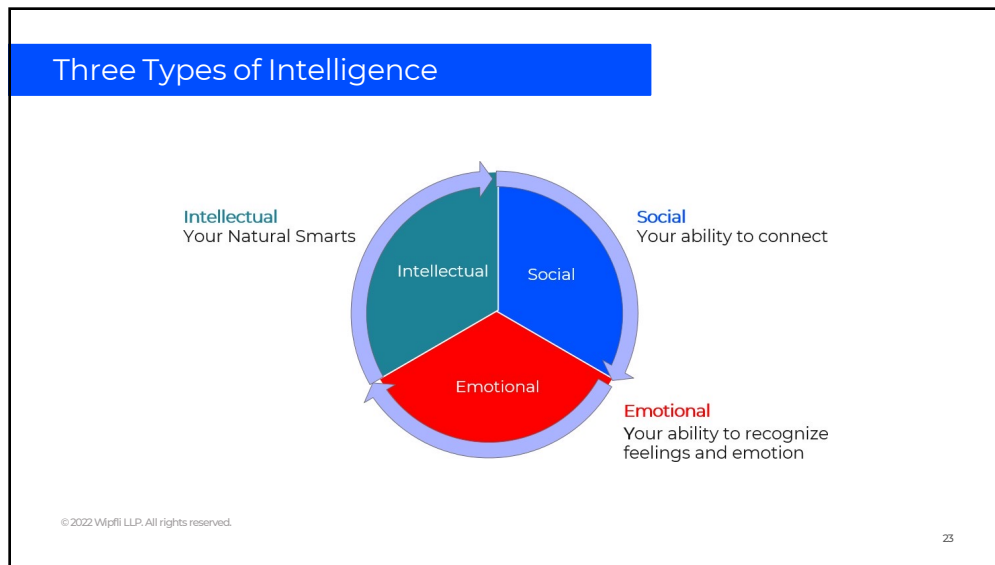
- Help achieve work-life effectiveness
- Allow alternative work environments
- Want work to positively impact others
- Invest in their growth and development to enable them to be successful in their careers
- Hear their voices and ideas
- Create career paths that are motivating, challenging and rewarding
- Make a positive social impact and behave in an ethical manner
- Embrace diversity and seek opportunities to take advantage of diversity
- Enable financial security and competitive pay

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What is Emotional Intelligence?

Emotional Intelligence is the capacity to recognize our own feelings, and those of others, while learning how to harness and manage that energy in a positive way.

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Emotional Intelligence has Four Pillars

1. **Emotional Self Awareness** – Aware of your feelings and personal triggers
2. **Emotional Self Control** - Demonstrating the ability to control your emotions
3. **Personal Self Awareness** – Aware of your strengths, weaknesses and blind spots and your ability to accept constructive feedback
4. **Personal Self Confidence** – Confident in who you are and the skills, talents and gifts you bring to any given situation.

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Four Primary EQ Feeling Groups

<u>Mad</u>	<u>Glad</u>	<u>Sad</u>	<u>Afraid</u>
Angry	Blissful	Guilty	Scared
Annoyed	Calm	Helpless	Anxious
Disgusted	Cheerful	Hurt	Confused
Enraged	Comfortable	Dejected	Unsure
Irritated	Confident	Unhappy	Nervous
Jealous	Encouraged	Weary	Panicky
Offended	Excited	Ashamed	Shocked
Pissed	Fulfilled	Depressed	Terrified
Resentful	Happy	Uncomfortable	Uncertain
Frustrated	Elated	Miserable	Insecure
Disrespected	Passionate	Gloomy	Frightened
Provoked	Ecstatic	Discouraged	Paralyzed

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EQ – Strong/Weak

Strong EQ	Weak EQ
Active Listener	Over talker
Encourager of others	Doubter of others
Great communicator/transparent/honest	Secretive/works behind the scenes
Courageous/Bold	Intimidating
Consistent/Predictable in behavior	Emotional Flashpoints/Unpredictable
Company centered	Self Centered
Demonstrates compassion and empathy	Disconnected and distant
Exhibits humbleness	Exhibits Arrogance
Shares authority/Decision making	Holds power, dictates direction
Able to change direction/be flexible	Rigid/Inflexible

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So ... What may get in the way of our emotional intelligence?

“Sometimes it’s the person in the mirror”

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Seven Ego Prisons

1. My Way
2. Right Way
3. In Control
4. Power Over
5. Look Good
6. Feel Good
7. Always Win



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Self Assess
Your Ego Prisons



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<h2 style="margin: 0;">How Can I Be a Better Leader in the Field?</h2> <p style="font-size: small; margin-top: 20px;">© 2023 Wipfli LLP. All rights reserved.</p>	<ol style="list-style-type: none"> 1. Become an active listener <ul style="list-style-type: none"> ➤ Listen to understand versus listening to talk ➤ Hear people out – (time bound) ➤ Master listening checks (validation checks) 2. Become more self aware of your language and attitude <ul style="list-style-type: none"> ➤ People like positive people who are transparent, genuine and bring energy ➤ Be more aware of your dark side behaviors 3. Watch your body language <ul style="list-style-type: none"> ➤ Bad non-verbal cues can kill any situation ➤ Many times non verbal behavior is a stronger indicator of interest/non interest than verbal <p style="text-align: right; font-size: x-small;">40</p>
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How Can I Be a Better Leader in the Field?

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4. Work on your personal self-confidence

- Accept who you are and be your best (soar in your strengths)
- Don't rely on others to build your self-esteem

5. Don't judge, condemn or criticize

- Bring out the best in others versus tearing them down
- Don't participate or bring validity to the water cooler discussions

6. Remember names and small insights about people – (Helps keep you emotionally connected)

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How Can I Be a Better Leader in the Field?

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7. Practice the art of diplomacy

- Ask to enter conversations versus bull dozing your way in
- Be an active listener
- Build rapport
- Be courteous and polite
- Show compassion and demonstrate empathy
- Use exceptional tact in communication
- Limit emotional flashpoints

8. Walk a day in the shoes of the people around you. Understand their world and what they go through in performing their role (joys, barriers, frustrations)

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Thank You!

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