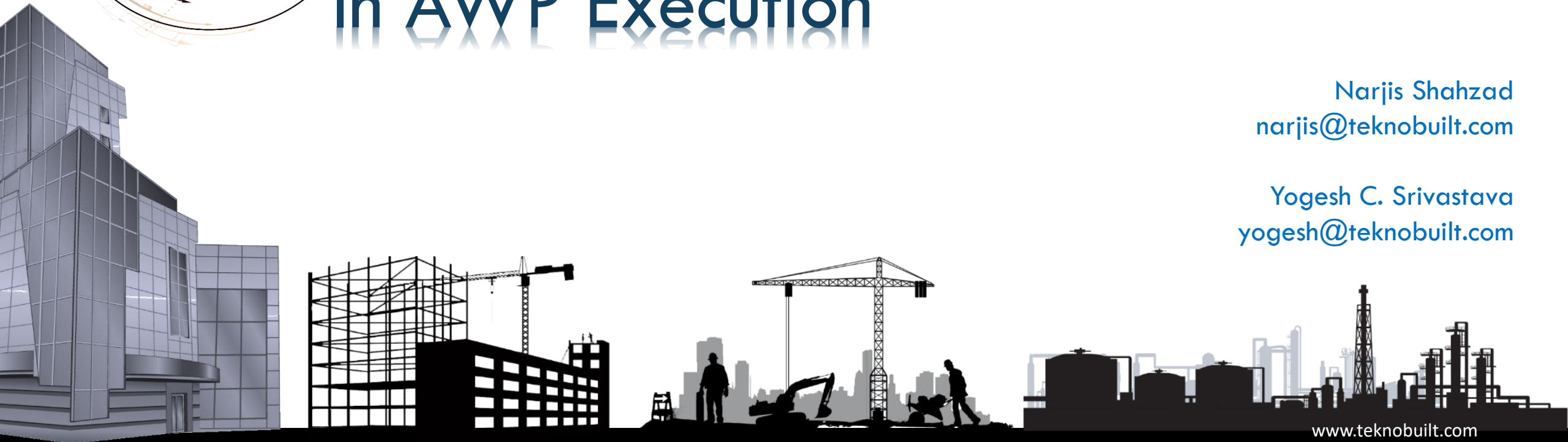




# Bringing Mindfulness In AWP Execution

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# Agenda

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## Introductions

1. Why Mindfulness; a Participant Exercise
2. Contemporary understanding of mindfulness
3. Introducing “The LEAN Mind” for construction execution
4. Being mindful as a “habit” and its impact on the organizational culture
5. Productivity paradigm, LEAN concepts & construction
6. Seven steps for implementing mindfulness and enhancing “people” engagement

# Introductions



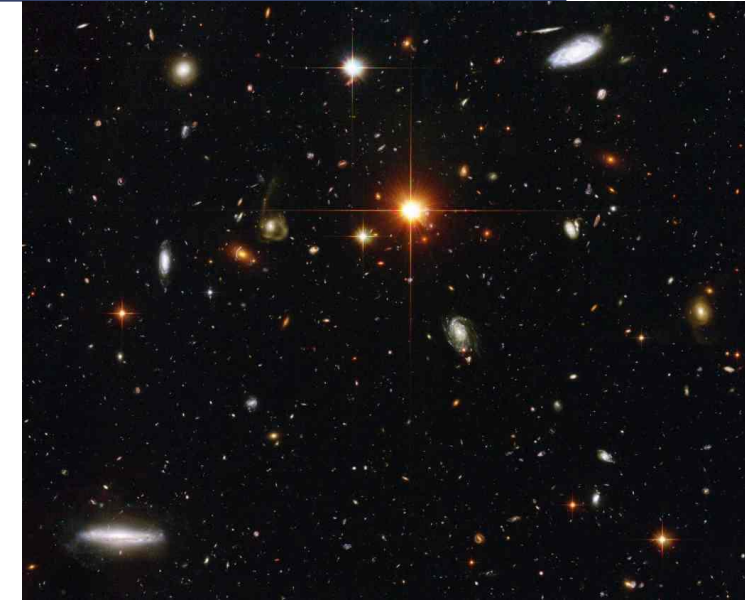
# The Scientific Method

**Tools, techniques, and methods developed in one field frequently have applications in others...**

— L. Ackoff Russel, *Scientific Method*, p. 441 (John Wiley & Sons, Inc., N.Y., 1965).



Narjis has been in the business for over 10 years and has a Master's degree in Applied Psychology. She has been a participant at COAA and industry forums related to construction.





# Introductions:

Yogesh Srivastava, MBA, B.Eng



## Pioneering AWP & LEAN methods in Project Execution

Engaged in delivering the synergy between Construction, Engineering, and Information Technology; a Project & Construction Management professional from heavy industrial construction projects with 27 years of experience. Co-Chair in the AWP and WorkFace planning committee (COAA) since 2012. Member of Construction Industry Institute Research Team and contributing author of CII Best Practice on AWP RT 272.

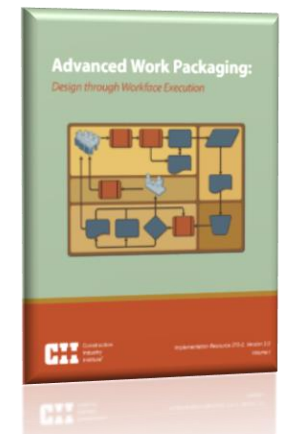
Worked in diverse locations such as Canada, Philippines, Abu Dhabi, India in Oil and Gas focused Construction Management, Engineering and Technology systems such as Intergraph PDS and Bentley. Experienced in multi-office execution setups and project execution, Project data and document deliverables.



Co-Chair, Advanced Work Packaging Committee  
2012 – till date



IR 272, Advanced Work Packaging  
2013 – 2015, Contributing Author



# Built Environment Expertise & Digital Technology Infusion







# TEKNOBUILT

## DELIVER PROJECTS WITH SPEED & FLOW, SAFELY

PACE 4.0 - THE LEAN PROJECT OPERATING SYSTEM FOR CONSTRUCTION

LEAN PROJECT OS

REGISTRATION

- SCOPE CONTROL
- ELIMINATE INTERRUPTIONS TO BE PRODUCTIVE
- REDUCE REWORK, IMPROVE PROFITABILITY

# PACE Learning: Workshops & Consulting

- **Pre-construction Planning: AWP**  
Smart outcomes based Advanced Work Packaging (AWP) Implementation & Consulting
- **LEAN Onsite Execution Consulting & Reducing Indirects**  
Application of LEAN methods & Workface Planning – workshops & consulting
- **Nextgen Health, Safety & Environment**  
Introducing beyond the zero harm approach, the physical, mental and social well-being workshop
- **People & Productivity: The “Plus One” Organizational Change**  
SMART Orientation & Productivity including mindfulness to bring a cultural change from the leadership to frontline
- **Kanban in Cost Control**  
Bringing Kanban in to Cost Control, Root Cost Analysis™ & 5P based Operational Discipline



# Why Mindfulness?







# The Process

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Daniel Goleman, the Harvard educated psychologist and science journalist who is best known for popularizing the concept of emotional intelligence has identified four basic elements involved in Mindfulness practice. Citing the work of Hasenkamp and Barsalou (2012)

- **You focus on one thing ( say, your breath)**
- **Your mind wanders off**
- **You notice it wandered off**
- **You shift attention back to that one thing, again**



# Participant Exercise

LET'S GIVE IT A TRY





# 2 minutes!



# Your Experience?

disservice. Let's not kid ourselves, taking on a meditation practice is HARD, particularly when you have never done it before or been encouraged to turn your attention inwards, settle an infernally busy mind & reflect on yourself. When you're

joyous experience. Rather, people find it quite hard as mindfulness practices encourage you to become aware of your thoughts & feelings, and 'sit' with them in a non-reactive way - especially more uncomfortable, 'negative' thoughts & feelings.





- On an average we have 50,000 thoughts each day
- 98 % of the thoughts are the same as yesterday
- 80 % of those are negative.
- And the things we repeatedly do become automatic and our second nature.



On an average, 47% of the time, we are distracted – HBR Study



**Operating in Error!**

# Distractions: Twice as more in 10 years!

- As humans we are no longer cognitively alert as we were 10 years ago

## AVERAGE ATTENTION SPAN

10 years ago	20 seconds
Now:	10 Seconds

## SHEER VOLUME OF DATA EXPLOSION

Human- and machine- generated data are already experiencing a growth rate that is 10 times faster than that of traditional business data, while machine data is increasing at 50 times the growth rate.

*Source: Dr. Cindy Gordon, CEO SalesChoice Inc*



# We are constantly DISTRACTED....



*This decrease in human cognitive focus has been fueled by mobile connectivity. While we are plugged in 24/7, our productivity is being severely impacted by our cognitive dissonance.*

# Mindfulness... till date





# Mindfulness

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*Awareness that arises through paying attention on purpose, in the present moment, and nonjudgmentally*

Jon Kabat-Zinn, MIT

# Intention is the Key! ?

*Intention is key.* Because learning to be mindful is hard to master, and because it can be an uncomfortable experience, **it matters greatly WHY you're doing it.** What is the intention that sits in behind your efforts? **Being really clear on what this is; how it matters to you and who might benefit from it are important for sustaining the changes you're trying to make** (especially when things get challenging). In the

# The Origin of Mindfulness

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Jeff Wilson, the author of Mindfulness America (2014) cites 3 main forces that propelled mindfulness moment into mainstream all emerging in the 1970's.

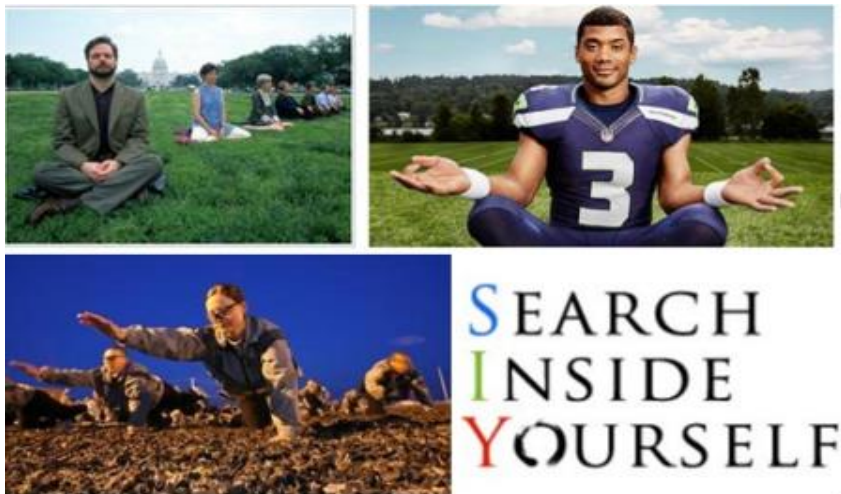
- The first was the Vipassana meditation movement.
- The second was the Vietnamese Buddhist monk Tich Nhat Hanh, author of more than 100 books on Mindfulness, Buddhism and peace and considered father of Mindfulness by (Irish times)
- John Kabat Zinn, who has played arguably the biggest role in establishing the scientific credibility of mindfulness in the west.

# Current Applications

## MBSR

### Mindfulness-Based Stress Reduction

Benefit psychologically and physically from extended time spent pinning their attention to the present



## MBCT

### Mindfulness-Based Cognitive Therapy

Emerged as a popular therapeutic intervention to treat depression





# The Modern Busy Life!



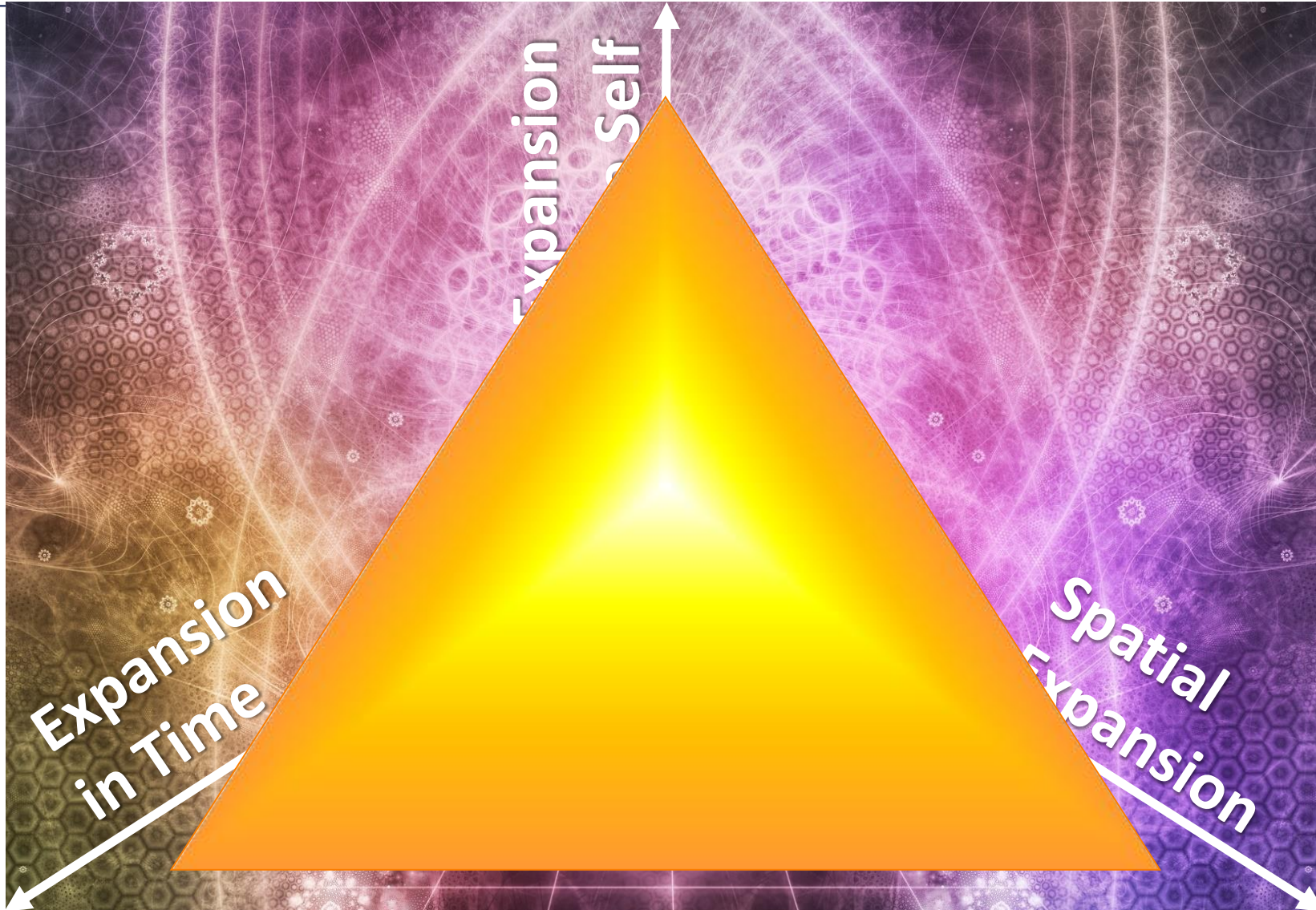
# Projects & Construction Situation



High momentum of man, materials & machinery



# Introducing the Lean Mind: An Inside-Out Practice





# The Lean Mind<sup>TM</sup> for Personal Practice

## 15 Minute Personal Practice

- Based on traditional mindfulness concepts from Vipassana & Mitta Bhavna
- It's an inside-out practice of the Self, starts with settling down at your core and
- Three dimensional expansion: of your self to include others, extension in time beyond present moment and expand spatially outside your vicinity.
- Clear and well defined intent built around minimizing waste





Care  
&  
Compassion

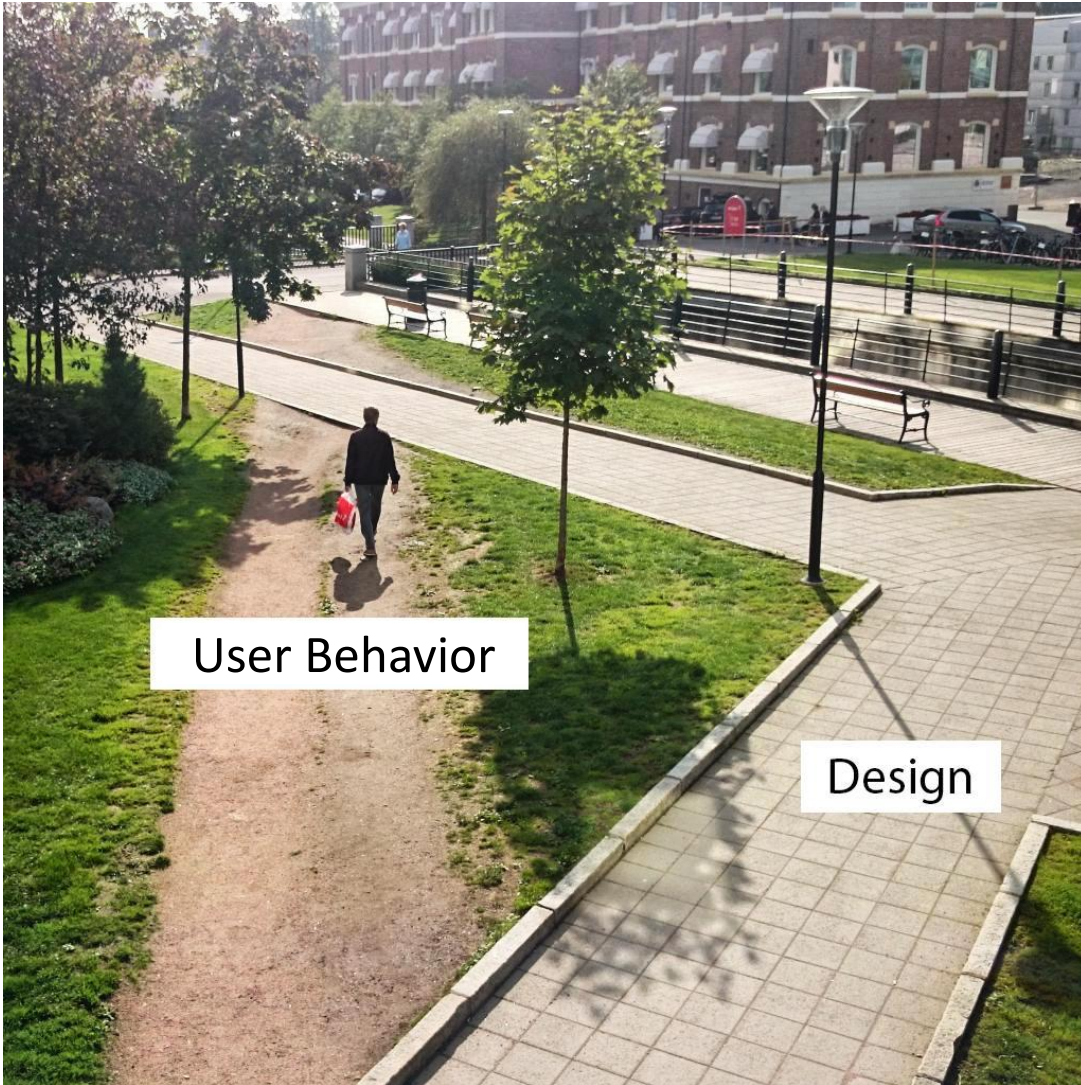
Learnability  
& Time Awareness

Community



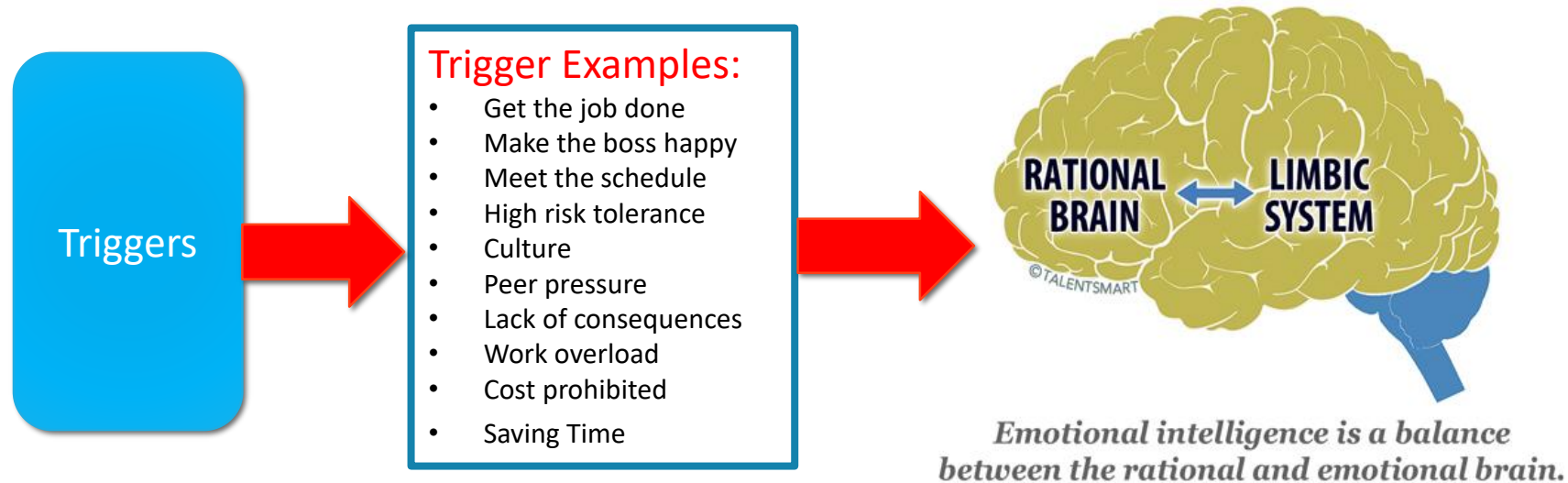
# Mindfulness: The New Habit





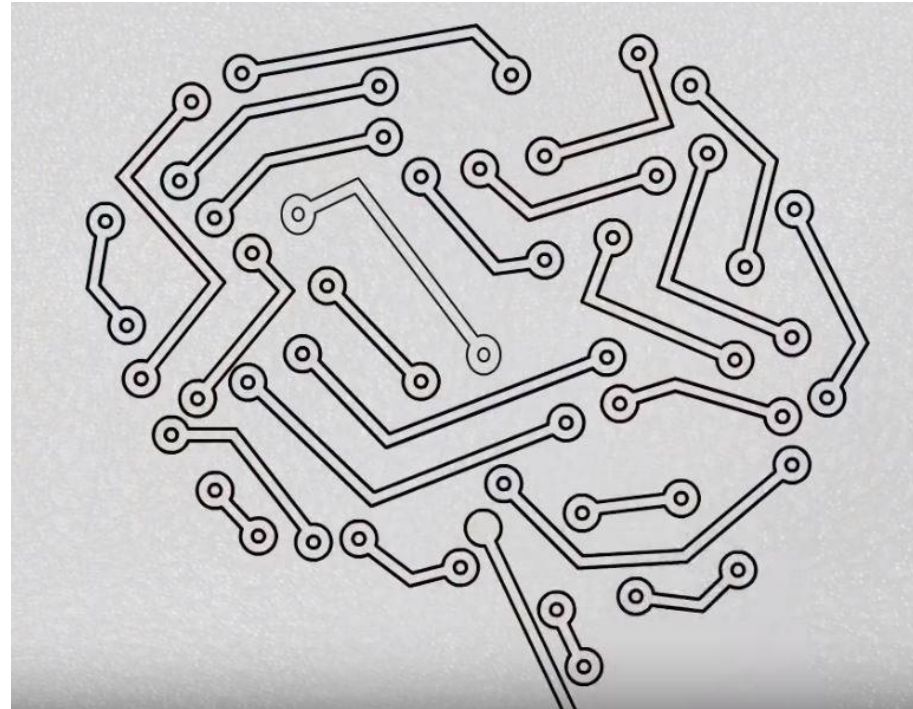
As humans, we are wired to  
take short cuts...

## Our triggers can drive our behaviors and push people to take short cuts



*The way we think, feel and behave becomes our personality and most people think they cant change because of their automatic behavior and we keep on thinking, feeling and behaving the same way.*

# Forming a New Habit



Every time we think, feel or learn something new a new neuro connection appears in the brain. Those things we repeat the most, like **a habit makes these connections grow stronger** and stronger.



## University of British Columbia and Chemnitz University of Technology Research

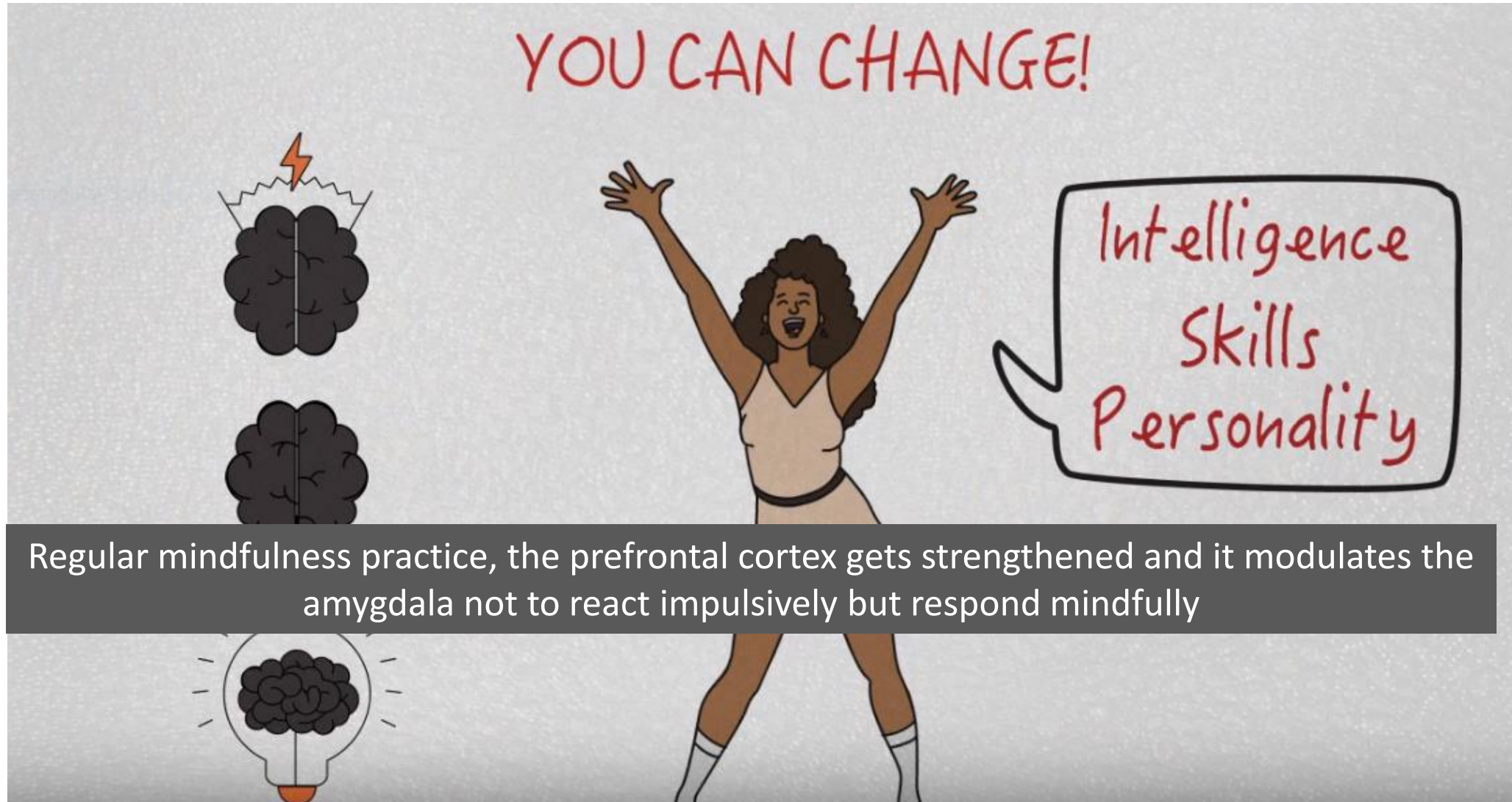
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Collaborative research to determine which areas of the brain are consistently affected by Mindfulness training. They identified that **participating in mindfulness affects brain in at least 8 regions** related to :

- Perception
- Body awareness
- Emotional regulation
- Introspection
- Complex thinking
- And sense of self



# Bringing Change – First YOU!



# Then the Organization!

## Productivity Maturity

How do you get here?

PRODUCTIVITY PERFORMANCE

### UNAWARE

#### No Care Culture

- ✓ Workforce practices applied without analysis of impact
- ✓ Workers are overbooked or idle
- ✓ No program, or governance

### REACTIVE

#### Blame Culture

- ✓ Executive sponsorship explored
- ✓ Productivity is important, we do a lot when productivity is poor
- ✓ Program lacks consistency, need for governance recognized
- ✓ Metrics explored

### COMPLIANT

#### Compliance Culture

- ✓ Executive sponsorship secured
- ✓ Plan the work and measure progress
- ✓ Risks Assessed
- ✓ Structured program consistently applied & audited

### PREDICTABLE

#### Ownership Culture

- ✓ Leadership championed program
- ✓ Lessons are learned, new ideas are welcomed
- ✓ Procedures are owned by the workforce/project team
- ✓ Risk mitigation planned

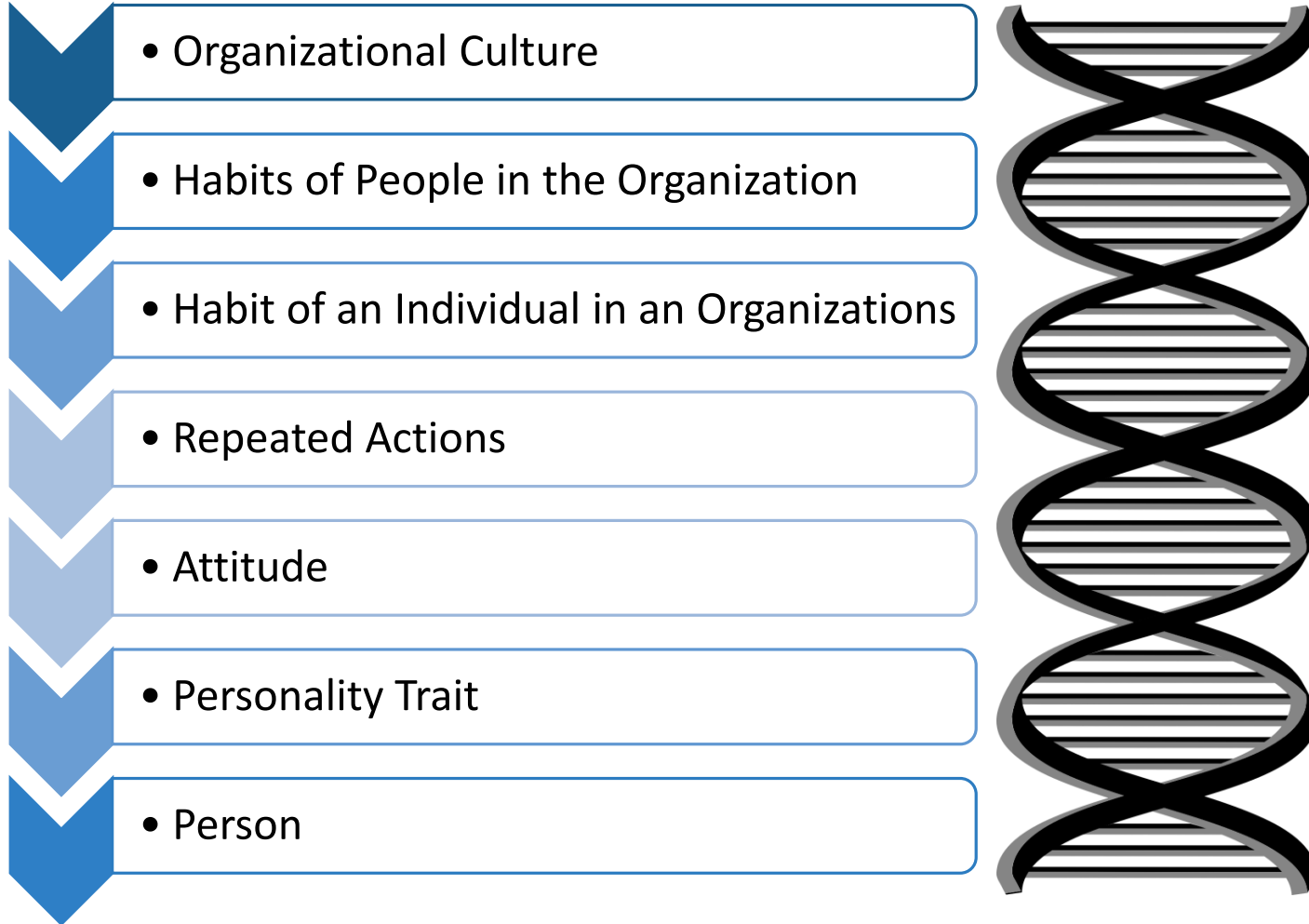
### OPERATIONALLY EXCELLENT

#### Leadership Culture

- ✓ Leadership has active roll in productivity improvement
- ✓ Proactively identify opportunities and take action
- ✓ Planning our work, it's how we do business
- ✓ Analysis drives strategic business improvement

ORGANIZATIONAL CULTURE

# Organizational Culture: The DNA

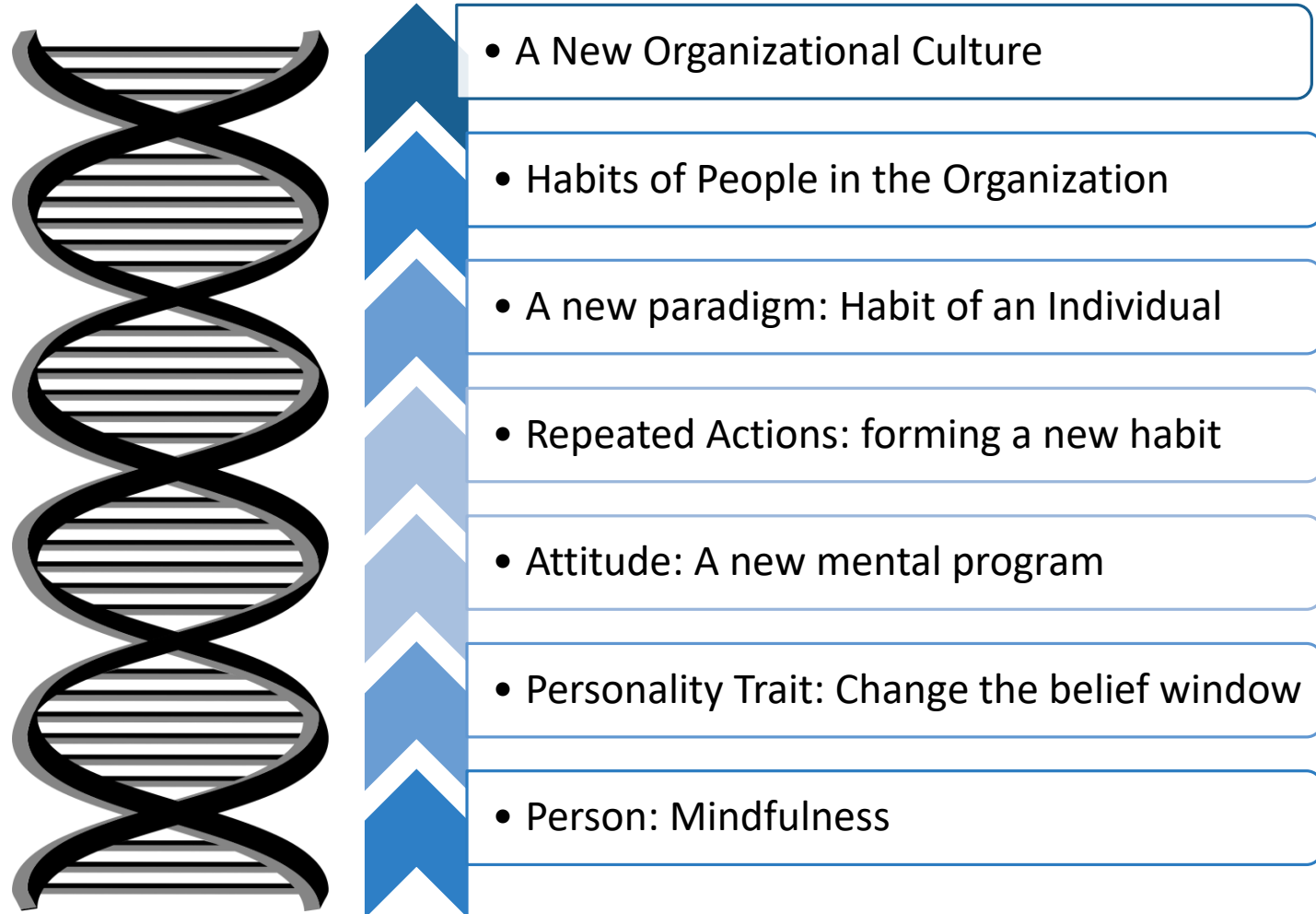




# Bringing a Paradigm shift

- It is possible to change your habits by changing your mindset .

As Horace Mann, the great educator, once said,  
“Habits are like a cable.  
We weave a strand of it  
everyday and soon it can  
not be broken.”



# Being Productive: A Habit Acquired Mindfully

, “We are what we repeatedly do. Excellence, then, is not an act, but a habit.” Aristotle

ACQUIRING A NEW HABIT – INDIVIDUALLY & ORGANIZATIONALLY







Desire

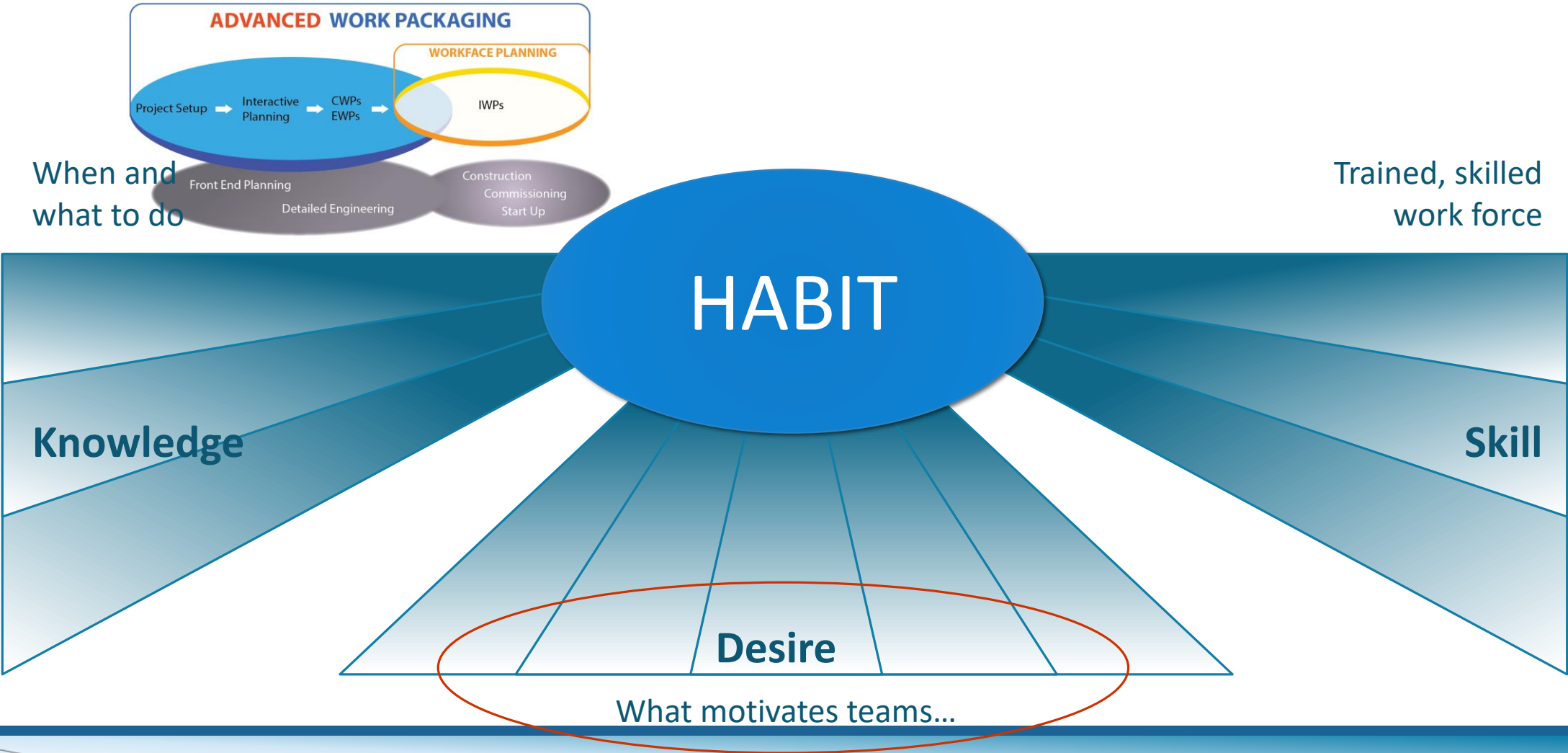
Skills

Knowledge

The bridge to productivity supported by the pillars of knowledge and skills is weak unless supported by the arch of desire i.e. teams wanting to be more productive!



# What is lacking in the Productivity Equation?



# To be Productive is a Habit



Can organizations acquire a new habit –  
to be productive?

# Let's Start with Leadership

Board members being more attentive during board meetings

- To focus on making decisions that are reflective, thoughtful and value centric
- To be more resilient as to suspend judgement
- Not to jump to hasty decisions without sufficient dialogue
- Take into account legal, regulatory and financial risks





# Mindfulness: A New Board Skill

- By building and cultivating Mindfulness, Board directors can learn to make better and more reflective decisions.
- The simple ability to pause and ensure that all factors are explored from multiple viewpoints is rapidly becoming a survival skill to manage the explosion of person –machine interfaces.
- In the board rooms, mindfulness is the capacity of a group of people to think collectively and deeply, with a sense of unified coherence and purpose.
- Board deliberations require a thoughtful dialogue regarding not only the impact a decision will have on an enterprise, but also how the decisions can impact the industry, society, and the world at large.

# The Lean Mind: Inside-Out, Purpose & Efficiency Driven

- Extension beyond self
- Extension in time
- Extension in space



# The Lean Mind<sup>TM</sup> at Construction Site

## 2.5 Minute Practice at Site Example

- Based on traditional mindfulness concepts, a Teknobuilt developed practice for daily site activity





# Apprenticeship & Mentoring



Next Shift / Trade  
Efficient Handover



Orderly &  
Safe Job Site





# Mindfulness: Ripple Effect



**Followed & Reciprocated**

# Practicing Mindfulness: A Start...

## IN OUR DAILY LIFE

- Focused Breathing
- Meditation
- Punctual
- Service to the community
- Climbing the mountain
- Walk in the nature
- Feeding the birds
- Growing a plant

## IN CONSTRUCTION PROJECTS

- Taking an apprentice under your wing
- Orderly job site
- Clear handover to the next shift
- Perfect join for the Welder
- Perfect cut for the Steel
- Perfect fit for the Fitter



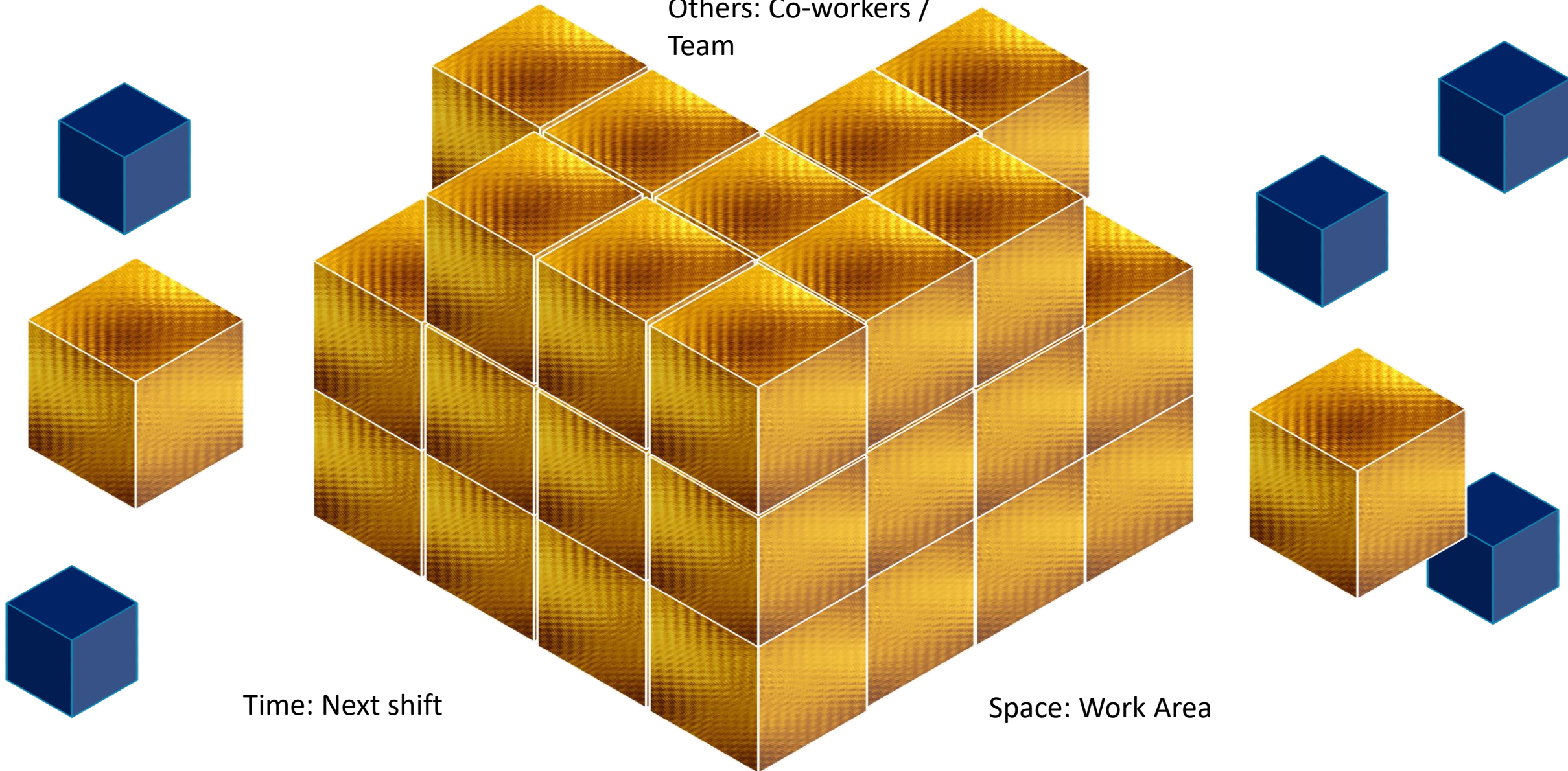
# The Lean Mind<sup>TM</sup> for the Organization

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## 90 Minute Orientation for Organizations and Project

Delivery: Contact Teknobuilt for details

Others: Co-workers /  
Team



Time: Next shift

Space: Work Area



# Giving more than 100%



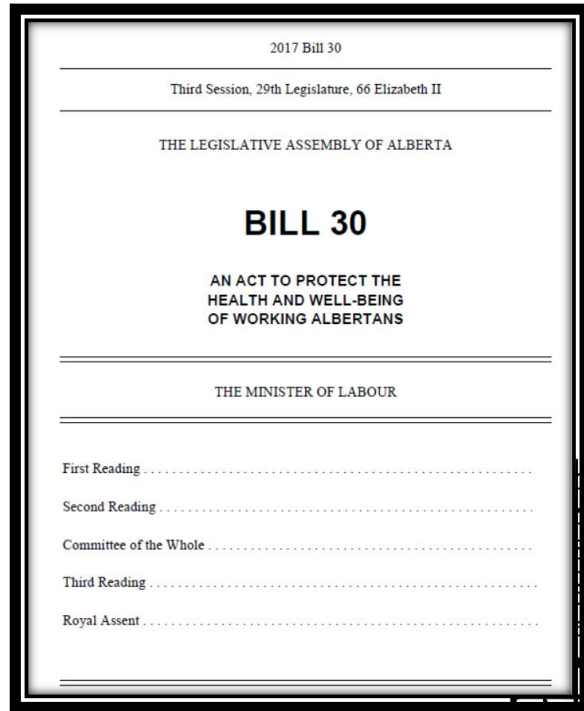


# The Corporate HSE Benefit

Bill 30 – Passed 15 Dec' 2017, coming in force – 30 Jun' 2018 (most parts)

Promotion and maintenance of the highest degree of:

- Physical
- Psychological
- Social well-being of workers



# Intel and Aetna

**Intel** introduced a mindfulness program to **1500 employees in 2014** (goal was to offer it to 100,000 employees in 63 countries)

The findings on a 10 point scale

2 point decrease in stress

3 point increase in overall happiness and wellbeing

3 point increase in mental clarity, focus.  
Quality of relationships at work and the level of engagements in meetings

**Aetna in 2015** offered mindfulness training to 1500 employees

Results:

28% reduction in stress levels

20% improvement in sleep quality

19% reduction in pain

62 minutes per week of productivity each (which Aetna estimates is worth \$ 3000, per employee per year)

Further their medical claims dropped by 7.3 % which amounted at 9 million savings for the company

# General Mills & Herbert Smith Freehills

## General mills offered a Mindful Leadership Program 500 Employees in 2012

After seven weeks courses- The results:

- 83% reported taking ME time each day to optimize 'personal productivity' after the course (up from 23% before the course)
- 82 % reported taking the time to eliminate tasks with limited productivity value (up from 32% before the course)
- 80% reported a positive change in the ability to make better decisions
- 89% reported to become better listeners

## HSF Herbert Smith Freehills

In 2016 launched a mindfulness program in Australia offering 200 employees for 6 weeks

The findings:

- 12% increase in focus
- 10% increase in efficiency
- 17% in life/balance
- 11% communication skills
- 14% decrease in multitasking





# Organizational Culture & Mindfulness Assessment Tools

ORGANIZATION, LEADERSHIP, INDIVIDUAL

CONTACT TEKNOBUILT FOR DETAILS