

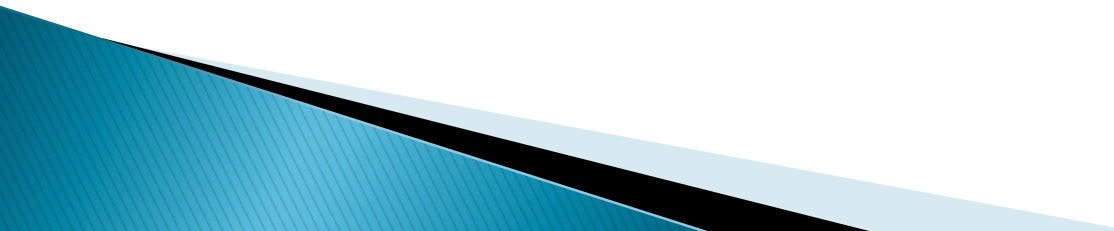
NECA: FROM THE PAST TO LEGACY LEADERSHIP

OUR NEXT 25 YEARS
OF POSITIVE CHANGE



MARK BRESLIN
WWW.BRESLIN.BIZ

YOUR LEGACY IN THIS INDUSTRY

- ▶ HOW WOULD YOU DEFINE THE WORD LEGACY?
 - ▶ WHAT DOES IT MEAN TO YOU?
- 

LEGACY LEADERSHIP

2021–2046

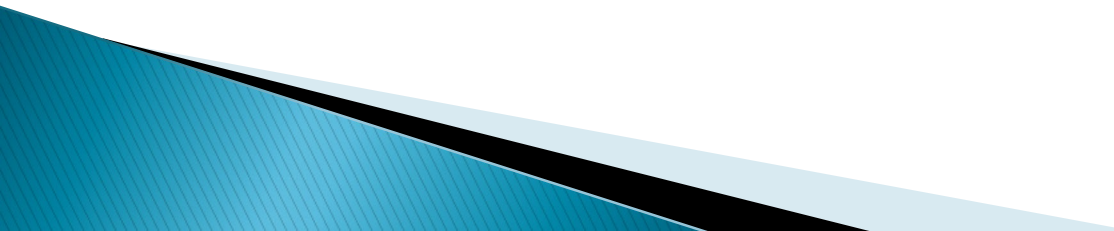
A GROWTH MINDSET FOR THE INDUSTRY
NEW PEOPLE ENGAGEMENT SKILL SETS
INDUSTRY CHANGING INITIATIVES



LONGEVITY = CHANGE = SURVIVAL

▶ ANHEUSER-BUSCH	1860	150+ YEARS
▶ JOSE CUERVO	1758	250+ YEARS
▶ BERETTA ARMS	1526	485 YEARS
▶ KONGO GUMI CONSTR.	578	1435 YEAR
▶ NECA	100 YEARS?	

FOUNDATION FOR ACTION

- ▶ POSITIVE CHANGE IS A PRIMARY DRIVER OF SUCCESS, SECURITY AND THE FUTURE. HELPING OTHERS SEE THAT IS YOUR **LEGACY**.
 - ▶ YOUR OWN **LEGACY PERFORMANCE** AND EXECUTION ARE THE MOST IMPORTANT FACTORS DIRECTLY WITHIN YOUR CONTROL.
- 

NECA PACE OF CHANGE RESPONSE

- ▶ IDENTIFYING PACE OF CHANGE
 - 2016 – 2021 (list)
 - 2021 – 2026
- ▶ CHANGE RATING GRADE 1–10?

NECA LEADERS AND CHANGE

MORE CHANGE,
COMING FASTER,
FOREVER.

WHAT DOES THIS MEAN FOR YOU AS
LEADERS?



2021 TO 2046?

THE NECA TIME CAPSULE



CHANGE, CULTURE & SUCCESS

- ▶ CASE STUDY: FORTUNE'S MOST ADMIRABLE
- ▶ TOP FIVE YEAR AFTER YEAR REPEAT WINNERS?
- ▶ BELIEF = BUY-IN = SUCCESS FOR EVERYONE

THE FIRST LEGACY CHALLENGE

THE CURRENT LEADERSHIP **MINDSET**



AN UNDERPERFORMING CULTURE



OPERATIONAL, ECONOMIC & PEOPLE
IMPACTS

THEN AND NOW

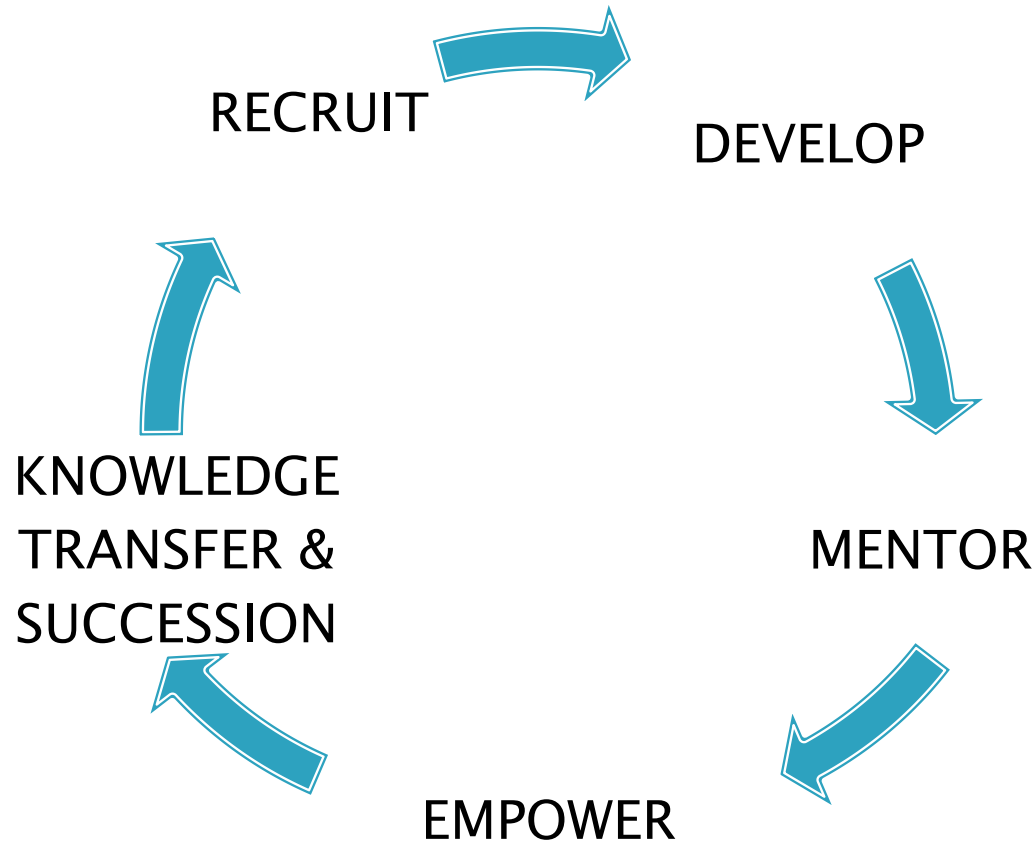
A NEW INDUSTRY
BELIEF SYSTEM

THEN: “WE BUILD THE WORK”



NOW: “WE BUILD THE PEOPLE WHO
BUILD THE WORK”

LEGACY: IT'S ABOUT THE PEOPLE



LEADERSHIP AND MINDSET

WHAT ARE THE BEST & WORST PARTS OF OUR
BUSINESS FOR YOU?



BEST AND WORST

BEST

- ▶ PRIDE IN ACCOMPLISHMENT
- ▶ TEAM SUCCESS
- ▶ MENTORING & TEACHING
- ▶ CHALLENGE
- ▶ PROBLEM SOLVING
- ▶ RESPONSIBILITY
- ▶ GROWTH
- ▶ OPPORTUNITY

- ▶ BAD ATTITUDES
- ▶ LOW GIVE-A-SHIT FACTOR
- ▶ CONFLICT
- ▶ RESISTANCE TO CHANGE
- ▶ OFFICE VS FIELD
- ▶ BAD OWNERS
- ▶ POOR SUBS

WORST

25 YEARS AGO & THE FIXED MINDSET

- ▶ APPRENTICE TREATMENT
- ▶ THE NEW IDEA AND Y-N-P-T-T
- ▶ HEAD & HEART BEFORE HANDS

MINDSET VS. MONEY

BUY-IN VS. RULES

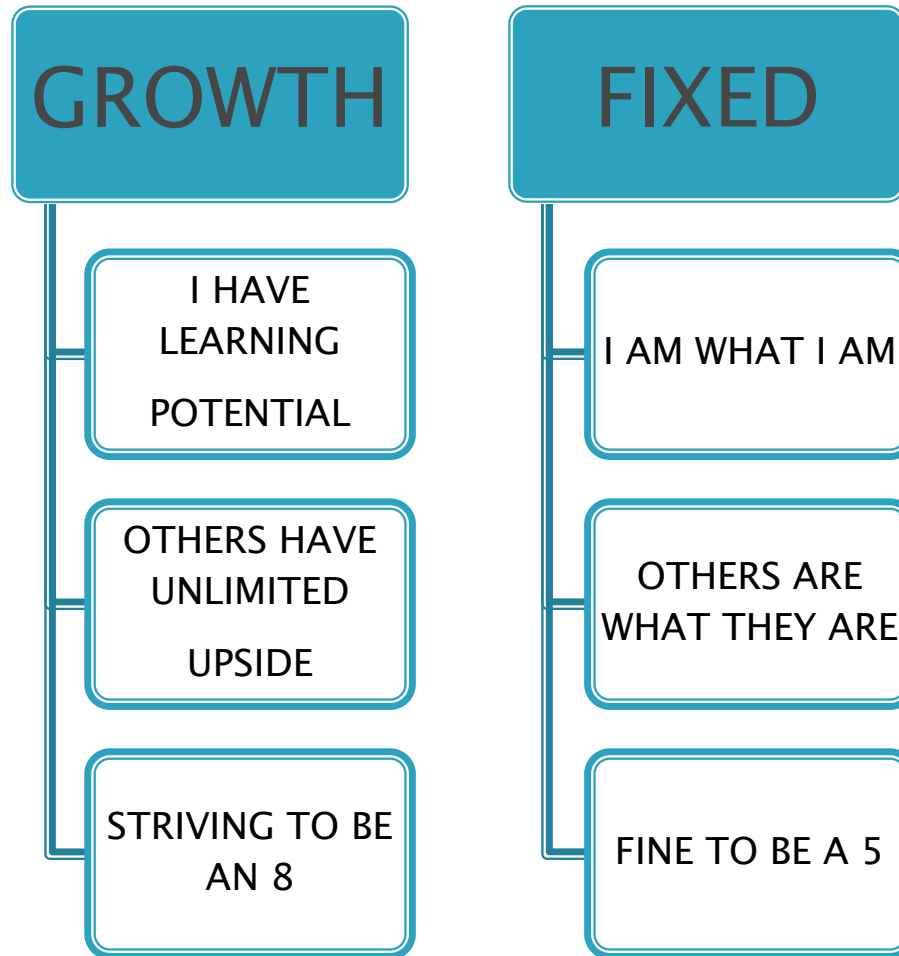
BELIEFS VS. PERCIEVED LIMITS



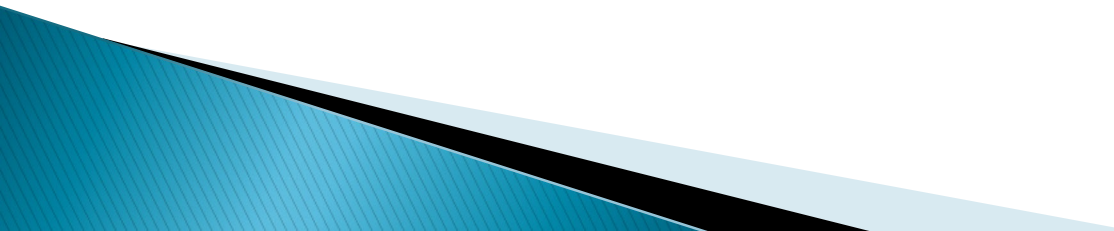
MINDSET: THEN AND NOW



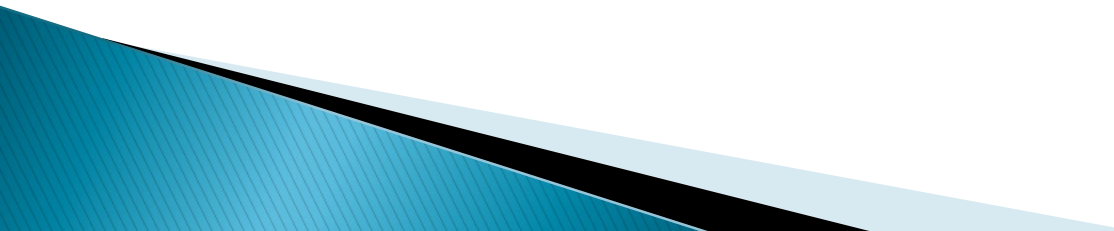
GROWTH VS. FIXED MINDSET



HOW DO WE CHANGE THIS MINDSET?

- ▶ TRANSFORMATION: LEADERS CHANGE BELIEF SYSTEMS
 - ▶ CASE STUDY: EVOLUTION OF SAFETY BELIEF SYSTEM
- 

FIVE WAYS TO USE THE SAFETY MODEL FOR ENGAGEMENT

1. MAKING IT IMPORTANT TO LEADERSHIP AND MANAGEMENT
 2. COMMUNICATING FROM TOP TO BOTTOM OF ORGANIZATION
 3. EMPHASIZING KEY THEMES IN MEETINGS AND ONGOING TRAINING
 4. MEASURE AND MONITOR AT BEST PRACTICES LEVEL
- 

ELEVATE YOURSELF TO ELEVATE OTHERS

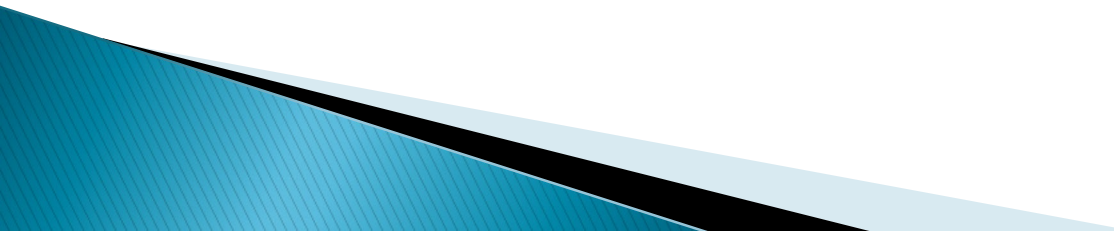


LEADER. CO-WORKER. SPOUSE. PARENT.

THE 2ND LEGACY CHALLENGE

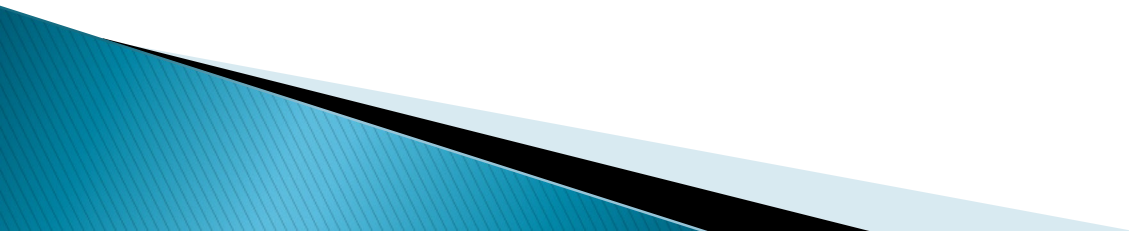
- ▶ ENGAGEMENT AS THE FOUNDATION OF THE INDUSTRY

 - ▶ PICK ONE:
 - SKILLED WORKFORCE
 - ENGAGED WORKFORCE

 - WHAT % LACK THE RIGHT SKILLS, ATTITUDES OR BEHAVIORS?
- 

A LEADERSHIP BLIND SPOT?

WHEN WAS THE LAST TIME YOU
WERE BORED, UNINSPIRED OR
DISENGAGED AT WORK?



PROBLEM OR OPPORTUNITY?

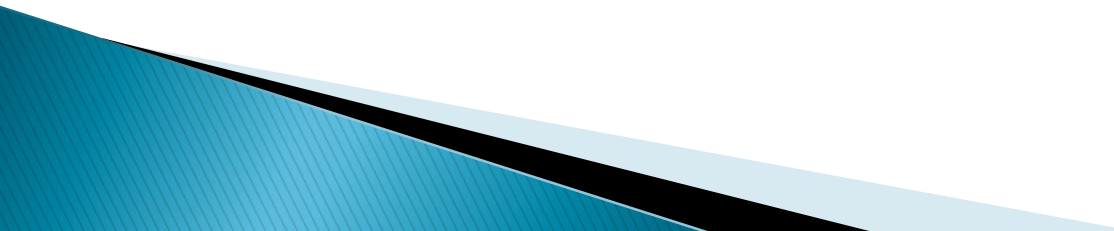
**LESS THAN 30% OF AMERICANS
IN THE WORKPLACE REPORT
BEING ENGAGED.**

– Gallup Organization Poll

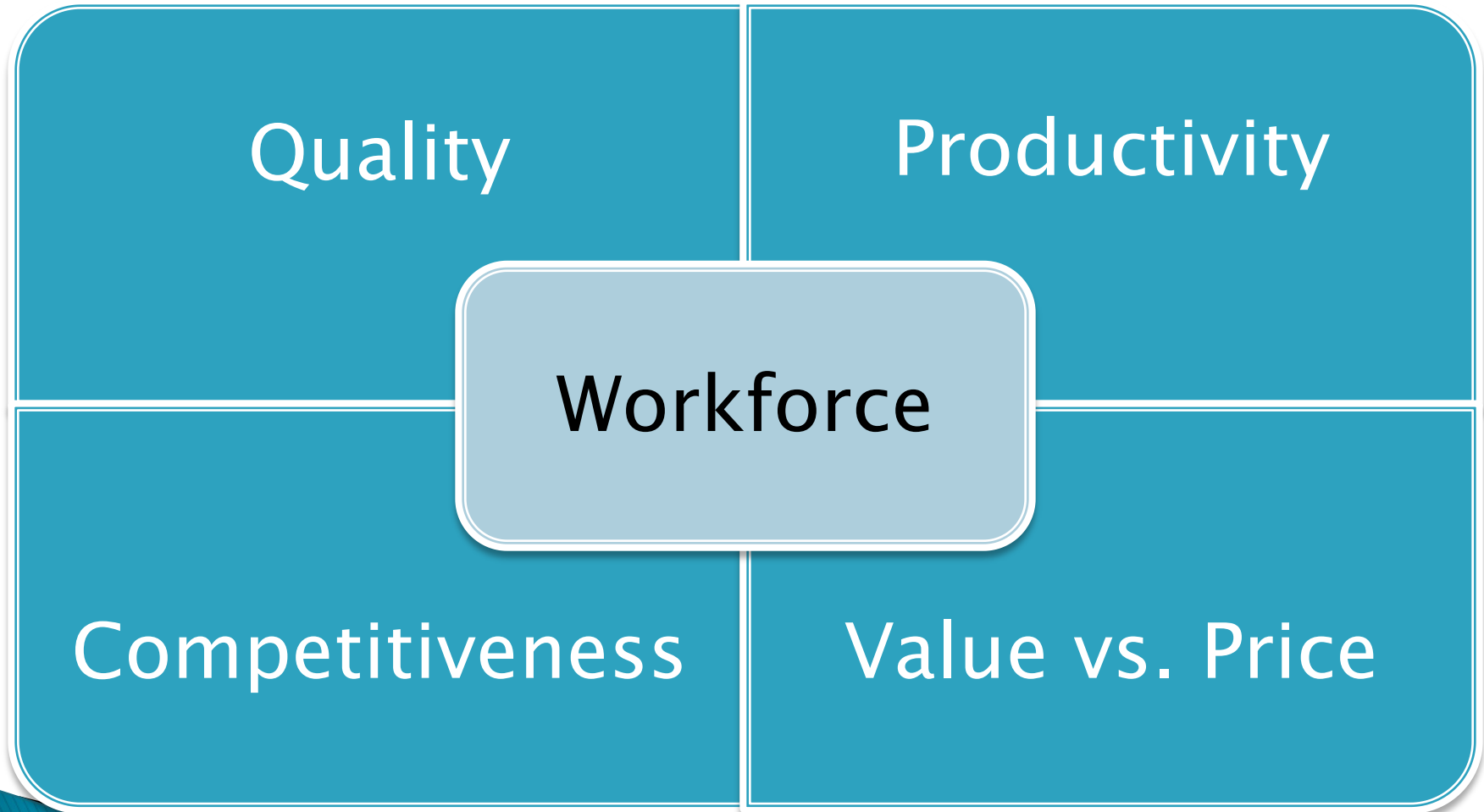


ENGAGEMENT ROI

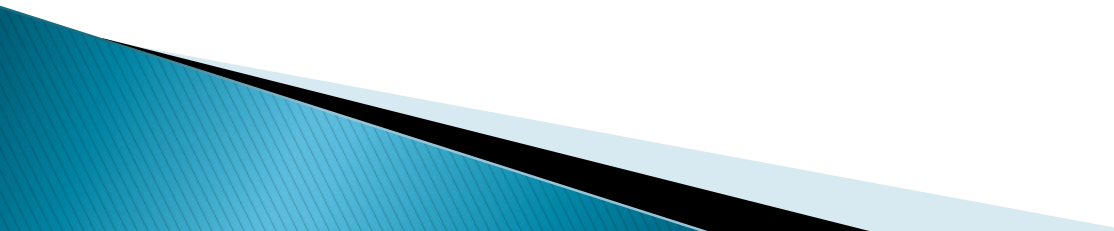
ENGAGEMENT LARGELY
DETERMINES THE LEVEL OF
DISCRETIONARY EFFORT THE
EMPLOYEE PROVIDES.



COMPANY PERFORMANCE VALUE MATRIX



THE POWER OF ENGAGEMENT

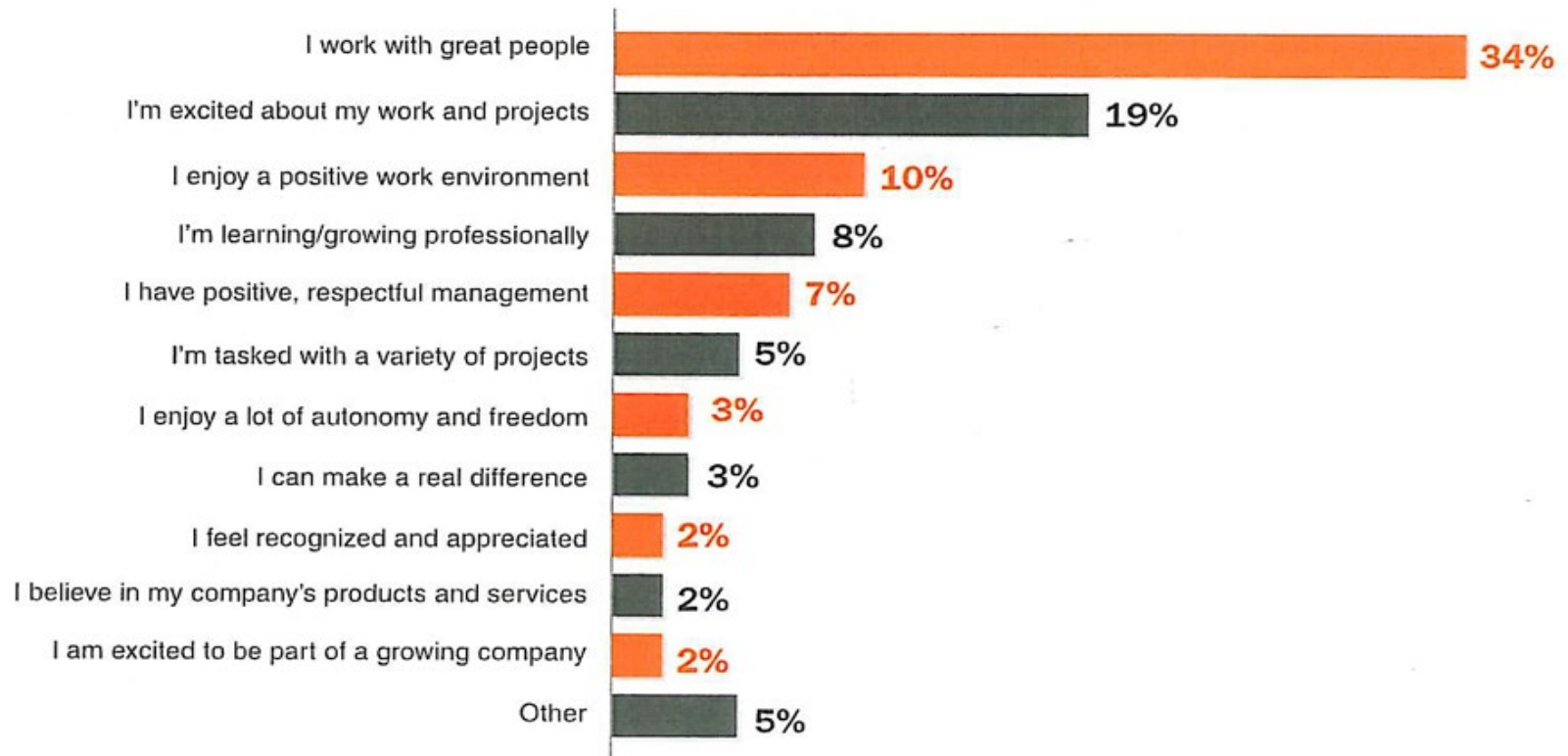
- ▶ PROFIT: FORTUNE TOP 100 PLACES TO WORK HAVE OUTPERFORMED THE S&P 500 BY A RATIO OF 2:1 FOR 14 YEARS. 12% VS. 6.5%
 - ▶ SUSTAINED SUCCESS: CULTURE IS MORE IMPORTANT THAN LEADERSHIP (Deloitte's Survey)
 - ▶ TALENT: 100 to 1 RATIO? THE CONTAINER STORE? AND PAYS 2X MORE THAN PEERS?
- 

HAPPIEST INDUSTRY RANKINGS

- #1 Construction & Facilities Services
- #2 Consumer Products & Services
- #3 Technology & Software
- #4 Telecom, Energy & Utilities
- #5 Healthcare, Pharmaceuticals & Biotech
- #6 Hospitality
- #7 Media & Entertainment
- #8 Finance & Insurance
- #9 Education
- #10 Business Services & Consulting
- #11 Government & Nonprofit
- #12 Manufacturing

THE SURVEY SAYS

Reasons Why Construction & Facilities Services Employees Are Happy At Work



NEXT GEN LEADING THE THIRD INDUSTRY CULTURAL CHANGE

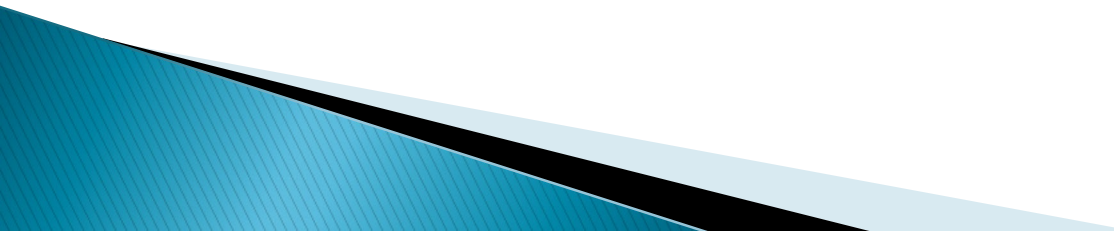
- ▶ CREATING A NEW BELIEF SYSTEM
- ▶ THE FIRST TWO CULTURAL CHANGES?
- ▶ WHY DID THEY OCCUR?
- ▶ WHAT IS THE THIRD CULTURAL CHANGE?

A PEOPLE DEVELOPMENT & PERFORMANCE CULTURE



ENGAGING CRAFT WORKERS

IT'S NOT “US vs. THEM”

- ▶ PART OF SOMETHING IS THE THEME
 - ▶ CONTRACTOR IS NOT THE RICH/BAD GUY
 - ▶ TEAM APPROACH IS THE ONLY ONE
 - ▶ WE THRIVE OR SUFFER TOGETHER
 - ▶ WHAT DO THEY NEED TO KNOW??
- 

EXPLAINING THE PARTNERSHIP

- ▶ **CONTRACTOR:**

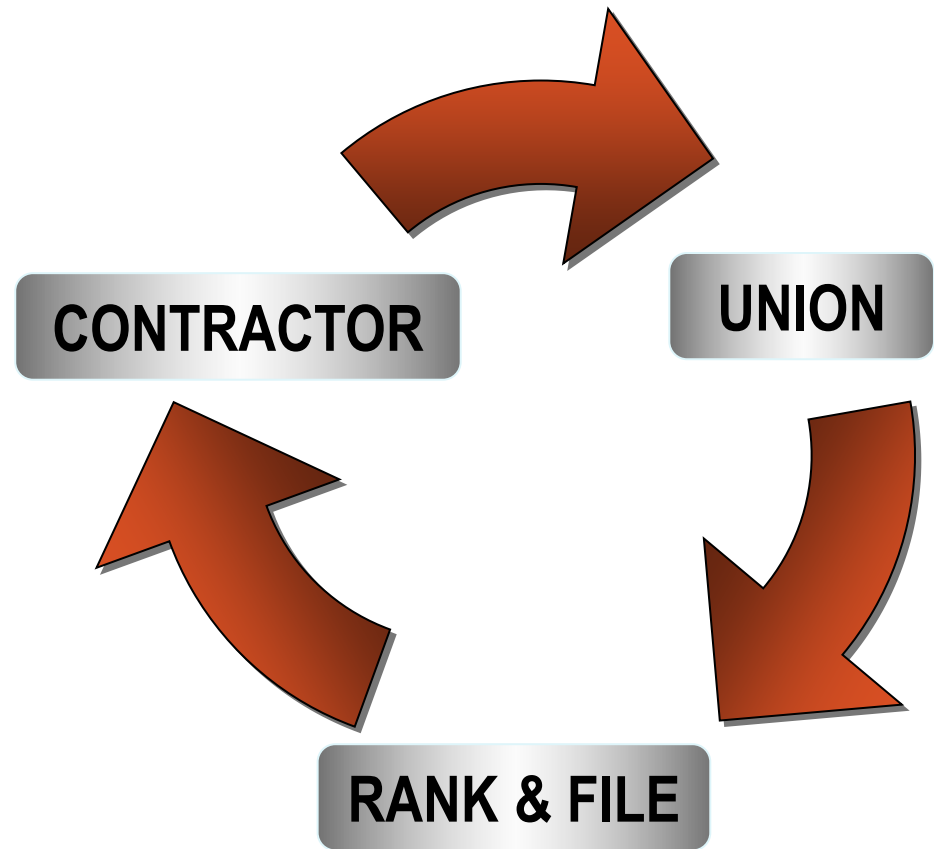
Takes risk

- ▶ **UNION:**

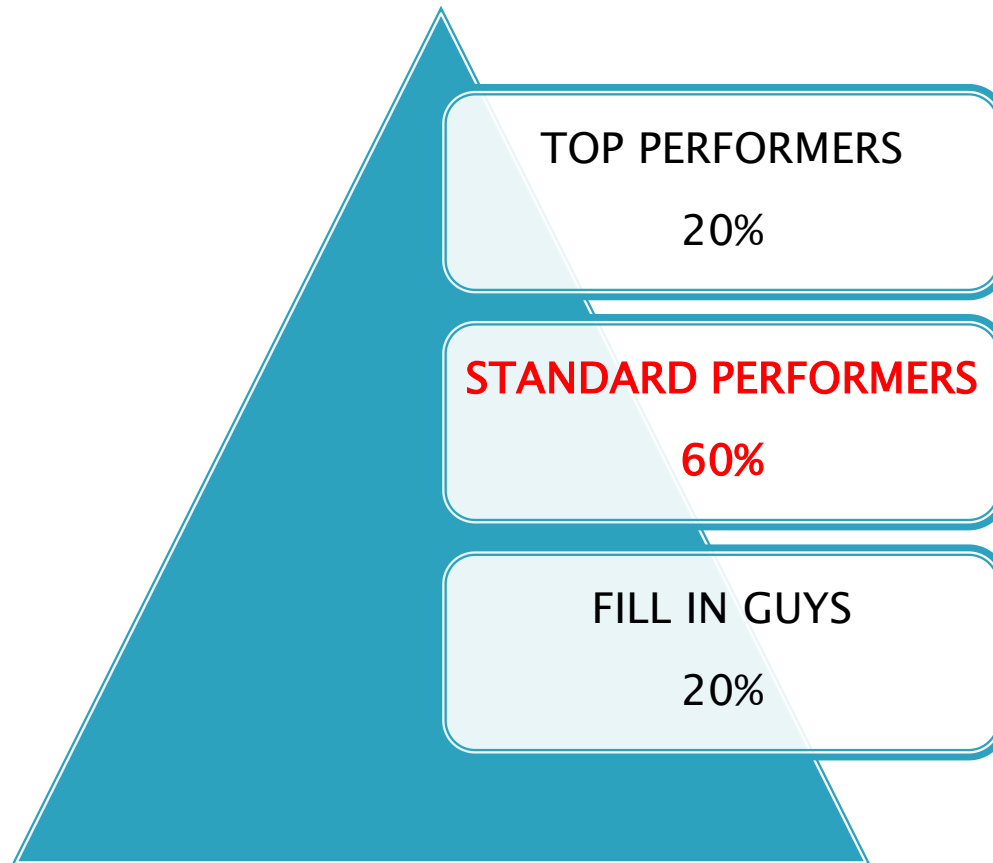
Provides
infrastructure

- ▶ **WORKFORCE:**

Delivers on the
project



THE 20-60-20 STRATEGY FOR ENGAGEMENT



ENGAGEMENT CRITERIA RANKED

1. RECOGNITION
2. CAREER OPPORTUNITY AND PATH
3. CLEAR AND HONEST COMMUNICATION
4. ABILITY TO DO WHAT THEY DO BEST
5. PAY

84% OF HOW AN EMPLOYEE FEELS ABOUT THEIR
COMPANY RELATES TO THEIR IMMEDIATE
SUPERVISOR.



1 ENGAGEMENT STRATEGY

RECOGNITION

=

MOTIVATION &
DISCRETIONARY EFFORT



2 ENGAGEMENT STRATEGY

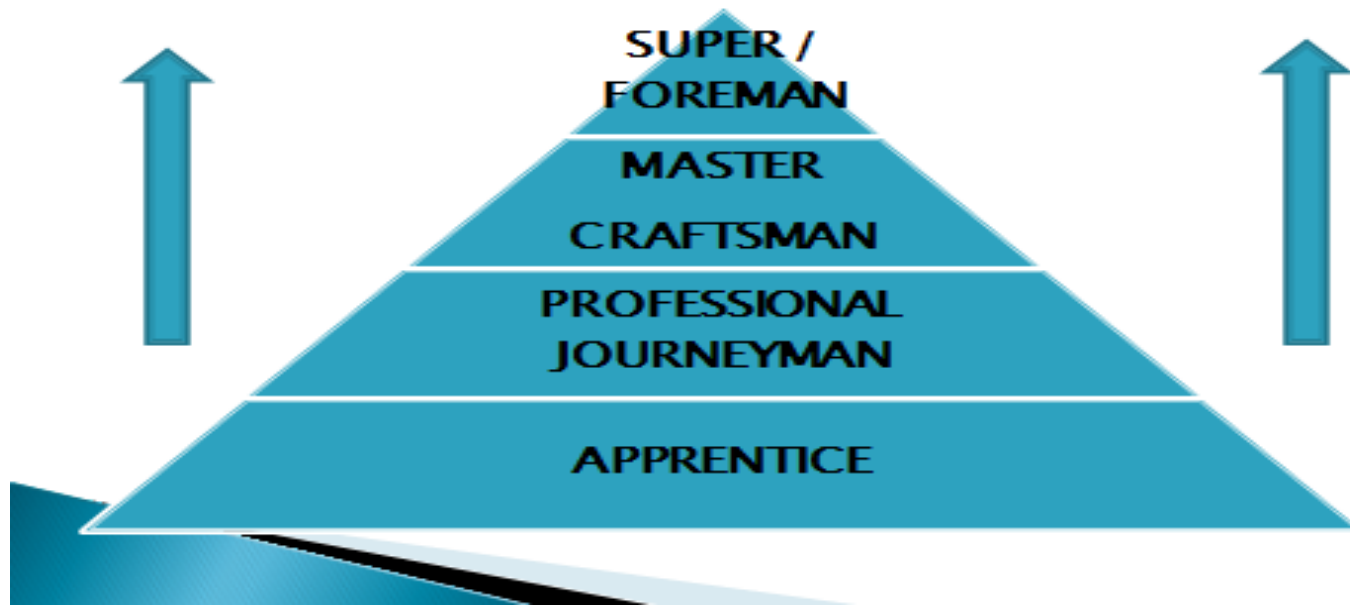
**MY WORK IS
MEANINGFUL AND I
MATTER.**

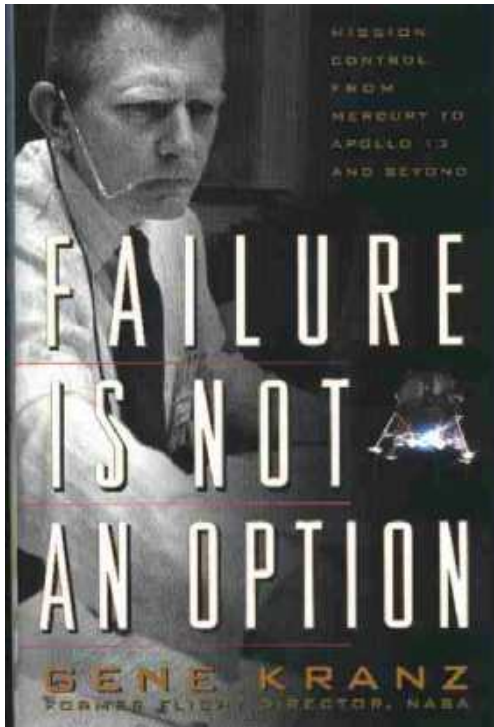


RECRUITMENT NARRATIVE

VISIBLE CAREER PATH PLAN

CAREER PATH & API LEADERSHIP





TOOLS: USING EVERYTHING IN THE BOX

TIME AS A DRIVER, NOT A RESTRICTOR
OF OPTIONS



EVERY TOOL USED ENSURES SURVIVAL
NO TIME FOR DELAY.
TRY EVERYTHING. REINVENT NOW.



**TOOLS = INDUSTRY CHANGING
IDEAS**

**WHAT ARE THE IDEAS AND
ACTIONS WE NEED TO TAKE TO
TRANSFORM THE NEXT 25
YEARS OF THIS BUSINESS?**

