

# 5 Best Practices To Regaining Your Competitive Edge

Reducing delivery time, cost and safety incidents  
through collaboration



# Teetering on the edge of crisis

The New York Times

*Oil Sands Boom Dries Up in Alberta,  
Taking Thousands of Jobs With It*



# No Pipeline



# U.S. Crude Oil Production Hits Record 12 Million Bpd

By [Tsvetana Paraskova](#) - Feb 22, 2019, 6:00 PM CST



# 3 Options

- Get Out
- Shut Down
- Pivot - Strategic Changes



# External Problems

- Demand for Canadian Oil
- Regulations
- Unions
- Talent Pool
- Millennials



# Internal Problems

- **Project Costs**
  - The cost has gone up 300%
- **Delivery Schedule**
  - Delivery time has gone up 150%
- **Safety has decreased**
  - Safety incidents have increased 27%



# Intangible Problems

- Engagement
- Alignment
- Communication
- Workplace Culture





# Alignment Exercise

## Rank each (1 - 4)

	Schedule	Cost	Quality	Safety
Owner - Project Manager				
Owner - Safety Manager				
General Contractor				
Subcontractor				
Site Safety				
Craftsman				

# Case Study #1 - Boh Brothers

Problem: Accident affecting Bottom line & Competitiveness

Solution:

- Made senior management responsible for safety not safety team
- Develop & implemented worker engagement & training model
- Deploy a cycle time learning process
- Provide a direct line of sight
- Act with urgency
- Recognize & celebrate success

Outcome:

- 26 awards in three years and sustained excellence.



# Safety – Productivity Awards

Recognition for our culture of safety:

Boh Bros. has received a number of awards for our commitment to safety on **every jobsite**, including:

- Certificate of Commendation for Excellent Safety Record – Associated General Contractors (AGC)
- Platinum STEP (Safety Training and Evaluation Process) Award – Associated Builders and Contractors, Inc. (ABC)
- New Orleans District Large Contractor Superior Safety Performance Award – U.S. Army Corps of Engineers (USACE)

Awards (22 listed):

- American Concrete Institute (ACI) [2]
- American Institute of Steel Construction (AISC) [1]
- Associated Builders and Contractors, Inc. (ABC) [7]
- Associated General Contractors (AGC) – Build America Award [7]
- Louisiana Department of Transportation [1]
- National Steel Bridge Alliance (NSBA) [2]
- United States Army Corps of Engineers (USACE) New Orleans District Large Contractor [2]



# Case Study #2 – Murphy Oil

Problem: Outages consistently over budget & behind schedule

Solution:

- Create an advanced executive team
- Develop a different employee engagement model
- Daily performance feedback on productivity & safety
- Daily recognition of excellence
- Weekly publication of success stories

Outcome:

- CICE (Construction Industry Cost Effectiveness) Award



# Case Study #2 – Murphy Oil : Award Metrics

- Safety
  - 500,000 Man-Hours*
  - 0 Recordables*
  - 0 Lost Time Accidents*
- Under Budget 8% = \$3,000,000
- On Schedule – 4 weeks / 2 Shifts
- First Time 0 Leaks at Alky Start-up
- FCC on Line at Rate in 3 Days
- Major Scope
  - 50% Exchangers Repaired
  - 90% FCC Refractory Replaced
- Weld Repairs – Less Than 5% Failure
- Turnover on Project – 5%



## 5 Best Practices To Get Started

How do we start to make change?

What is the first and most simple way to make a shift towards achieving our on-time, on-budget, and safety goals?

# #1 Rethink the user experience at the worker level

- Incoming bias
- Interview & hiring process
- Orientation
- Day-to-day experience

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Connected + Belong + Safe + Matter = Trusted Relationship



# #1 Rethink the user experience at the worker level

**“First we build people, then we build cars.”**

-Fujio Cho, Chairman of Toyota Motor Corporation

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# #1 Rethink the user experience at the worker level

**“First, the people** - and not the contracts, methods, machines, procedures, processes, programs, rules, organizations, plans, or incentives – are responsible for producing action.”

-Hal Macomber & Calayde Davey, *The Pocket Sensei*

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# #1 Rethink the user experience at the worker level

“The name Boh Bros. has always been synonymous with quality construction and safety, and that’s **because of the people.**”

-Heather Grytza, Corporate Safety Director

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## #2 Alignment on goals & values

- Set SMART Goals
- Communicate clearly
- Measure often

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## #3 Line of engagement - feedback

- Captures Ingenuity
- Promotes Innovation
- Prevents Errors
- Builds Connection

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## #4 Create a clear line of sight

Worker → Subcontractor → General Contractor → Owner

- Real time reporting. (24 - 48hr)
- Transparency at all levels
- Recorded - digital paper trail
- Actionable reports with accountability

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## #5 Close the loop

- Validates the value of feedback
- Encourages feedback
- Increases worker participation / ownership
- Creates a culture of innovation
- Celebration of ideas that come out of feedback

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Worker → Subcontractor → General Contractor → Owner

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# #5 Close the loop

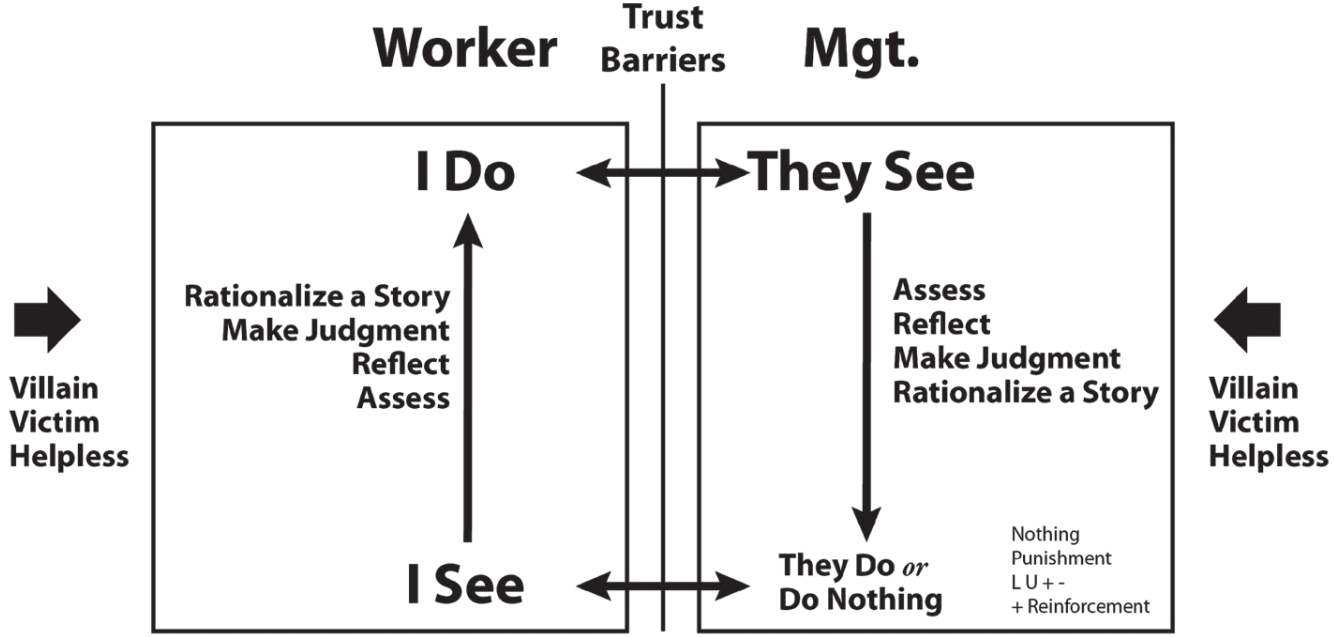
Worker  Subcontractor  General Contractor  Owner



Connected + Belong + Safe + Matter = Trusted Relationship



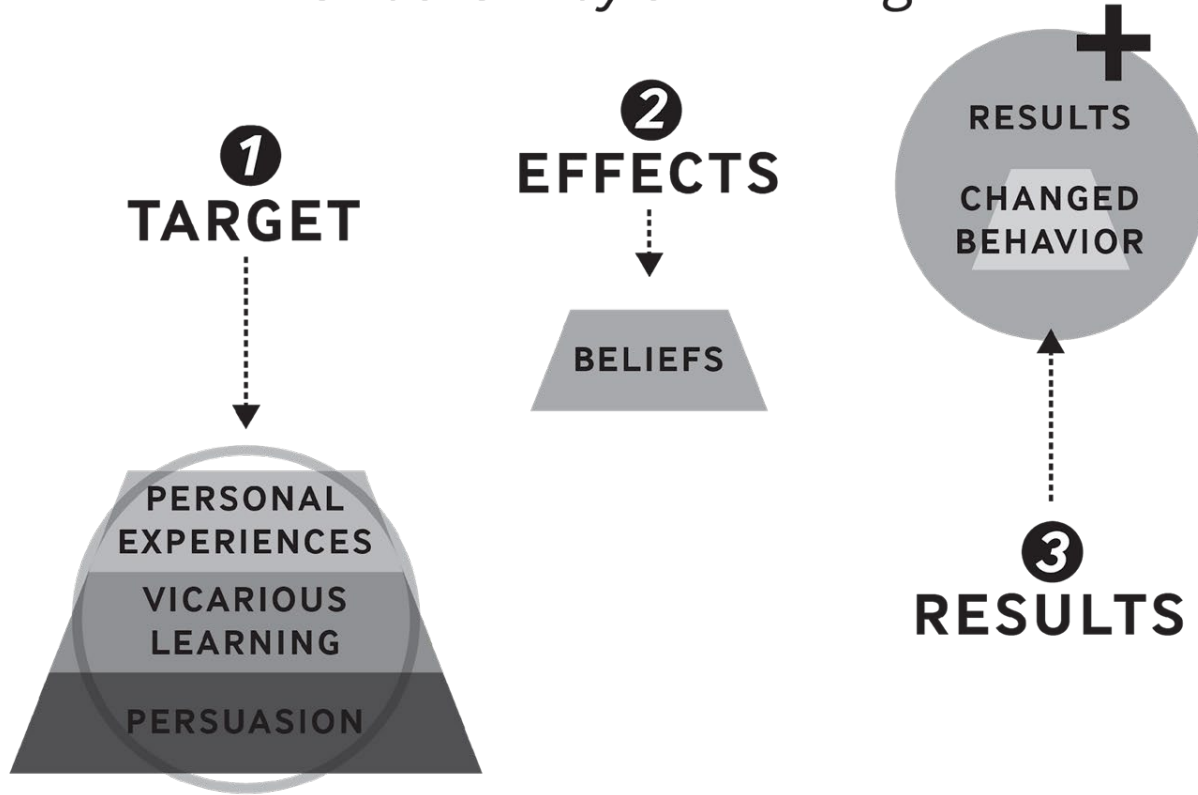




**Learned Helplessness - Apathy - Malicious Obedience**

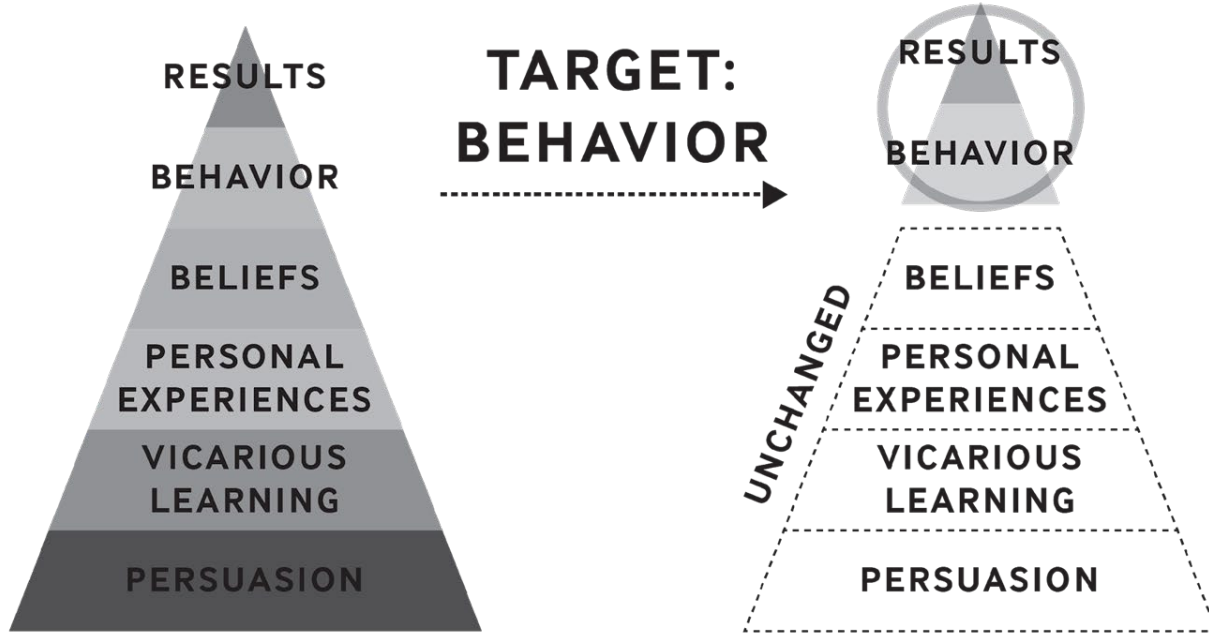
# —● Paradigm Shift

*eTracker Way of Thinking*



# —● Paradigm Shift

*Old Way of Thinking*



# Next Steps To Regaining Your Competitive Edge

1. Rethink the user experience at the worker level
2. Get alignment on goals
3. Create a line of engagement - feedback
4. Create a clear line of sight - through management
5. Close the loop

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Connected + Belong + Safe + Matter = Trusted Relationship



# Next Steps - Self Assessment

	not considered	considered not implemented	implemented not successful	implemented successful
1 – Rethink the user experience at the worker level				
2 – Alignment on goals & values				
3 – Line of engagement - feedback				
4 – Create a clear line of sight				
5 – Close the loop				





# ENGAGE · ALIGN · EXCEL

COMPETITIVE EDGE THROUGH WORKER ENGAGEMENT

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**Thank You!**  
**Q & A**



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