# Workshop Transcripts

Combined anonymized transcripts from 9 table discussions and 2 shared report-out sessions.

All personal information has been anonymized.

# Table 1

---

Um do we want to go around the table and do the quick introductions, not professional roles that were talked about earlier?

[PERSONAL_INTRODUCTION]

So what's our ask then?

Um so we've got this worksheet. I guess this is our guide kind of for our session right?

Um so I'll just read out the first well um yeah I'll read it for the record. Effective leadership begins with honest self-awareness. Use the prompts below to assess how connected you feel to your team, peers, and organization. Uh who would like to read the first prompt?

I can start. How would you describe the current level of trust between you and your direct reports?

So I can go from there. Um I think for me I rely on a lot of feedback from people that report up to me. Um that helps me assess the level of trust they have in the organization and the direction they're getting from me. Um you know we make decisions as leaders every day to guide folks to company goals and project goals and personal goals for our people that report through us right? Where you want to see them and where you think they need some uh guidance or leadership or growth opportunities. But at the same time it's important for me to ask them what they need and have those touch points that are outside of we'll call it directive work, you know work-related conversation. So having those recap opportunities or look ahead opportunities where it's a cup of coffee or how do you feel about the direction of the company? How do you feel about your trajectory and where you're at from your last review process to your goals this year? Um is important for me to understand that because um I think that their trust in us is how we can help get them to achieve their growth areas and help them excel or elevate within the company to the next level. And if I feel like as a leader if I'm not doing that for that particular individual, if I'm not listening and helping them achieve their personal goals, then ultimately they're not going to help the company achieve the goals that the company wants. They're not going to be in a position to either do it or they're not going to get the guidance they need and the opportunities to learn or grow uh other places. So for me it's getting regular feedback on opportunities they feel they either need help with or give them an opportunity to ask questions or just have that cup of coffee and really try to understand how they're doing in that moment. To do that as frequently as possible is important.

Do you feel like they're honest with you? Like do you think there's a little bit of intimidation between someone my age going to someone your level and then being honest and then if they say something like hey this isn't going great or do you think you can improve on this? Do you think that Can you repeat that question?

Sure. Um like do you think that they're honest with you?

So I think that that's where the trust building comes in. I think folks that I've maybe had the opportunity to work with and help lead over time if they trust you they're going to be honest with you right? And if they feel comfortable in what you're going to go do where this isn't I'm not having a cup of coffee with you to get dirt to go report back to somebody else and you know hold you down or pigeonhole you in something right? It's this is an opportunity for us to talk about how I can help you better, how the company can help you better, how you can grow. Um so I think the more interaction I have with folks and the time of you know maybe a couple months and years of service that trust builds. And all I can do is just assure that the folks that are new to the

company or new to our conversations are this is a safe place. This conversation you know doesn't leave us unless it's somewhere I can help grow you in a different area and get you some training or help you with some conflict resolution or whatever the situation may be. But I think that takes time. I think that takes time.

One of the things we have to have is we have to be approachable. And that's one when I was a young safety professional back in the day you know I got told I got boots older than you. That was one thing that was always said to me. So I felt that they weren't approachable. Yeah. So even as a leader I couldn't go to them with my problems, I couldn't go to them with my strategy, the big things happened. So that's one thing that I always stress. We have to be approachable. And that's a tough thing for a lot of us to be sometimes.

I think different levels to your question. Um different levels right? The further you're away from those direct reports the less trust right? Because they look at you in a different way. The closer right. Right. The closer my direct reports are the easier the conversations are right? They're probably a little bit less filtered. Probably a little bit more genuine. Probably a little bit more consulting on what's happening where a young coordinator it might not be so platonic right? And you try to be transparent but you can only be transparent to a certain level. And they automatically get some respect just because of the position right? But then how do you keep that respect over a long time and mentor them and show them the way? Um one of the things that we've started doing is just one-on-ones with our young coordinators and supervisors and spending a half a day with them and just letting them ask the questions they want to start building that rapport so it takes some of that oh my god [PERSON]'s coming into the area and let's just clean up this whole job and to get them just more comfortable to say alright [PERSON]'s here today not a big deal. I'm going to go take him over here and show him what's going on over here right? And I think that's how you start to peel those layers to build that trust a little bit stronger and then that it just makes it more genuine. Um when it really starts for me is with the internships. And I'll be quite honest with you I look at uh I have [PERSON] here with me but [PERSON]'s so comfortable with me because his first internship was with me, his second internship was with me. And so is that just that comfort of building that relationship and letting it fester into what it's festering into. So and it's unique right?

I will say this too as a leader you have to walk the walk and not just talk the talk. You know so when you're on the job and you're walking a project and if us as leaders aren't emulating what we want out of our folks like stopping and having conversations with folks if a conversation needs to be had. How are you you know acting on behalf of the company? Like are you doing your part to with you know to push the company goals and withhold that in the field? If I walk by an unsafe event in the field and don't say anything as a leader I'm sending the wrong message to our team and that jeopardizes trust right? Because no matter what we say one-on-one oh everything's great but I just saw you walk by three things and you didn't do anything about it. So I think there's an interpersonal perspective on trust when you have these conversations with you know younger safety professionals or junior staff on site you know. And then there's that trust of hey this person isn't just going to tell me to do something and walk away. He or she is going to support it wholeheartedly and stop and take the time and investment to do that.

And I think a lot of it too is like a thought process of like alright look at the situation right? Guys are missing a scissor lift but they have to stand on the rails and walk across it. It shouldn't just immediately be like oh send them home we're done. It's hey let's take a minute let's walk through it. Like I've walked with my boss before and we just like hey we have the same thought process. We bounced ideas off each other. And I think that helps a lot too because it's like okay I know I trust that like when I'm thinking and I see a situation like this that like my thought process is validated and like hey sure instead of just taking the guy sending him home and saying you guys figure it out I try to walk through it with them. Um and just understand that like hey what I see on a day-to-day how I think on a day-to-day is also how my leaders think and walk through situations. Definitely

like gives a little more of a confident boost underneath. Give me a little bit of a yeah like a boost.

Do we think that we turn into our parents sometimes? That [COMPANY] commercial is my all-time favorite. But it's sometimes that we are a parent more than a leader. And we attack the problem as we did with kids. So I'm the oldest of nine kids. So I see it all the time. I start looking at the situation like I'm my dad. You know my father just gave the look. Because he had so many of us he couldn't yell at all of us. He would just give us the look. And I see myself sometimes turning into that. So we got to get beyond that approach to leadership.

I think it's perspective though right? Because we do have it from a different lens. I think as I've gotten older I'm more calm in my approach. Things I don't react to things like I might have when I was younger right? And so there's some perspectives there that you didn't consider when you were young and you really didn't care about the path you destroyed and the path to get to where you were headed right? Where now you're more analytical and thoughtful about what you're saying and how it's going to come across and who it's going to impact and what's the ripple effects that come with that. And I think that's part of being a good leader is considering some of those things. I think allowing your younger folks to show your vulnerability and show that you're not perfect makes you that much stronger as a leader right? And when I can go to my coordinator and say you know I don't know that answer but let's look it up together let's see what it says right? Or put it in a question format where it's not a direction and say hey you know what do you think about this? Like I already know it's wrong right? Oh I don't know. Well why don't we go look into it and why don't you get back to me and let me know what you think on it. You know what that was wrong I didn't realize this this and this. Alright great. We learned something. Let's move on right? So I think it's just the approach and how you do it. If people walk away and say man that was a good experience and I got some things out of it then it's a win right? And if people are coming up to you and say man [PERSON]'s here and I'm just really stressed out about it well then you're not winning. So you just got to reset that. And I had to do that with a coordinator uh recently. I said look I don't know what I did to you to make you feel like I'm coming out to get you. But let's just reset. How do we do that? And we spent the whole day just having conversations. Didn't even go to the job site. But I knew I needed to take that time to get to know that person and what was important to them and then okay we can reset and now we can start talking about the things that really matter right? So I think every individual is a little bit different. Uh direct report one I treat this way, direct report two I got to do this way, and direct report three I got to do this way. Everyone's a little bit different on how we approach it.

Are you comfortable sharing the feedback you got from that report?

100%. It was a self-infliction right? And so she was like I don't have any real reason. I just know when you're coming you're intimidating and you just stress me out. I was like that's fair. Now what am I doing? She's like I don't know. I was like well then how about this? I'm only here to help you be successful in your career. Can you allow me to do that? Yes I can. And that changed the approach moving forward. In fact she went to her manager and said man I had a really good one-on-one with [PERSON] and he did this and he showed me this. And I'm looking at it totally different now right? And I think some of that is people just want a job. And my new approach that I've been saying lately is no one comes into work today to say I want to get fired. No one comes into work today to say I want to do the wrong thing so everyone can get mad at me and send me home at the end of the day. I haven't met one worker that's done that yet. And that's with our staff too right? And so that approach also makes me open up and say alright what do you want out of this and how can I help you get to where you want?

Can I ask a kind of a follow-up? Um so when the interactions are where something's gone wrong. How because you mentioned you know changing to have a like sounds like kind of like just a calmer demeanor. But um I was wondering if you find that if you have a staff member that makes a mistake and then you have to go

in and have an interaction. Is that an opportunity to build trust in a bigger way than say your yearly you know like other kinds of interactions?

Yeah I think so. I in fact we have a running thing now with that line I just said that no one comes in today to make a mistake. If an injury occurs like look that guy didn't come in today to get hurt right? Right. And my direct reports tell me the same thing and it's our way of calming each other down because we still live in a recordable incident world that we're starting to get away from that. My phone went off so um we still live in that world right? Where that's high stress for some of us and we don't want that to happen. But yeah now it's like well is anyone going to die from that mistake or not? So let's just talk it through and see what's going on. And I think that's the vulnerability that we want to have both ways that it's okay if it's not perfect. It's not the end of the world. It's actually a practice I'm trying to do with my kids even my kids right? Like if they tell me something that's not gone the way it's supposed to it's like alright it's not the end of the world. How are we just going to get through this? And so I think it's just it's not even a leadership practice it's just a practice that makes you well rounded.

Yeah I appreciate the um [PERSON] connecting you know our leadership conversation with parenting and your follow-up on it because it's also relevant right? 100%. Like I would posit that if your direct reports don't trust you then your kids probably don't trust you. Because the skills and you know the um like what you said [PERSON] about you know becoming calmer as you get more experience. I mean I see that in my professional life and I see it reflected in my personal life as a parent. Um so just I don't know if anybody else sees that or has anything to add to it. Um and also I'm not sure when we should go on to the next prompt. I know we've kind of hit some of those things because we've uh we've talked kind of about the leadership behaviors.

Well I just and I love to just chime in on [PERSON] your question of when something happens when there's a mistake or when something isn't you know aligned with company goals how do you handle that? And there's been a swing over the past several years I feel like with like human performance and things of like actively caring for people and and hey we can't go and you know hold that person accountable because we have to care for them and it's almost my opinion is is we are not caring for them and we are not growing them if we're not going to let them know like hey this wasn't we didn't hit the mark here. We did not hit the mark here right? Not you, we as an organization and as the decisions made did not hit the mark here and here's what it was and asking open questions of what can we do differently next time to achieve what we want and set some goals around that to help you know hold them accountable and let them know that like it was a group failure or a mishap or what have you but you have to have those difficult conversations and it's not yelling and screaming it's not your job is in jeopardy it's you're going to grow from this you're going to learn you're going to become a better safety professional because of this you know.

But I want to stress one thing. Why is it when something goes wrong we have to have a conversation? Why not look also at what went right? Sure. What went right? We used to do post-mortems on all our projects. And we used to start out with what went right at this job. Well we had the right subcontractors we selected. Great point. But we always you know focus in on the negative first. And that's a problem in my eyes.

Yes. 100% [PERSON]. Uh in the military we had something called after action reviews. Yeah. And we did them after every event whether it was positive, negative, or somewhere in between. And you guys probably did something similar in the military [PERSON]. Um I've tried to bring that to the company. Um you know when I got out of the military I was like a year to a year and a half at any company and then I was leaving. Um usually because uh you know the culture of the company or support for safety. Um when I did finally find a home that I stuck around for for several years I tried to bring after action reviews into the culture. Um and it was difficult. Uh and um when I left I'm pretty sure that that was uh well they never really took off. Um you know getting people

to see the value in spending time analyzing something that went right right? It's like we did it right. Good. We know how to do it. Um so I agree [PERSON]. Seeing uh after action reviews used um more consistently I think would uh allow us to focus more on the behaviors that lead to success instead of trying to reverse engineer the behaviors that led to events that we didn't want.

Yeah you know I also think just picking up the phone and calling someone for no reason. Right? For no reason. I have people all scattered throughout the West and I'm at least trying to call someone once a week right? And just check up on them and see how they're doing. Absolutely no reason. Not good or bad. Just calling to say hello right? And to have that one-on-one interaction because it takes the sting away for whatever that next conversation has to be. I don't know if you've had success with that but I find that to be successful that I'm not calling you for any reason there's nothing and it's not if I call somebody right now they'd be like oh hey [PERSON] what's going on? And I just think that helps right? And I think though I was in the military for several years and I loved every bit of it it gave me some bad habits too right? My demeanor is on point. It's the message is going to come out very one way and I know those things. And so how do I shake it up a little bit just to get some of those edges rubbed a little bit softer so that way it's received right? So yeah where they see you call it's not an oh shit it's like hey what's going on? Right. Yeah. And I think the same thing with like the trade workers on site. If you have 80% of your conversations with them that hey how are you? How's your family doing? That 20% of hey you're doing this wrong I need you to figure it out or oh my god you put someone in danger like is a lot easier and you get better feedback and then it builds that trust of like oh my god I'm entering a shitty situation how do I let me call [PERSON] to see if he can walk me through this. And I know it's not like a this guy's so stupid man. It's one of those you can actually learn from it.

Well you're building trust because you're showing that you actually care for them in their situation right? And they're the most you know maybe except for their you know certain family members they're the most important person to themselves. And so if you show that they're important to you as well by showing you know care for you know more than just their work performance then you know you're building trust. That's what you're talking about and you're absolutely on point.

100%. Like if you don't know your staff and their family and what's important to them. I don't know if you guys do that but I know my uh I have three direct reports and then there's a bunch underneath right. I know the three direct reports wives, kids, dogs names and it's in their phone in case I forget it. Like that's important to know that stuff right. Like a damn dog named [PET NAME]. Like how's [PET NAME] doing? Right like that's the stuff that's important to those people. And then you get to know them and one you know has anxiety. He's like look my anxiety is getting up. And so then I know what cues to look for like hey your anxiety is up why don't we just take a break and come back to this later. And that just matters. Total well-being. That's an important feature.

You know I too came from the military. And when I got my first safety job. What branch? We need to know this. [MILITARY BRANCH]. Oh numbers outnumbering. Jeez. [MILITARY BRANCH]. Infantry battalion. So I came out as a safety cop. And I had to transition out of that. And it took me a couple years to transition out of that. But I got to know my trade partners. I got to know my safety people. And I got to know the same thing. Their kids, what sports their kids played. I was interacting with them. I went to church with the company. You know. Um I found out things about them I didn't want to know. One guy was in the mafia. You know other things like that happen all the time. But one thing that I started to know is I started to know them personally. And that was important to me. And one of the other attributes that I always talk about I always want to be a student of the game. And I aspire to that. That started it when I was at the [SPORTS TEAM] practice facility. We were building that. I got to know [PUBLIC FIGURE]. Does everybody know [PUBLIC FIGURE]? Linebacker for the [SPORTS TEAM] and then the [SPORTS TEAM]. Yeah. [PUBLIC FIGURE] came over to our trailer one day. And he started talking to us about I need carpenters. I need some carpenters to build shelves. What do you need

shelves for? Well I got I'm building a film room in my house. So I told the superintendent we'll get a couple carpenters and me the safety guy to go with them of course. Went over to his house. We built a whole film room in his garage. You know back in the day you don't know this but a big screen TV weighed about 400 pounds. So we had to build beefy shelves. But one thing I was amazed about is this guy had we had to build shelves in there. Why? Because he had three inch binders with every quarterback, every backup quarterback, every backup's backup. And videotapes. There was a thing called videotapes back then. Put it in the little crank it. Yeah pretty much. Steam powered. But that was amazing because this guy had a reputation that he was the first guy in the practice, last guy to leave. And he came home and he started doing it. And he coined the phrase for me I'll never forget it. I go why do you do this? He goes I'm a student of the game. My goal is to be able to hurt every quarterback in the [SPORTS LEAGUE]. That's what I want to be the best at. And that stuck with me. And all the people that reported to me I repeat that. Everybody's got to be a student of the game.

Yeah I was doing something the uh another leader and he said if you're not reading you're not leading right. Meaning just got to keep on educating yourself and that really stuck with me like it's so valid. You just don't stop learning and I can't say I'm the best reader but it does make sense. You need to keep on learning something. Be a sponge.

I think that also helps people better understand people who are junior to you in the field because if you're not struggling to learn how to do something you cannot relate to how they're struggling to learn how to do their job or their task. It's you have to remember what it is to be a student. Be uncomfortable in the learning or you can't help other people learn. And it's easy I think that's one of the disconnect things. When you get further into your career things get easier. Like they get hard but they're kind of easier too. Like you know your subject area. So it's harder to relate to people learning it. And I mean in teaching I like to try to spend as much time doing things that I don't know how to do. Right so I feel really uncomfortable and vulnerable and it helps me to relate to how my students are feeling. And if I don't regularly do that I get this real disconnect. And that's a great point. Yeah I think it's the same in everything. Like it's good to suck at something. You know.

Yeah well what got us to this point won't keep us there right. So constantly evolving and getting more. Yeah technology. Technology is like we have new software we're using. I don't know it that well. And maybe I need to. But I'm not doing it hands day in and day out right. So I'm relying on our younger folks to tell me what's wrong with it, what's working, what's not. And you got to listen to them. I think that's the thing is you have to listen and you have to act. And that's what they're looking for is like if it just goes on deaf ears and you're never willing to make any changes or get back to them on why you didn't do something I think that matters and that helps build that trust to let them know that. Yeah and to feel valued right. If they brought something that helped the organization. It trust works both ways too right like for things that we may not be experts in like software or whatever like technology like AI right like I need help. We have a subject matter expert one of our junior you know younger staff members says hey I know this stuff. Let me run with it. Let me teach the group. So he framed out a whole education piece on how to like educate our group and he's checking in with me but by allowing him to do that because he was passionate about it and I trust him to be able to do it and he's checking in with me like that just that working relationship it builds that strength. Um I may may not be my strength but he's the champion of it. Sure. And now he's helping out the department. So you know and he's going to help educate me on it. Like he's going to present to us and it's going to be great because good leaders don't embrace the suck. They suck at something. Yeah. And they don't embrace it. Yeah. Yeah. I think that that's a problem. Yeah I think the best leaders I've seen are the ones that show the kinks in the armor. Yeah. The ones that are polished and look great and speak great it's that's okay to a certain level but you got to show that you're not perfect and show that you're vulnerable and show that you can shift when you need to and I think that just relates to good leadership and I think that's a military trait that you know your leaders see that the plan

doesn't go as planned it's okay. We're going to shift a little bit. Absolutely. Um what about you [PERSON]? You've been actively listening very well this whole time. I know you've got some good thoughts.

No I've just been trying to figure out you know what I could add and there's been a lot of good things already said. Um you know I definitely agree with you you know I think asking questions of the craft or of the teammates you know having them reach the answer themselves. You know having them walk it basically walk you through it rather than you telling them or you explaining to them you know what areas need to be improved is a big piece there. As well as uh you know I think earlier on between [PERSON] and [PERSON] you both made a comment about focusing in on more positives not always the negatives. And I think one of the biggest pieces I've seen just building trust internal to my company with subcontractors as well is the power of using their name. You know not always being there when it's a negative uh moment but using names both you know check in how are you doing this morning or you know hey this is going really well you know continue doing the task that way you're following your work plan. Uh but just using names I know I've caught a few folks by surprise like hey knowing their name and as well as oh only my mother uses my name when I'm in trouble type deal. So it's you know the power of using a name has definitely been a big tool in my pocket.

Yeah you're taking it back really old school right. The um How to Win Friends and Influence People. Right? I think I'm sure probably most of us at this table have read that book. Um it's a great leadership book and using people's names right. They're the most important person to themselves. So show that they're important to you.

Yeah I'll tell you the name thing is a big one. It dude it hurts me when I don't remember someone's name and they call me out on it. It's like ah. It's a chance to own that you're not perfect. For sure. Like everyone looks so different with hard hats and vests on. Oh yeah. And like hard hats put your name on the hard hat so please yes. The name that they're called. Yeah. Bubba. Okay Bubba. That's what I want to see.

Well I found when implementing you know the hard hat name rule you know putting their name if you know if you got to put their government name for company policy fine but giving them another sticker or incorporating their called name into it really softens the blow of like being labeled and like being a number almost. So.

What am I hearing from you guys the younger folks uh what is one leadership behavior you model consistently and what's one you'd like to improve? Because I feel like you guys are probably younger.

I think just being open. Right? Going to the trade I think for me on the job site I'm a leader of safety for the trades right instead of like other safety people. So I think it's just modeling being around learning the work understanding what they need and then just like being open with them right. Being like hey like we're going through this right so hey we have to do an excavation let's walk through this going through it hey how are you guys going to do this learning the work but also finding a way to like be open with them and then have those conversations of like you're going to really do that? Like that makes no sense. Um and challenge them with it but then also be able to like take that and go to the next crew and then hey you guys over here are doing this why don't you do this do you guys talk to each other? Um or you're going to run into this guy's trench while you're trying to do this and we're going to have an issue. So I think right now it's just leading the trade folk making sure that they're good talking to them and just keeping an open mind.

That I've been inside a corporate structure. Um so it's always had a very different feel based on which employer I've been with. You know I think currently uh I think currently like I said or like you actually said I think earlier on getting to know the people on the job site uh that's been a big beneficial to uh earning their trust and just being able to influence them to keep up. As far as areas for my improvement I really I'm always looking for feedback from them so that I do know where to start to improve on. Um but I think certainly with my project team that's one of the areas I really want to focus on. And I know especially with this past season with all the

snow events and ice that we've had down in [LOCATION] it's really been with the superintendents and the project manager alright you know I am a resource to you what do you need from me to support you with so that you can do your job successfully. And rather than just being hey you know I need more ice melt in the mornings or hey I need so just again asking them the questions.

Being a resource not a commodity. Exactly. Yeah absolutely.

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

Um, we also know how we're struggling on the craft side uh with the pipeline. Um, um, so it's a challenge not only on the professional side but also on the skilled and unskilled craft side.

Um, you know, we have this we have this cliff we're running into. We've got a lot of folks that are in the field uh uh running work for a long time, really experienced and they're graying out. Um, who's coming up behind them to fill those needs?

Um, let me first uh say um that this is Women in Construction Week and I appreciate deeply uh your contribution um to the industry. It's uh really important. Um, you may or may not know my team. I have eight on my team and um six of uh my uh team are women. Um, my uh my uh two daughters as well. I've made a commitment uh personal commitment to make sure that where I can uh I will uh hire women. Um, and I think that's uh something that we should all really find a way to uh equalize uh the demographics within the industry to society. I think there's a real opportunity for us to do better and um I'd be more than happy to share the lessons I've learned regarding that.

Um, as I said, we have this underrepresentation and then we really have a retention issue potentially. So I think we all need to work within our own companies, but also how do we how do we forge this network amongst ourselves, amongst our uh firms to do better. It's it's great to have these aspirations as an individual enterprise to do better, to be better, to create a workplace that's uh respectful, uh that provides people with dignity and agency about what they're doing. But we're also, you know, competing uh with other folks, peers if you will. Um, so how do we how do we collaborate together to create um a better industry. So if we look at it from a macro, you know, macroeconomic perspective versus micro, what do we need to do together to partner to create um to create the atmosphere that where people want to come to the industry, but also hold on to the folks that are here. I think we can do a better a better job. I'd love to love to understand your perspective about that.

You know, we have this technology shift. Um, uh, so how is that going to impact, you know, how is that going to impact things? Uh, we have, you know, geographic and economic mismatches. You know, there's there's a ton of work shifting into rural areas, other areas that really don't have an infrastructure, they don't have a population base to support the work. So so what is that going to mean to the future of work? You know, um, it's a and it's a huge thing and you you always have traveling work as well. But now we're seeing um camps having to be created. Um, like when we built railroads back in the back in the 1800s, you had these work camps. Um, it's creating some interesting uh dynamics for sure.

Um, we have you know, workplace disconnect after hours. My phone's on 24/7. Um, I don't know about your phones. I actually bought a vacation phone. Um, I went to [LOCATION] with my wife a couple years ago and I said, I am buying a vacation phone. I want to be able to leave my work phone in a drawer. That phone only has six phone numbers in it. And I only take it out when I go on vacation. Um, anyway, that's kind of gives you a little bit about the trade and workforce disconnect.

So let's kind of talk discuss it like at the macro level. How are we going to attract uh a workforce, whether it's professional or uh on the craft side. I think at some level this probably affects uh everything. You see national

news events uh relative to construction incidents or industrial events, let's call them. Um, you know, how is that how is that really impacting um the the work the potential workforce perception of of any industry, right? Um, does that create a disconnect and again does that really mean that we need to look um across that industry group at a peer level to try and figure out ways to reduce the high energy high energy events that attract national news and cause, you know, catastrophic outcomes. Right, so how do we how do we do better to self-govern as an industry those events to reduce like the uh uh scrutiny of regulators and but more importantly the the the perception from the from the potential uh workforce that's looking at looking at um coming on board.

Um, when you look at in a market area, you know, we're a construction manager, we've got 13 to 15 uh CMs, construction managers that work in the [LOCATION] market. And then you take that down into [LOCATION], [LOCATION], that expands, you know, a little bit more. Um, when you when you kind of reverse engineer things, what is the experience that the worker has moving between projects, moving between subcontractors? Um, at some level it's like them being a pinball in a pinball machine. You know, they're bumping off this CM's expectations, this CM's expectations. So how does that impact, you know, our ability to retain folks, how does that affect our ability to to attract uh new folks?

There's a tremendous demand for licensed trades now, you know, a lot driven by the by the data centers, you know, for example, but but um but beyond that, um, you know, how do we how do we create that um uh how do we pipe how do we establish that pipeline to uh satisfy uh the constraints and needs that we have.

Um, I was listening I was talking to the uh our general manager of our carpenter division and uh he's really involved in the uh carpentry uh leadership, uh he is a carpenter, uh but leadership in in a couple of the unions in in [LOCATION]. And he was telling me that they're actually relooking, they're looking at how they're managing their apprenticeship program because the last class they had they washed out 30 to 40% of the of the class washed out. They weren't able to hold on to them. So they're actually looking at doing things much differently to make sure they retain as many people as they can. They're looking at connecting with people at a more personal level, following up with people, you know, getting to know who's in the back seat of their cars as [PERSON] mentioned. Um, but you know, I think we have to look at really how we're managing um our onboarding. And I'd also say at some level as a CM, construction manager, you know, what are you doing to create an atmosphere for the apprentices that are on the project? You know, how are you what expectations are you setting for the for their employers to support them? Uh, we have a project in [LOCATION] right now where we have 20 20% of the workforce, that's 60 people on the job that are apprentices. And they're getting hurt at a much higher rate than the journeyperson. So this is it's we're not we're not it's not sustainable.

Where the owners setting expectations for 15% of the workforce to be apprentice or a resident of the local area, we're meeting that or exceeding that, but then we're causing harm. So where is the disconnect in terms of um the the union or the employers um being able to train and provide the skills that are necessary, infrastructure necessary to support um the apprentice while they're on while they're on site. You know, something I said yesterday, you know, what are the what are the factors that are affecting critical decision making? That's something we really have to I think spend a little bit more time to really understand. Because if we don't understand it, it becomes a constraint and that's when bad stuff happens. And that's when we don't have understanding um and we end up with these you know bad situations.

Um, what the subcontractors want, what we want is plug and play. Right? The pace of construction, our backlog, we're on a we're just built for speed. We're going out pursuing work, we're estimating work, we're buying work, and then we're then we're putting work in place. Um, when I came into the industry, there was actually enough money in the industry for apprentices. I came in as an oiler uh on the operating engineer side. Uh, but all that money got negotiated out of uh collective bargaining agreements. So where is all that where is

all that training occurring? Where is all that experience being acquired in a safe, logical progression? What role does the owner have on setting expectations for for creating those environments to allow uh the apprentices that they're that they're requiring by by percentage, they're they're requiring 15, 20% of of the workforce to be apprentice, but what what are they doing to support the development?

They are allowing the construction manager A, construction manager B, and construction manager C to compete for their work and we're going to drive to the we're going to drive to the tightest schedule, we're going to drive the budget down to win that work. But at what cost to the workforce? When do we give the workers a seat at the table? At what point do they get a seat at the table? I don't have an answer.

You know, I'd like to think at some level like project labor agreements, you know, are are one answer to that because that's typically something negotiated from the owner. But when I read PLAs, you don't see that you don't see that intention within that document. And a PLA, that that agreement is really in a union environment, that doesn't exist across the country. So it might be a regional um solution, but it certainly you can't scale that across the country just based on the the the the facts. So at some level we we have to take ownership of that as an industry. And where does that conversation start? Does that start at the trade association? Do we start to say, you know what, I know we're competitors, but we got to solve this problem of labor. We got to really work together at some level and really solve this and then agree to implement um program to um to develop, you know, the next generation, to develop the pipeline that's sustainable.

On this project, there's 20% apprentices and they're getting hurt at a high rate. Yet 80% of the workforce is experienced. I'm going to share just it's something I've I've noticed over time, right? You see wildlife movies, I grew up watching uh Wild Kingdom. And I have these vivid memories of the the antelope and the gazelles around the water hole. And one of them, maybe two of them would start to notice some some of the grasses being displaced or moved and maybe something running across and then pretty soon later you'd see like a lioness jump out of the ground, right? And that person that was on sentry would warn the rest and they'd run off safely together. So why in construction when we when we have the most evolved species where we walk on two legs, we have opposing thumbs, we don't take the time to use our experience to warn someone right next to us that they're doing something that's dangerous. How do we get the folks with experience engaged in this?

This is what I tell apprentices. I just had this conversation. I said, you hold the power. And they looked at me kind of strangely and their crew leader was next to them and they did as well. I said, I said, you hold the power. I said, that crew leader needs you in order to retire. So how do we start to explain the why? You need to step up and mentor that person.

In November of [YEAR], [COMPANY] um at our request came in and did a um ISO 45003 evaluation of our company. They interviewed six cohorts. They were looking for psychological health and safety um I guess uh assessment for our company. And what I'm talking about really are psychosocial hazards. Um, you know, how work is organized, the social factors of work, and the environment, equipment, um and conditions of work. Um, and let me give you let me give you like the the the hazard side of of a psychosocial hazard. Um, a couple of years ago, and I'm going to I'm going to wrap up here soon, but um, we had a a project, uh high bay, it was for [COMPANY], uh part of their uh [PROJECT] uh uh build out um and we had to provide some infrastructure for the first phases of that. And uh they needed 150 foot aerial lifts inside the inside the base to do some of the steel work. So we got in a BIM model, we modeled it, we were able to get access, we were able to put workers in the aerial lift basket and they were able to get at elevation and they were actually able to look using goggles to get a perspective of what being 150 feet above the ground was in an aerial lift. The initial group that went through that, we had four, one of them washed out because they were afraid of heights. So we're putting people in situations where theyre concerned but they're not speaking up.

So does that person then, do we lose that person because the the industry is just too risky for them? Do they just accept the risk and they're uncomfortable with it and distracted at some level because they're trying to, you know, manage that and then manage the work as well? We have misaligned incentives, uh unsafe pressure on the field. Um, we want a plug and play as I said, but uh but we starve learning. And then the human case is making the shortage worse. As I said, psychological safety and wellbeing. And I said this yesterday, a thousand deaths a year in the construction industry. Um, 5,000 deaths by suicide, 12,000 deaths by opioid overdose. That's 17,000 lives lost to wellbeing related matters. Um, we're already facing a shortage. So how do we how do we work together to solve that to the extent possible? How do we solve that problem? Because it does make a difference and it does matter in the in the equation. So, I appreciate deeply, you know, your attendance here and I look forward to listening uh after we come back from lunch. So thank you all.

# Table 2

Okay, prompt number one for the round table discussion is where does connectedness break down most often and why?

I just want to get clarity so we're focusing on safety professionals.

That's what I took on. That's what I understood.

Where do you see, where do you see it breaking down?

With connectedness in the field like to the frontline employees? I think lack of field presence. I think me being as a young safety professional getting out there and just being present in the field and understanding the crew as we talked about understanding the work, that's where I found some of my success. But then as I take on more responsibility trying to maintain that field presence while also working on higher level projects is difficult. So I guess just trying to maintain the field presence that I kind of set that standard for myself.

Do you think consistency is an issue?

Yeah. Yeah I think one month I could be in the field a lot of the time and then it's like we got some high level stuff going on so I might not be in the field as much.

Where'd he go?

Yeah. Um yeah so consistency is definitely an issue.

For me one of the places where connectedness breaks down and the thing that comes to my mind right away on the forefront is we spend hours, we spend weeks sometimes, sometimes even more than that for example planning crane plans, meeting with the vendor on site, establishing that plan, getting all the checks and balances, and then the operator shows up and doesn't even have a copy of that plan from their office. So it's like for me that's just one example of that connectedness. So we're doing all this work in the office, there's people making all these decisions, but are we even asking and making those decisions with the right people in the room? Like cause sometimes I'll have that plan and the operator looks at me and he goes we can't do that. Who told you that? I'm like well your office said you could do that and that's what we based this off of. So it's that connectedness, are we getting the right people in the room at the point of planning.

And you lost him when you said your office.

Yeah exactly, no exactly. So for me I've been more and more trying to understand systems and do we have the right people in the room cause I found that keeping that connection, that communication stays much better compared to someone in the office making a plan and in the field not even knowing or barely just getting sent that plan the morning of for example. So it's that chain of command and are we putting the right people in the room to make the plan.

We've been working hard on trying to like in our safety committees or what not just trying to get the field presence in the room to kind of have a say in what we're doing like if a new form or a new process comes in place having them kind of guiding them to making that process themselves obviously with the guidance of safety and management but trying to have them take some ownership and them being involved in that process I feel like really helps with the ownership side of things.

Where do you I guess as being a little bit I'm gonna use seasoned as the correct word in the industry, where for connectedness as a safety leader where do you see some of the young professionals not maintaining that, are you identifying some of that point of connectedness as a safety leader?

Yeah I think too many times we're focusing on what we view as our problems okay and how often are we spending time trying to focus on their problems. You know what I mean? Like we go out and we see work and we see work not being performed the way we think it should be we want to dive on that and fix it. Meanwhile they have stuff that's stacking up that they're like yeah so they feel like all we're doing is trying to force them to address the things that we see but we're not doing anything to address the things that they're seeing.

They're seeing. Or what they're really up against that true condition.

And to be effective really that's always been my strategy like go out and solve their problems first before I start trying to work on them fixing what I perceive as mine right. Even if they're low risk items what you're doing is you're building credibility and you're showing that you genuinely care about their success right.

Yeah I think so I'll say a little bit about my background because I didn't get a chance. My flavor is a little bit different. I do a lot with performance psychology. I've been a coach for [ALMOST THREE DECADES] and I work largely in the education space. I consult in this space. My wife is over there she's full time. But I spend a lot of time in human behavior, brain science. We work with law enforcement as well and I feel like what's coming to my mind as I'm listening is like the guardian mindset versus the warrior mindset and a lot of the young police officers or veteran salty eroded police officers will solely have a warrior mindset. I've gotten tickets from cops that I actually you know hey have a great day officer you know I screwed up. And I've also been pulled over by cops and not given a ticket by a real a-hole that treated me like I was doing something wrong. So I think the idea of a warrior or a guardian connects to ego, vulnerability, openness, and we're talking about connectedness. You're talking about communication. But I think connectedness is really like some of the bedside manner that comes into the experience and solving their problems first and then being able to have the overarching mission or initiative or thing that they have to deliver as a leader. So I think there's candor, tact, and being able to show up for them and I think that's hard for a young person to do. And that's where the ego and vulnerability piece comes in. And young police officers show up in warrior mode and they forget their community partners. So I mean I make that analogy because that's something we spend time with.

That just oh sorry. No it does resonate for me cause one thing that just came to my mind was back in COVID during the start of COVID we had to meet every single person at the gate, know exactly who they were, we knew by name everyone that was stepping on site, we knew about their wife, their brother, whether we had to take their temperature that day or just have them do the wellness check. And the connectedness and the way the project felt at that time was more of a community than I've ever felt at any other time. And it was that cause we were finally meeting them on their level. We were at the gate every day. We were one with them and we got connected with them on a field side and it wasn't in my time it felt like it wasn't management against the trades to make sure we were compliant. It was everyone wanted to be at work cause we needed to collect a paycheck, provide for our families, the world was shut down but we were there together. We were connected and it was a common goal. So it's like how do you get that feeling back on the projects now that there's not a worldwide pandemic. And I've seen us slide back into we don't meet everybody at the gate. I don't know everybody by name anymore. It's back to that and I know that's not realistic for some of these large projects but it just kind of got me thinking of that level of connectedness with the person.

So we just did a drill really funny you say that we just did a drill in one of our pre-planning executive review meetings like our annual safety champion meeting you know trying to build our new safety champions and sent

out a questionnaire to a bunch of folks that are working for the people in the room just about personal life, family, things that they like to do, all that kind of stuff. And what they did is every executive got a stack of cards of the people that are on their team and they had to look at the information like who their family members were and say this is [PERSON]'s, right. The highest one was 40%. And it dropped off precipitously. And it was all a message around like do you really care about the people that you work with, do you know them, so it's funny you said that at that point right.

Yeah. Do you really care. One quote that's always stuck with me from another company and the CFO or the VP of the company said if you don't know who rides in the back seat of that vehicle on Saturday and Sunday you don't know your employees. And that stuck with me. Like if you don't you know I think you're gonna say people don't care how much you know until they know how much you care.

Yeah okay but yeah no but same idea of what he was getting at yeah.

But the sad part of that is like people actually understand that that is so critical to success. Cause you spend time on TikTok and you'll find out in five minutes that people think that safety people are a joke.

Oh yeah. It is good. I literally send them to my team.

Yeah they get sent all around. So why is that like do we really take time to get to know our people like I was talking to one of our supers last week and he's like hey when I go out I am there at 5:30 in the morning because I want to be there and I want to watch all the dynamics I want to watch who's polarized across the room and I want to go fix that. But how many people take the time to do that right.

Well and when I say vulnerability I feel like people over like in my space I see people over teaching I'm a teacher I've taught for [OVER TWO DECADES] and I see young teachers fearful forgetting like if the principal walks in right now it's gonna look like I'm a terrible educator right and they over teach and they get really strict and they disconnect with their students. I see people over coaching because of how they influence the parents and what people are thinking about their outcomes and you know we lose touch with the idea of a process focus versus a product focus. So I think if you're product focused which a lot of us are especially when there's a lot of stress and high stakes a lot of eyes on us and safety is unforgiving. I mean my father worked in a factory and they fired him because of a near miss that he actually saved a guy's life. I mean that's not even an exaggeration. Literally saved an unsafe guy pulled him back my father was a supervisor and 2:00 in the morning next day you're gone dude. So I mean it's very unforgiving so I realize there's a threat an intense threat in this space people die people lose limbs I get it. But on some level there's a balance of not overdoing it and being able to have that vulnerability that human condition where you're like you're not gonna get fired if you have a conversation with someone and connect right. And I feel like we're too consumed with I gotta make sure this is happening. So it's tough it's really tough.

I think first to be able to establish that, a safety professional has to have a level of credibility, right? You know, so who are the most critical relationships that a safety professional has to have to be effective? Like what's the most, the management team in the trailer, is it the superintendent, is it the foreman, like who should a safety professional be trying to build credibility with?

For me I'm a firm believer in your field staff. You need to skew their minds not necessarily skew but adapt their behaviors so they're on your side because if you're the only bad guy who goes out there the project's just gonna go as well as it's gonna go. But if you have those supers you need some of your assistant PMs PMs whatever they're out there they're saying things. I mean I've been on jobs where I have very lacking field staff and I've been on jobs where the supers are taking away the small potatoes where we can plan our work I can

have those conversations on prep work I'm not just walking around hey glasses gloves fall protection. If you have the field staff around doing the minimal safety standards you can focus on the upper level high hazard work things like that.

I think it's a twofold too for me so I think too as I've just been able to grow in my career it's who are the most important people I think it's your field staff obviously whether that be super your general super having that trusted person. But for me in my career and I know that's not in everyone's position as I've moved up it's really starting the project off on the right foot. The purchasing like starting in precon like how can you get safety into that like making sure your operations teams or your precon teams your estimating your purchasing teams do they understand your program and what you're trying to achieve. Because you're setting yourself up to fail if we're not even buying it right or going for it correctly at the top how are we getting that you're setting up our supers and your field staff to fail from that point. So knowing that everyone doesn't have a seat at that table at a field level but is there ways to then early on in the project understand your scopes of work understand those requirements. So it's getting safety professionals I think too more connected with the full business model to really understand the outcome you get in the field.

I think it goes back to like you guys were talking about understanding the work is huge early on. Something for me like I'm trying to get more involved in the precon get safety involved earlier on and stuff like that you know I'm here to connect with you guys and not like the obvious answer of the field staff I think it's kind of working more as a team and going to the PMs and stuff and focus on getting more involved in that stuff versus just the field. I have great relationships with my foremen superintendents frontline employees but the operations office I struggle a little bit with them and now I'm trying to get more involved in that with precon and what not.

So is it fair to say that one of the most important things that a safety professional has to do is establish credibility?

Hands down. I see it right now with younger professionals that don't establish that credibility and they're really struggling at year three year five year six making that next jump because no one's behind them in a way.

So is it realistic that a safety professional can just establish credibility on their own or do they need a sponsor?

I don't think you can be a silo. I don't know if you can be completely by yourself and be.

So who are the people on a project that can stand behind the safety professional and cross look and say that they support the safety connection?

We look at it in the work that we do as engaging leadership versus disengaging leadership. And as a coach our hook or my hook whenever I do trainings or talks is I coached wrestling I was a college All-American I had a really decorated mixed martial arts moment not even career but moment. But I have been in some spaces around performance psychology and competing and coaching I was a really disengaging coach for about a decade. Yeah. It took me about 10 years to realize I was being an asshole. I was pushing kids out of the sport as much as I was pulling kids in to become champions. So my teams were always small I had high performers but I had a lot of people quit and walk away. And I feel like I was disengaging because I wasn't self-aware and I was just missing a lot of the impact I was having because I had my eye on this. I think [UNIVERSITY] wrestling is going through it right now. They're falling apart where [UNIVERSITY] has a completely different experience and division one wrestling they're unbeatable. But the idea of being disengaging versus engaging when my principal walks in hey what are you here for. It's disengaging. I never see her she doesn't talk to me she doesn't make eye contact there's overwork over stressed. So I think strong leadership is engaging leadership. And when my AD walks in hey what's going on dude not much how you been and by the way here's these

three things I've been wanting to tell you. And it might be direct feedback that I don't love but like okay dude I'll tighten it up. Like it's because we have a rapport and it's are you engaging or disengaging. And it took me a while to realize that I was disengaging young men in my career in the space that I was most passionate about. And that's really interesting right cause I would have told you I'm one of the best wrestling coaches in our section. I was one of the biggest assholes too. So that self-reflection is huge.

So for me too if I think about as a safety professional early on in my career I'd probably say my most important person was my general conditions crew leader. The way he showed me the ropes what really goes on on site what management goes on on site how we plan work that was a really important person for me my superintendent. But now I would actually say the person I need to be most connected with my superintendent is probably right up there but it's actually my project manager. Cause at the end of the day he's the one really seeing the schedule understanding the schedule what's expected of us. He's supposed to be at least the way we operate organizationally he's really the leader at the top of the project above your executive that you have but they're not on site. They come around when shit is on fire and they need to fix something and yell at us that we're not doing good enough or we're doing great and come by kiss the babies shake hands and leave town. So for me I would say I think my most important connection is a project manager because the project manager can get the rest of your team in that field office really I think to listen and know the expectation.

One other discussion question I wanted to ask you guys was what would genuine participation not oversight look like this month. I think I struggle a little bit with what's genuine participation versus just oversight of work and I guess I would just like to hear your guys's perspective on that.

I mean it's tough engaging especially on the frontline level like trying to engage the guys say you're doing a toolbox talk or whatever safety talk and I think it goes back for me is trying to have them take ownership more not just like the safety guy is here let's all listen to the safety talk. Like having the crew take that ownership so they created the system so they're more prone to follow that system. I think we're still working on how to do that better but like the idea of planning.

So for me is genuine participation when your safety system works when you're not there?

Yeah.

I was wrapping my brain around genuine right. I started thinking about culture and so like Daniel Coyle has the book Culture Code and to have rich culture whether you're trying to knock over a jewelry store which is one of the groups he looked at or win an NBA championship which is also a group he looked at is belonging cues shared vulnerability and common story. And I feel like if your toolbox talk or your debrief or your break time conversation has belonging cues or shared vulnerability like SEAL Team Six leaders told Simon Sinek the most powerful thing a SEAL Team leader can say is sorry I screwed that up. And so it's like vulnerability right. So you're gonna always find belonging cues vulnerability and that common story high standards in a rich culture and I feel like that to me is where my brain was going when I saw genuine. But your point is right like is it genuine and I run a weight room and I'll have 40 kids in there I gotta take a leak and my colleague's not around I run down the hall I'll leave that room full of kids but I trust my culture is rich. There's no bullying there's no negativity I got nerds I got freaks I got athletes college bound non-athletic I got the whole spectrum and it's a nice atmosphere. So I can step out if I need to. I try not to it stresses me out it's not a good protocol but if I'm in a jam I know it's okay. Yeah. That's genuine.

So what I look at it I think about like is it our role to fix things or is it our role to set other people up to fix things.

I'm a firm believer part two. I feel too often it's you found it it's your job to fix it on site. You see the hazard that's

your problem now go get that fixed.

It's like so the mindset it's really about that's where I think where you have operational success or competency is when a company is successfully saying that yes anyone can identify this whether it's me project engineer [PERSON] walking the site today he finds that what do we have in place to now take care of that and not just make it someone else's problem to go make sure it's checking a box and it's not on a report somewhere. And I don't know if I have the answer for that.

Cause I think that's where we lose credibility with the trades is like we're sometimes the only ones wandering around fixing things. Yeah. And the leadership operationally isn't seen doing that and there's a perceived disconnect right there like they don't work for us they work for the foreman the PM the superintendent and quite frankly that's who they aspire to be. So they're looking to them for what's important. And if we're driving safety and their leadership that they're aspiring to be isn't driving it then there's a disconnect and we lose credibility. So how do we shift our philosophy as safety professionals to that. That's a question internally I've got like who's supposed to be doing this. And I think it's different in every business function. I think some people I would say it's a superintendent some people I would say it's a foreman. Who am I gonna build a relationship with to craft to see like these two working together.

And they're always in alignment. If you have never undermined a safety professional safety professional never undermines a super I hear either one of them speak I think it's exactly the same. Like that's true leadership that they aspire to.

And then go ahead.

Even you just saying that like I'm envisioning certain superintendents or safety leaders on some of my crews and I'm envisioning certain crews that I struggle with and I think part of that's just identifying those safety leaders. Sometimes it might not be the superintendent but like you said it helps if they're the ones literally aspiring to be that person so.

Yeah. So our CEO like we have some people that turn over and our CEO delivered a really good message I wanted to bring it here I couldn't remember exactly what it was but he told a story when he first started the business back in the day and he walked through the shop one morning and he looked down the hall and operations was over here having coffee and safety was having coffee. And he looked at that and was like safety and operations need to have coffee together. Like the reason is how do you get that connection how do you show that there is connectivity. The more I understand about the superintendent and his concerns the more I can help him with that. Like how do we as safety professionals change not at the global planning level but at the morning planning level. Like how does the PM want the safety professional to engage.

So one thing at [COMPANY] we've been trying I'd say and I think it's gonna take some real like it's really gonna take off but we use a CliftonStrengths space everyone goes through it you find out like it kind of gives you an insight I was actually really traumatized with how accurate it came out. I was like looking around I'm like who wrote this on me which one of you you said someone did this. But so there's I highly recommend it it's CliftonStrengths. But one thing it gives you is I bring and it will list the things I bring to the table and then it lists things I need. And we now at the start of every project when an underground we're coming up out of the ground project team is established we sit and we go over what I bring what I need so that to help identify to each other's teammates how we operate and how we work to understand each other better to help try to eliminate some of those communication conflicts early on. And then we actually now keep them posted at our tables or our desks or our door into our office so team members can hopefully be reminded of how this person interacts best and what they need to give you your best material you need. And I think it's kind of real cause I

found out like in looking at some of my superintendents what I bring what I need and I'm like oh he needs like he's more successful when he has context. He doesn't like getting just things thrown at him you know what I mean. So now I know when I go into a conversation with him I'm bringing heavy context and it's a much better conversation. Now do you always have the time to approach every situation like that and go through someone's strengths? No but I think that comes with emotional intelligence the more you're ingrained in that the more you're learning your teams you're really understanding that in that way so that just kind of resonated with me. But the thing that you said that really resonated with me is a big thing for me is culture wise I walk on the job site and we have the we're primarily 100% union so you have the union like I like to say the in-house guys company guys and then you have the hall guys. When you go to coffee break do the hall guys sit somewhere else on the crew and then the in-house guys are they up in the trailer with the foreman the super on site eating in a nice warm shack you know what I mean. That's a clear distinction to me. If the hall guys are not with the main crew guys something is going on in that crew that if they can't even sit together for lunch or coffee or be in the same how are they doing everyday work and trusting each other. Yeah. So that's something that resonated with me.

Yeah we're a big company too and that's a telltale sign is when they're split you can tell you're like I can it's clear as day it's sad sometimes I'm like that's a hall guy.

I think navigating the emotional intelligence around some of the characters and personalities that you're gonna see in some of those dynamics is really challenging. And I like the idea of kind of targeting you know the more influential like I call them pack leaders. Yeah I like that. You make friends with the pack leader you're probably gonna be okay with the rest of the pack. But I think that this room everything sounds great and then we go out to the front line and there's some guy smoking a cigarette that every other word's the f-word and he's twice your age almost right. And that's the reality of the challenge. It's hard. It is. And you know we do a lot of stretch and flex stuff and they send me out on purpose in the summers when I'm off from work and I've had guys literally doing stretch and flex and they won't cause my appearance but then I can talk the science around central nervous system and readiness and activation. But they're like begrudgingly going through the motions of our yoga routine our yoga flow. And they do it but they hate it but it just takes the selling is so tough for that population. We call it the hold the f-ing flashlight generation. Cause they were raised by that's my mother my father I grew up on a farm. If you didn't hold it steady. Yeah yeah.

I guess one of the questions I also liked was five was what's one change you would have that would have the biggest impact on your team's trust. I guess was there something you used to do in your career that you stopped doing to help build trust or is there something that you found really helped build the people that report to you?

Specifically what I learned in that 10-year mark almost literally as a disengaging teacher and coach I thought I was supposed to turn boys into men and make men into champions and I realized I was missing a huge percentage of the population. But I revisited Maslow esteem and belonging are the key hack to any relationship. So I started seeing myself as the giver of esteem and belonging. If you meet those psychological needs every human's drive to self-actualize is equivalent to their need for oxygen their need to live. So if you suffocate someone psychologically it's by starving them of esteem and belonging. And going back to Daniel Coyle's work around belonging cues and I think esteem is built through some shared vulnerability moments where we have success. So I think for me what I learned is I needed to be a better giver of esteem and belonging and that comes through real acknowledgement. I might not be able to praise you today but I can acknowledge you and by using your name and people like to hear their own name right those tiny baby steps.

I love Maslow's psychological needs. Everyone wants to become a self-actualizer. Well what about the guy that

shows up with his pants half down and he's 10 minutes late and stale coffee on his breath. He wants to self-actualize he's just you gotta meet him where he is. And that's gonna take maybe six months 10 months two years and you know it's a process but you gotta dance with what you got.

Yeah I mean I've had guys like you know they're really fed up and just disgruntled and sometimes they just talk it out and then I kind of navigate through that and then at the end I've had them just say like thanks for listening. Like there was no problem there was no real problem there was no real solution we just needed somebody then to talk to and vent it out and then also like genuine appreciation like going out there sometimes we have this system where you can give people like thank you bucks or whatever and it's like a faceless transaction over a computer but like going out and saying like good job.

To answer your initial question I think for me would be something I do differently is follow up on like thinking when I first started like I was overseeing multiple crews and just thinking I could do everything and like going out and seeing five crews a day and every time there's a crew it's like oh yeah yeah I could do that I could do that I could do that. And then it's like you forget half of the things that you made a promise to and then that tarnishes your reputation that tarnishes your trust and the relationships you have with the guys in the field.

I think that spoke to me too with [PERSON] I think like the biggest thing as a young safety professional keep your word and when you don't know you don't know. Like I hate the young or even old safety I think it's young or old I hate the safety professional that's coming up with some crazy rhyme myth well we go this and that like if you don't know you don't know and I think someone respects the hell out of you when you look them dead in the eyes and say I don't know don't have the answer but I want to get you the right information please give me the time to go back I'm gonna circle back and then you do circle back you hold your word. But I feel like way too often try to come up with some rhyme some standard repeat OSHA citations to them and that doesn't resonate with them they don't care about that but being honest with them. And then the two other things is when you fuck up in the field being honest with them. I look at a guy like you said I messed this one up guys let me take this one you know let's reset let's make this I didn't hold my own because then to them they I think you show accountability and your pride in the work you do and your ownership and that's what got me early street cred with the guys and got guys that trust me that were calling me they weren't picking up the phone calling the super calling me because I had that trust. And then for me as a young woman too the big thing was I don't have a deep construction I didn't grow up swinging a hammer I didn't know how framing worked I didn't know how a boiler or a gas piping gets purged so literally just sitting and watching work. I sat my first two years and it was so uncomfortable to sit there and just watch men for example put up drywall and they're like why is she just standing there and staring at me for 30 minutes. I didn't know tops then bottoms how do they attack a corridor but sitting and just watching work and knowing what's gonna come next so that when you have a conversation you can speak to what is actually coming next and have some bit of credibility that's what gained me the trust.

I think it goes back to being vulnerable with them. Like I've had situations where I wanted to prove myself like I graduated from [UNIVERSITY] like I know what I'm talking about I'm this young safety professional on site and then you see it and like stretch and flex like oh my god my back's tight. In theory there's all these different variables that you didn't get taught in school and I'm out there like uh and then so just being vulnerable being like to be honest I don't know at the moment what doesn't look right let's work through this together.

So one of the things that I used to do a lot is cause I'm in a similar background I grew up in the inner city I didn't know what a chalk line was until I got to work.

Yeah. I learned righty tighty lefty loosey on my first day of work. I'll never forget my general foreman saw me

going the hose the wrong way.

But I surrounded myself with some really good people that were past professionals and I learned a lot about the trade and the work through that. And I got to the point where I knew a lot and you want to desperately create very quick credibility by showing that you actually know the work especially if they can pick up on immediately that you don't. They can sniff it. Yeah. And I stopped telling them what I saw there's an issue around me and I felt like I was constantly educating them. Cause I knew I was right and I was. But that was not effective. If I could ask them questions and let them tell me the story of what they're doing and then follow up with a question and then increasingly get more technical after a while they just stop and go oh dude you know how to do this. And then from there on I could say whatever I wanted. Yes. Establish the credibility not by telling but by asking. But if I ease into the conversation let them see that this guy actually.

To that point I recently went through a difficult conversation and I was bouncing it off [PERSON] just saying where I am me and a superintendent I came into the conversation pretty hot and it was basically like where's the engineering give me the engineering this and that we don't have engineering and [PERSON] was it's all about the question you gotta think about the question. Yes we need engineering but you gotta like almost I sometimes play a little game to get to that point. So going to the conversation I approached it a lot differently I said I would like to see to make sure we have engineering because this is what I'm seeing as a concern and it puts us at risk and it's gonna put the workers at risk in these two moments this is why I'm asking or requesting it. And that was what he needed to understand me and my concerns instead of just saying where's the engineering why don't you have engineering. So to that point I think it's giving that why sometimes to make people.

I think I'd like to think I do a pretty decent job at coming it's all about approach like we change hard hat zones to the type two hard hats some guys don't wear your hard hat and I was just like where's your hard hat and then I caught myself and I was like okay I see you know and then we work through it together and explain the side impact protection why we're doing it and then like you said it goes back to that why.

And sometimes people have a good story. Like maybe the guy's got a condition maybe he can't hear something and you gotta work yeah that's what well you should practice wearing that at home for a little bit get used to it like give them some strategies and show a little bit of patience in some regard right because sometimes you see somebody doing something you're like what the fuck is wrong with you and then they're like well I got this thing and this is special about me and then you feel tiny and stupid right. Yeah yeah exactly. Yeah. That happens. The other thing I wanted to share it's a great resource there's a cool book called Leadership Challenge and I think it's Posner and Kouzes I forget who wrote it but they do a lot of database stuff but the second big idea that I took from it is DWYSYWD do what you said you would do. It's like the number two leadership challenge rule the number one is engaging leaders have one thing in common it's how you describe what leadership is it's self-mastery. It's self-mastery. If you think about the people you respected when you were younger people that you looked up to in your family people that you looked up to in your community people that you enjoyed having as mentors and coaches they were probably self-masters. And that's really where people fail in leadership.

What practical I guess it doesn't have to be practical as like [PERSON] or [PERSON] like in [PERSON] as you've grown in your career and you've maybe gotten away from the field what's one thing you've tried to do to stay grounded to the field? Is it going out there making time and taking that chunk in your calendar understanding how busy you are and how important it is to be leadership present but also to show your teams that you're out there you're willing to be there with them?

I'm still in the field. Still in the field yeah okay. I just the only thing different about me or young safety professionals I do more complex jobs but I'm still on the job boots on the ground yep working with the men and women. But for me like if they don't know my name or vice versa and I don't know their name I'm not gonna remember all their names but if they call me by my name I know that they respect me I know they're willing to call me and that's one way I engage younger safety professionals like if I walk a job with you and nobody says your name or you didn't get a call from somebody you're not connecting with the workforce.

That actually sounds as far as safety goes if they're not getting a phone call if somebody's not coming up to them when they walk the job for two hours I know they're not connecting with the workforce. So that's one thing that I take pride in is like I'd say 75% of the people on the site I have right now know who I am know my name have my phone number and I get no less than like 10 calls from the workforce not even the foremen about questions concerns. So for me it's staying connected it's not necessarily it's yeah it's planning and stuff like that but it's more or less for me it's like being present for them. I'm not just there I hate being a safety police I am the type of guy that's gonna work with just about anybody until I get to the point where you're not working with me. Yeah. But I've been connected my all [OVER A DECADE] I've been on site. Yeah.

I'd have to turn it over to you as far as staying connected to the field.

So I mean listen it's hard for me and you know I'm in a little bit of a different role just because of the I mean I hate saying like the level that I've gotten to. Yeah no agreed. So when I get to the point where I started a new partnership with our executive of operations right now so he asked me that question like how do you impact the field like how do you personally impact the field. You know you're talking to a practice there's eight levels of safety professionals between me and the field. That's huge. That's a lot of levels. And part I had to tell him like I don't. Mm interesting. Yeah. Like when I meet with one of our crews that will probably be the only let's say I go to a job site that'll probably be the only 45 minute hour and a half interaction I have with that guy in his life. Yep. And like somehow that 45 minutes is gonna radically transform their career and all of a sudden they're gonna work super safe forever like I'm realistic.

So but from I guess my follow up question to that when you were making that transition or making that climb up the ladder within your companies did you ever struggle of that losing that field aspect and feeling like you were losing out of touch or did you feel that you were always being pulled.

100%. Like I have to look at my mission differently. My mission when I go to the field isn't to impact the worker it's to truly stay connected and understand the realities of the work. And take that away so I can help support the people. So my job then isn't to influence the field it's to build the people that have the influence. Make them better and better and better. How effective is my system making better leaders to make better decisions to make it safer. Like our conversations are completely different about safety. I have to understand what the reality is when I go to the field my mission changes to that person my mission.

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

So some really great conversations. So it's my job to talk about trade and workforce disconnect. Really to set up, you know, your hard work and effort around a round table. So let me just give you a setup. So I'm going to speak until 12:00 to try and set this up. We're going to have lunch for 45 minutes, so we're back in the seat at 12:45. And the goal is to have some more work in a round table for an hour. And then we'll have a conversation over the next hour, half hour about what you learned and what you talked about as a group. Is that is everyone good with that? Okay.

So I just want to speak a little bit about the trade and workforce disconnect from an executive perspective

maybe that will be helpful just to kind of give you some context. Critical multi-faceted crisis primarily defined by severe shortage of skilled labor. And I think we can all agree, you know, what that is. You know, [PERSON] brought up something just relative to the credentialing requirements of her team that the owners have. Can't constrain us, can't hire someone right out of college and put them on a job.

# Table 3

I feel like the safety groups, safety people have a good feeling of this, but... It ends up leaving... These team people get obsessed with... Like here's the new widget. Here's the new acronym. Here's the new thing. I saw this and I was like, oh no, but I'll go. And then I just told [PERSON], I was like, hey, I'm going with adding. You want me to use... Make an example. I say it all the time. They hear me and they go, you're right. I'm going to go give you guys a break. You're not hearing anything. Just keep working on the yard. That's a very good discussion. Yeah. Right. And I've never met him either. I was actually just checking to see if... Yeah, no, I was just like, I hadn't been... I've seen him on LinkedIn before.

Leaders of the past. Leaders of the future. So you want to fix the past or whatever, that's how you share it. And that's a comment I use because you don't have to tell people how to do it. You don't think they're absolute. You don't, you know, nobody wants to be micromanaged. So you got to give an opportunity for people to come up with solutions on their own. Yeah. And that's why I say words. If I was going to stop, I say stop telling people how to do it. Yeah. If [PERSON]'s creating them... I don't know. Get him engaged and say... Can you do this? That was my point earlier. When you address something, tell them and start asking. Be a leader of the future.

Give an example recently. We have this divisional assessment. Pitching to the local leadership... Then we got to get this cross the line. But let me do it. Here's our, here's our thoughts on how we can make this happen. The ask of them, which is to put together some 40 of the senior managers to build just specific like... It depends exactly how they want to do it. They immediately got defensive. We need to change this, we need to change that. Like I spent 15 minutes entertaining them. Yeah, right. Like now you're telling them to lay out the pushback trying to be... Like I'm not asking you guys, like don't get me wrong, give me your input, but... I had a conversation with the team itself too. And sometimes they get stuck in the weeds, but sometimes I can say... And then yeah, we might have to fully throw out the whole system. Yeah, but the process is being overwritten. It's so long ago. Right. I know. PT team is always asking. Your job is to get a process. Make sure our people are...

A year ago I went to the career fair with [PERSON]. Do you know [PERSON]? No. Why do I know that name? [PERSON]? No. Probably why, yeah. It's funny. Yeah. Usually when I say [PERSON], they go, who? Yeah. But yeah, we were at the career fair. It's like not a lot of people. But when I was, when we were in school, it was like teaching was number one. And I even, going in there, I was like, oh, safety. I see safety taking that over. So many of my class switched over to safety. But as long as you have good access. Yeah. Elementary education. Yeah. And that was the same thing with [PERSON] too. I initially connected and said he was... It's good.

So he basically said the issue we have is that we have really big high level things. Calls them the big fix to it. And then we have a shit ton of little issues, paper cuts. Lots of little paper cuts. We've been... I remember meeting with a few, there was like seven freshmen that had, like we went in and [PERSON] was one of the guys too. And we were just chatting. We're like, what are you going to do? I don't know. One of the kids was like, I'm going to be a firefighter. Yeah. Focusing on the big things. All right. Exactly. Wants me to get a college degree. Those teams focus on that thing. And you build out a team to handle... What are you doing right now? And so I shared this with the leadership team because I was like, they were recently taking action items. Has a great, which is the most expensive meeting for the week. On like how to add signage at the local site within the department. Like, oh, we should change that sign. Like things can't get less safer. It's going to be a growing profession. I used to love telling people. What do you do? I'm an occupational safety and health professional.

Stop. To your point. That's a great... It's been so... Oh my god, you're like, let me tell you. No, and like give someone else the opportunity. Just do it. How's, how long have you been working with CRM? Let them do it. I don't know how to do it. I'm going to fuck up or it's going to have some spelling errors, but it's going to head in the right direction. Right. I love the stat that said, like 70% completion in the right direction through incomplete is better than 100% by doing it, by just dictating it. Right. Like... We did our pre-task plan. All right, so I'll show you how to do it. And now the person goes, okay, tell me what to do next. Right. It's like, we're not... What do you mean you're not mad at me? So we got one, 130 days. We told them a new tool comes out or a better way they can... Adjust it. Yeah. I wouldn't worry about it. You get a hero to come out and play hero. Yeah. So one of the things, some of my guys are getting really used to calling the subs that are not doing well. That was the first time I kind of just was like, hey. Yes. I think I need that. I was just like, just became a director. I was [AGE]. Off script, you know, whatever again. So it was just a little like, all right, everything doesn't have to be like 100% perfect. Just strive for...

Perfection. You can choose your battles. We always get challenged. Yeah. [PERSON] left for... But they're a very solid sub. Yeah. Yeah. They have like the luxury of being trained by him. Very lucky. When I talked about appreciation, we could do a 30 day experiment where like, hey, pass this on to someone. Talk to someone. It could be within your own company. You're going... Oh, that's great. Yeah. He really needs a safety program. You're not doing a bad job. You're doing good. Brand new pre-task plan. Housekeeping is like amazing. He goes, so I'm like, they're already... No, you're right. Damn. Right. So that's for the self reflection of... We talked about the actual voice too, right? Very engaged in it. Oh shit. What's going on? Subs still there holding stuff up. Yeah. Spent like a long, thank god youre here. All these are advising like succession planning. Like...

Yeah. I asked a guy, I was like, his daughter's, his daughter... I don't think he cares. And they'll just right in your face kind of go, well, thank you. Oh yeah, you care about me. So I'm going to tell you guys as a, as a... I kind of figured they were growing so big that maybe like as you push into [LOCATION]... I don't know. Oh shit. All I saw on LinkedIn was like, yeah, I'm going to be leaving the company. We're growing. I was like, see you guys. Yeah. Awesome. Your relationship, you know, you never know when you're going to need... We care. And I go, absolutely. I think good. I still want to go. We're obviously still like learning how to manage the process. Yeah. A lot more. So I'm, I'm personally a little more sarcastic, but I do it in a way that's like, yeah, yeah, yeah, you're right. Key safety. I'm sorry. I was ignoring some comments.

Yeah. We can't fill it. Right. Um, yeah. They wanted me to like senior consultant after like [A FEW MONTHS]. Probably because I had more experience with certifications and everything else. Others, but like, I asked them before, like why, why are we... And so they asked us, I think, um, we have to recognize this. People are so used to doing it. Director or whatever. There is some fear in people coming to you. Yeah. Sometimes some people just come up, we can't do this right away. It's like, it's a me or whatever. I'm not going to end it. So we have to ask for feedback. So I don't know. In the next 30 days, say like, we got to tell them I'm looking for feedback. Right. Right. I mean that's some opportunity and then to make it easier for them. Can we try to push more like in person events? Like that, you know. You got to be ready to get that answer though. Everything gave us...

We don't have any time. I'm not big on reading. Like you guys are reading. I don't know. I just kind of just read about nice to know where you are and like a little bit, you know, it's kind of like helps you really bad communicator. Yeah. So I don't know, it helps a little communicate. Doesn't mean you can't talk one on one and contact someone. Yeah. I know I'm stuck. Like they just... I see things... Oh yeah. Holiday vacations. Yeah, that's, that's what I think. That's a good one. I'll take that one for myself. Because that was very like my, my GC side I spoke with [COMPANY]. Where it was very, I've asked that of local, I've not asked that about some of our regional. And I'm talking to presidents and those kind of like, I've not asked that of you. What do you need from me? They were like completely taken aback. And it was kind of sad, but they didn't really tell me. How you

doing?

Great to work with you. I really, you guys are doing great. Whatever might, whatever it is. Hey, and like just love to hear your feedback. Whatever like the overall thoughts on... I got to make sure there's going to be a lot of people that say like, I did that this morning. I called 10 clients at the end of the year. Just... Can't be... How's the team doing? Asking key... Means a ton. Shows you guys really are trying to continually improve. So just to ask for that feedback in front. Yeah, I mean I always just say to my safety manager, I mean they don't, like I'm pretty much a site safety manager right now. Yeah. A lot of people in [LOCATION] and I say, hey, I know we just built three schools for you. Is there any impact to the public? Their families have to live with it. By the way. They give you that feedback. So...

Seen a lot of injuries. You got to be able to make those decisions. So concerned with safety where it's like, just by asking them. And then like talking to them, be like, look, it's very easy to be a Monday morning quarterback. Why is your job so hard? It's like, dude, too. This could be a, so even hey, this could be a tomorrow. You know. That's a, that's a whole other side of it. Especially on the GC side. No more affordable. Like if there's ever a more affordable example. Yeah. Now it's a good one. That's definitely probably the highest impact 30 days. Lots of just felt like, why are we, why are we doing this to avoid like tearing up the wall? Roll this out there. We should be getting... Thanks [PERSON]. They need to feel... I don't want to hear from normal guys. I want to hear from the guys that haven't had an opportunity. You know, they're pretty injured, but you know, let's... I know I'm aware of that. I'll be right back out there immediately. I always got the lost time.

Yeah. Again. I, I've been an occasional touch point with the version of [PERSON] that like, I actually had a meeting with her yesterday. What do you want me to tell you? And they're all wearing gloves. She comes, if she's on site, yeah. What are you doing for work? Why are we even talking? I'm aware that sometimes... She's coming. Oh shit. Right. Man, I remember [OVER A DECADE AGO] I went to one of the jobs. [PERSON] was with [COMPANY]. We're like, [COMPANY]. President's safety walk. And the guy goes, guys, just so you know, we were here all weekend getting ready for you. Fuck. Before you guys, what's the overtime? It was money well spent. Yeah. From whatever it is, like save a... Yeah. It's like that's a sub contractor. I'm like, do you do work here? Because this is so clean. Are you with the... The number that they were using was backwards. You were talking about the behavior, not the action. But turns out it was an action. It's like, oh shit. I, I had a similar situation. I wasn't in my role at the time, but I, there was a development opportunity to head up an initiative. In what we call our life saving rules. Right. It's like a corporate audit we have to do, we have to structure it. And giving the rollout and the performance to all the senior leaders. Top leadership. Right. Restricted duty. And giving the feedback out. And one of them was construction. He was like, the question itself was, do you have a copy of the... It's like, nobody would want to spend all day on this topic. I'll go visit with the guys doing the work. Everything's good. And we were putting this together. I'm like, ah, is that going to take...

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

I agree with that. That's why, you know, when I was at [UNIVERSITY] and they were like, turn up the step ladder against the wall, I was like, yeah, put that down on the side so [UNIVERSITY] doesn't see it. And I felt, you know, useless. Not like, I took a step back a little bit. That's what I used to do like early on in my career. The boss wants me to do that, I'm going to do it. So 100% on that, taking ownership.

I would say, um, like reaction under pressure is a big one. Keeping calm, composed.

I think I agree with those. And managing conflict and saying, don't be on your phone when you manage conflict. Go up there, talk to them, work on the relationship, figure out a way that's not, you know, you lose your shit, they lose it. That everybody can manage this in a way that like, so they're very avoidant coming out of

college. And I get it. I mean, it's really unnatural and unnerving and I'd rather just text them.

And let it go away. And I'm like, no, you got to go up there, you got to talk to them. [A FEW YEARS AGO] I had an outside super for iron workers screaming at me from far away. Right? And I told him, I go, I'm worried that you're going to have a heart attack. I had a, I had a day. And I was totally wrong.

But I had this iron worker who's doing rebar and it was at the [LOCATION] in [LOCATION] years ago and huge excavation underground. And I'm walking across and I talked to him a few times, a good relationship, but I'm like, this is the third day in a row, no safety glasses. And he's putting in these vertical fucking, you know, I'm like, you know what, I'm tired of this shit. I go, you can't do your job, get off the fucking job. I go, this is a [COMPANY] job and they're not, they're telling me to keep it straight and you keep fucking with my job. So you know what, if you can't do your goddamn job, get off. And I'm loud and everybody starts standing up looking like, what the, and I'm, I'm using my military voice. I'm like, I don't know why I went crazy this day, but I, I was wrong. I was right, so I, I'm going.

And I'm like, I leave and I climb out this 40 foot hole or something, go around my trailer, I'm in there. About 15 minutes later, I see his head at the door and now, now you've had years of spud wrenches thrown at you. I'm going, is he right-handed or left-handed? Because I gotta, okay, I gotta move this way. Anyway, so I open the door and I'm like, all right. And I'm cautious. Like, now I'm not mad, so now I'm like, shit, I'm not mad anymore. I'm like, yeah. So he goes, hey, can I talk to you? And I go, yeah. And he goes to shake my hand. I'm not sure like, again, this is where I'm like, yeah, yeah, yeah. So he shakes my hand, he goes,

He goes, I just want to show you something. And he lifts his hair up and he's got a cut from his head right up here, like from the top of his eyebrow straight up. I go, whoa, what happened? And he pulls out his glasses, they're snapped in half and a big, big gouge in the eye. He goes, you know, when you first left, I thought you were a bird dog and a piece of shit. He told me what he said. So it was pretty funny at the time. He goes, I'm like, but I'm talking to my buddy right there because they're working in a pair. He goes, after about the first five minutes or something, I forgot about you. He goes, I was talking to him and I grabbed another piece of rebar and I forgot I hadn't moved down. So I went, yeah, and I leaned down to go tie it in at the base and I forgot I saw the rebar there and as I'm realizing I get the last second, I can't stop and I hit that rebar square in the eye and it snapped my glasses in half.

And he said, I know you have a safety stand down coming up. I'll speak at it, [PERSON]. I was like, so he was hilarious, man. He goes to stand down and I'm not saying anything. Everybody keeps looking at me because he's like telling me to bird, you know, he's screaming at me, bird dogging me. Everybody's like, whoa. And they're looking at me, looking at him, looking at me. They're waiting to see if some blow up's going to happen. I'm just keeping a straight face and then he tells the rest of the story and he goes, man, if he didn't fucking do that, I would have broke. And now everybody's wearing safety glasses. Like, wow. And I'm thinking, what a success, right? But

[A FEW YEARS LATER], I'm like, no, that wasn't a success because [A FEW YEARS LATER], I'm talking to this guy who's setting up scaffold, free standing scaffold and I go, I go, [PERSON], come on down. And he goes, as he would jump up from one level to the next, he'd untie, climb up there, start handing it up and wait till it's up and tie above his head. I said, what are you going to do? You're not tied off, man. You're going to fall. I go, you want to kill yourself? He goes, [PERSON], what am I supposed to do? I'm supposed to tie above my head. I couldn't do it. He's Portuguese guy anyway.

So I said, listen, tie off below you until then. Because not if you fall, it's when you fall. I go, are you going to be ready when you fall? And he goes, oh, okay, I can keep tied there and then I go, yeah, once your pins are in

the cross braces, you can tie off to it. I don't see him the next morning. He's at the door. I'm like, [PERSON], what's up? He goes, my wife says I got to talk to you. I go, oh shit, what the hell did you do? And I'm joking with him though, because I really don't know what's going on, but he goes, yesterday after you left, I finished that row, we did one more level and there's no building there, so it's a free standing scaffold.

And he goes, and as I jumped up, he goes, the board lifted up, flipped, and I went over the side. I knew I was dead. Holy shit. He goes, all of a sudden I'm arrested and I slam back in. He shows me his shirt and he's bruised right down his collarbone, like down to here. I'm like, whoa. He goes, I didn't tell anybody. I'm like, no, you're supposed to tell me. The Portuguese guys would come back with broken arms to work. It's the way they were. They're like, don't report it, just work. And their head and their teeth are missing. They're like, I didn't have an accident yesterday. I'm fine. Yeah, yeah. And I'm like, no, no, no, we want to know that. Happened at home.

He tells his wife what happens. She goes, you tell that safety guy he saved your life or you don't come home. I'm not making you any more dinner. She's like all over his case. So he tells me this and I think about the first one. I go, I didn't really change the first guy. If the accident didn't happen, because of my blow up, right, he was just like, you're an asshole. But something happened. The second one was I was able to convince him in a normal voice, calm.

And so the difference is that was the win because I was able to get him to change. The first one was just by happenstance it did protect him. And it really wasn't the win that I thought it was when it first happened. I was like, yeah, like, and I'm like, you know what, I didn't have him change other than the accident. I need to have people change without having the accident happen to them. So anyway, I go off on a tangent.

Those are two great stories. Yeah, they are. Okay. Okay. So what should you learn early on? Has to be public speaking. Yeah. Yeah. Oh, 100%. What'd you say? Has to be public speaking. Oh, that's huge. That's always a challenge, I think. And that's something you need to stay up on. You can't just be like, oh, I'm good at public speaking and then don't do it for [A FEW YEARS] and then go up there and be like, oh, I'm good at it. Like, no.

I had a safety director for me that just didn't know how to stop talking. He had no exit plan. And I used to grab him. I go, like, that's a good one too. And I'm going, like, you gotta have, I said, you gotta practice, like, what's the last thing you're gonna say if you're just done? Because he goes, well, I don't know how to end it. I'm like, I'm always like, and I go, I get your nervousness and public speaking. But he's doing a decent job all the way to the end, but then he just kind of, and probably people are like, this guy gonna stop? Like, he doesn't use his hands, you know. And I'm like, you gotta figure your three word exit.

So I saw him recently and he's, he's a safety director for another company now and he goes, like, remember you used to give me shit all the time? He goes, I finally, because I went to a big thing he was speaking at and I walked up to him afterwards. I go, dude, you finally learned that down perfectly. You cut that off perfectly. And he goes, yeah, he goes, I was just a slow learner. You used to tell me every time, like, you gotta figure out what your exit words are. Anyway.

So sometimes mine is just like, look out the window. Oh, I gotta, I look out the window. I go, oh, I gotta go check on that. And those are, I do that when it's like, I can tell, I try to build relationships with everyone on site, but there's, you know, they gotta get the work done.

It's a tough point. Yeah, yeah, yeah. Oh, yeah. Yeah. Is there anything else on that one? Like public speaking is good, but what do you learn the hard way that should become a standard early development experience? Part of me says that, uh, I don't know. I feel like there's something to be said about conflict management. Yeah.

Right? Like, but like real. I don't know, like not staged, right? Like with, like you should, well obviously I mean internships are good for this, right? Like this is the internship tool, putting a student out on the job site and naturally he's going to run into conflict at some point in time, but you gotta learn to compromise. Exactly, right. But if you don't get that

# Table 4

So we're starting with leadership connectedness. Is that the direction? Yes. Do you all know each other? No, that's a good point. We don't.

I don't think we met yesterday. No, you don't. I'm [PERSON]. Maybe we can introduce ourselves to just give some context to the... Yeah. I'll start.

[PERSONAL_INTRODUCTION]

So I think the idea is that we go by each section, right? Using this as our kind of guide. Focus and guide, right? Roles at the table that we just talked about. Discussion prompts.

So what do you guys do to stay connected? I mean, especially like more veteran, let's use that word. You know. Smart, smart terminology.

I think I still like to be in the field quite a bit. You know, as much as, you know, I'm the director of the program, I don't necessarily have a whole staff that falls under me. I have, well I had one that recently changed. Looking for another one. So I just think it's important to still kind of have boots on the ground and see what's really happening out there. We do incorporate our management staff too. PM, everyone in the organization from assistant project manager to project manager is expected to participate in the safety culture and safety program. But I still want to be out there. So I think that's important.

Before I started, I went consulting full-time, I worked at [COMPANY] for [A FEW YEARS], the EV manufacturer. So I can kind of talk about it as a mid-level manager. I did IT systems there, but our leadership always felt really disconnected. And that, it was a startup that made cars. And so like, it was always a leadership churn. So every new executive, whether it was like the COO, the VP of manufacturing, EHS leadership, every time a new person came in, the goals changed. And so it created this like, ultimately people just started quitting because it felt like nothing I do matters because it's just going to change anyway. It's going to change anyway. And like, you know, at some point like incident rates went through the roof and like, and then they, you know, production kind of slowed down and so they settled. And then like that wasn't good enough for the next person. But it was never about like what is our overall strategy, what is our overall goal. So, and I think that that has to do with like not communicating with frontline workers, whether that's within the safety team or kind of, you know, with the actual like people on the line. But I definitely see that there's like a huge disconnect when the door is constantly like revolving. And then people are like, well nothing I do matters because the next person is just going to say that that's not good enough. So I don't know, it's more of a problem statement than a solution, but.

Yeah, I think once you get to that level when that happens and initiatives change, in that regard you'll be making ground on one level and then when it changes, and then you add more things to saturate to think it's going to be, we're going to add more to safety by adding more initiatives to it. I think it makes it a little bit more complex. It also gets a lot, there's a lack of buy-in to it. Yeah. Because they're thinking the same thing, like well it's just going to keep changing, so why are we going to invest the time and energy into trying to do that.

And it feels like people are just trying to like make their impact. Like leaders need to like show that like you hired me, you pay me a lot of money, so now I have to like change just to change even if it's cleaning up. Yeah. Yeah. And a lot of times I think that's metrics driven, right? Yeah. Yeah. At least from that level.

I'm an [MILITARY BRANCH] officer too, and we don't, it's kind of a rule like if you come into a new command position, like don't change anything for 90 days. Just go observe the work, see what your team is doing. You know, don't come in with new initiatives. Maybe it's not broken, right? Yeah. Maybe it doesn't need to be fixed. And you don't even understand what you're trying to fix. So.

No, I agree. I think that's a, that can be a big problem with leadership and disconnect is like, you know, someone who's sitting high up in an office somewhere that may not have the, you know, visibility or the boots on the ground mentality, you know, trying to make a big sweeping change as soon as they see a numbers change immediately or an incident happens. You know, and it definitely doesn't always fit the needs of the guys or the needs of the people in the field. And I think that's a huge issue. But I think, you know, I think having that visibility and being in the field and that, you know, consistency and more so gradually making change to make sure that, you know, you're doing something that best fits the needs of the organization instead of, you know, necessarily making a sweeping change because of one instance or just, you know, because you're in a new role and you didn't like how things worked before.

Yeah, I think I agree with that. Like especially like the boots on the ground point, right? Like it can be difficult sometimes for guys who are sitting in an office in a high position to get down, like especially like all the projects, to get to all of them and be present in that sense. And I think that it's important like you said that you don't make like big changing decisions based off of one thing. You have to get out there, see what's actually happening and look at like leading indicators and not lagging indicators. What can we do to put, to look forward and avoid these things rather than look backwards and try and change things that already happened.

No, but I think with the, you know, leadership connectedness, I'd say like, you know, the easiest step is, you know, like you started off saying is just being boots on the ground. You know, I think like on some of the construction projects I've been on in my career, you know, like by far above and beyond the best ones, you know, were with the leaders that spent time in the field every single week. You know, [PERSON] and I worked on a project together, you know, between you, like you were out consistently with us doing JHA reviews and looking at things on the field as they developed. And like additionally my team internally, you know, my leadership team there was great. They were consistently in the field.

And we ended up having a really good safety culture because they were out there talking to people. You know, I had a person I was with [COMPANY] and we had someone who ended up becoming our operations manager, who was our executive at the time. And you know, he was in there, you know, getting his boots dirty. Yeah, he was great. Yeah, he was great. And he was out there talking to guys about safety every week. That was his like priority when he was walking a job. It wasn't always just production. It wasn't always just like, hey, why are we not working here? Why don't you have a crew here? It's like, hey, what is our plan? What's our, he, safety was really number one for him. And that made a huge, when the top guy is driving that.

And same with the president of our company. He is out at daily JHAs at 6 a.m., right, with the crews sometimes. That for a president to do that, it means a lot, I think. Really shows that the company cares. So, to your point, it makes a difference. Yeah.

The opposite is also true. If executives show up on site to do their walk and they're like not wearing their PPE, they like won't follow the rules. Like people, like guys notice. They see right through that. Yeah, you're not hiding behind a wall. But like, well if they're not doing it, then you know.

No, my time at a general contractor, I definitely, that was a big gripe that I would have with operations and leadership. You know, it was a, you know, if like that project, you know, people would always say they didn't know who was safety because everyone was talking about it. And like, you know, when I walk on projects or

I've been with other general contractors or projects I've had in the past, you know, like if you're, if they don't see someone in, you know, your gear, whatever company it may be, and they think like, oh am I doing the right thing safety because they're going to talk to me, like that's an issue. You know what I mean? It shouldn't, it starts with leadership because if they see the executives, the superintendents, you know, project managers talking to people about safety, then the engineers and the other lower people are going to feel the need to talk to people about safety as well. They couldn't tell who was safety because everyone was talking about it. Yeah, exactly. That's cool.

Okay, so along that same, if we're going to follow this, right, safety versus leaders, what are the challenges that get in the way of the real connection? So for saying, it's obviously it's not always easy to get out in the field as much as you want, right? I mean we all have meetings, paperwork, oh god, it never ends. So it can be, it can be difficult. How do you prioritize that, right?

I don't know, what have you done out there? I mean, I'm only, I'm only two months in and I think that I'm like still trying to find a balance of like, you know, I'm young and I think that like trying to going back to this like having these leaders in the field like by my side is like something that's super important to me because I'm trying to learn like the technical side and the relationship side right now. So like being able to bounce ideas off of somebody who like knows like a lot more than I do, right? Like somebody like you who has 20 years of experience, like it's super nice to be able to spend some time with somebody like that in the field and bounce ideas and learn and see what you see, like things that I'm probably not going to pick up on. So I think just like balancing my time because I know that I need to be in the field and learn and learn the construction process and see all these things, but also there's the paperwork side.

So I mean, I just think like what I try to do is like a few times a day like just ask a superintendent or a PM or somebody like on my team like, hey, can we go for a walk? I think the biggest thing for me is just like, like trying to slow down on that walk. Like take my time because it's really easy to just walk through and like look for like where, like oh there's a hazard, there's a hazard. But like how can we like slow down and work with the leaders and get them integrated to think like how can we fix this while also helping production. Yeah.

Yeah, that's a big thing for us is like the just just the logistics of a job site, right? Like that can make a huge impact on safety. So if we can have a pre-plan going into the job, that can save us a lot of time on the back end, right? Because if we have guys on the third floor having to go up to the tenth floor because they need three-eighths nuts, like that's ridiculous. Right? You're climbing seven flights of stairs waiting for the hoist for an hour. You know, and that's if you've paid the hoist guy your your dues. So, um, like I don't know if this is really, uh, if this is really, um, answering the question, but just to get back to your point of like, um, I think spending the time up front can pay a lot of dividends on the back end. You know, not just the morning JHA, but I mean like a whole pre-construction meeting where you're really trying to work the job, plan the job, and keeping that, keeping that going.

Um, because I can go down a million tangents with this kind of stuff, but you know, the more guys are not engaged in their work and the more they're running around looking for stuff, right, they just, they get disconnected, they get fatigued, and they get frustrated. And that's when stuff happens, right? Then they get mad because they have to move some equipment or pick up a piece of pipe that they shouldn't have ever been having to pick up because it should have been on wheels, right? But it's just, uh, it goes down this whole path. So.

No, I couldn't agree more. You know, like because I think with what you both are saying, you know, walking with, walking with leadership or, you know, the pre-planning, you know, it's not necessarily about, you know,

the better leaders get into those details of like where is material being stored? Like do we have wheels on this equipment? Like how are they getting this equipment around? They don't just like, you know, walk up to the subcontractor and say like, hey, you need to get this down to, you know, down seven flights of stairs when the hoist isn't operating right now. You know what I mean? They actually get into the details of like, you know, do we need to, you know, get this out of the building with the tower crane? Like what's the best way to do this for, you know, each crew there. And, you know, that's something specifically I've seen.

Like transitioning to the utility world, like I'm sure you know, like you're often working on a postage stamp, you know, and it can be really difficult for some of the guys if they don't have the time, material, or the planning for what they're doing. If they're trying to use the wrong equipment to get into a certain area, you know, um, you know, you don't always have that luxury. And the leaders that get into those little details of how exactly we're getting this done really goes a long way with not only connectedness to the workforce, but safety as well.

Part of that too is whoever your leadership is, right? You have that next person up. If you bring it to them confidently saying, so I'm on scene, this is what I'm taking the information and there are things that aren't working and we need to support it up to change things to get done. Because they respect and they, they know that you have a level of confidence that you're doing the right thing, right? I think that plays a big part too. Versus, I mean, covering like for example, if you have leadership that cover all three states, I challenge them, challenge to be all those places at the same time. So if you have the right people in place right to communicate those issues up and it kind of expedites the needs to get changed. It makes sense. Yeah.

Do you want to check and make sure you got a call? Remember they said it might stop recording. Oh, that's right. Good point. Yes. So it's good to have two.

Red thing is... Oh. It was still going. Then I tapped it, it was red, and now it's processing, so I'll restart it. But it... Yeah, I think that's fine. They're going to think... The transcription though, to your point, it showed that it was on. The transcription went back to... I don't know if this is really answering the question, but just to get back to the point of... and then it stopped. So I don't know if it really continued. It might have been... It might have been when you got your call though. Yeah, right. So I don't know if it stopped recording.

It's just taking a minute. Now it's re-recording. But it didn't, yeah, it might have missed a little bit of that.

Well, it's picking it up now.

That's right. So we can compile it. So theoretically all this gets dumped into one big happy place.

Yep. Because they'll basically take like, they'll take the time that we started the workshop and then take all from all the tables. It doesn't know that like we're all sitting at this table, so it'll be a million conversations and then they'll structure it.

That'll be interesting to see.

But it's buggy, we should tell them because they just added that feature.

Yeah, no, we should, yeah.

But I mean, kind of the point of it is for it all to be in the same place. So if you're doing pre-task planning or something, you can turn this on, record, but imagine doing that over a certain period of time and trying to start evaluating it, connecting it to your projects and work orders, you kind of start to see like where the gaps are. If you do 10 of the same thing, you'll start to like find the common themes.

That is something I do want to, I mean maybe not this instance because I know we're on a track, but I do want to talk a lot more about the potential for AI in and in pre-task plans and all that kind of stuff in meetings so.

Well I think that that's part of the leadership connectedness, right? Is like how can you use technology to be somewhere that you can't be.

I'm demoing this this app right now actually, I'm leading a demo team with our uh with our company and this was an update they told me they just added for this and I'm actually very excited about this for our teams to be able to start recording.

What's the name of the app?

Uh, SteppO AI.

Oh, oh it is the same app. Oh, sorry, okay, cool.

It is. Yeah, he just built it. But I think voice is like super, super powerful. So there's like, there's a bunch of apps, I mean like I like [PERSON]'s, but there's like different applications like RiskTalk does voice-based JHAs and a big part of that is like you can't be everywhere. So like if your if your worker is doing pre-task planning via voice and they're like observing visually, they're talking to it, that file goes directly to...

Oh, thanks.

That file goes directly to the supervisor, maybe not, might not be on the site or it's a big it's a big project, they're on the other side of the building, whatever, and not only is it building coaching notes, but it's providing able to provide direct worker feedback, right? So it's like leveraging technology to stay connected versus bringing you further away kind of from the worker. So that's one specific example, but I think voice and like AI transcription and sentiment analysis, like it's not just a direct translation, but it's kind of understanding the tone or how nervous they might have sounded. Did you feel like they were...

It can actually infer that?

Yeah.

Really? That's awesome.

Well, did it feel like they were they they were nervous spotting out the hazards or did they did they stumble over something? Um, and as a leader, you can that's what you train on, right? Like, hey, great job guys, like you guys did a good job identifying that. Maybe next time let's look at this, right? So, you know, there's a lot of ways to leverage technology, but I think I'm a huge fan of anything voice related because you catch so much more than like writing down a checklist or walking through a site with a clipboard and you're like, or even an iPad, like you're always looking down, right? But if you're just walking through and talking through it, that one that people see you doing that, it's less um, not invasive, but like it's less intimidating, right? Because they're not just like snapping a picture.

Well you're not, yeah, you're not hiding behind a wall trying to take pictures or something and scaring people away, right?

Yeah. And maybe you do need the pictures for context, for example, but I I I love talking through anything more than like writing it writing it down.

There was a company out of Southern California doing job briefs with guys. So voice recording. And it was

looking at human interaction elements on that job brief that happened, but it was a way looking at alternative ways to do safety differently.

A lot of times conversations are happening with the crew. And multiple voices, right? So they're not just one person writing it out or one writes it out and they talk about it. At that point, they talk about the job but they're not talking about the hazards and how they're going to mitigate them themselves. So the voice option is definitely an interesting one.

I've had a lot of great foremen in my career that, you know, just don't like writing stuff down. They just don't want to do the paperwork. Like, and, you know, you know, you're I've been going all hot and heavy to their morning meetings being like, you're not doing enough because I'm looking at the piece of paper. Then you show up and they're actually having like a great discussion with the guys and like dialogue and then like, you know, it turns from being like, all right, like let me just help you get some of this down on paper actually because you're doing a great job. You know, like clearly you care and you're doing a great job. You know, again, talking about the leadership connectedness, you know what I mean? That goes a lot farther with the guys in the field, having that conversation than what they write down on a piece of paper, you know. Because I'm sure you've all seen it the opposite way too, where some guys write everything down in the field and then you go to their morning meeting and they just say, we're doing the same thing we did yesterday. You know? But they have everything written down on the piece of paper, but they're not having that conversation. They check the box, right?

Yeah. And the hard thing is is that when something does happen, the first thing they ask for is your paperwork.

Yeah. Yeah. That that is a challenge with a tool like that, right? Like uh one of some of [COMPANY]'s opcos were piloting that tech and like it worked, but if regulators still show up on site, they still wanted to see the checklist. And so I think, I know we're talking about higher education, but I think like regulatory agencies also have to kind of catch up because they're just, you know, that's also a check the box. Like let me see it. And you're not like you're not going to make somebody stop their job, go get their phone and pull up this this thing. So finding the balance between like, you know, being in compliance unfortunately and like having tools that are connected. That's also something that, you know, crews are like, what's the point if I have to do it in two places?

I think this actually ties really into well into the next question that they ask of um what feels genuinely meaningful versus purely performative. And like I think the uh you know the morning meetings, the daily safety meetings is something that, you know, that's a big challenge with the guys of like trying to make it actually meaningful versus purely performative. Because a lot of guys, I know from the field a lot of guys feel it's actually just purely performative because they wanted to have a checklist. But like, you know, when you're able to use your voice and have a conversation every morning, that's when it becomes meaningful. Because if you're using it as a piece of paper, it it really is, you know, it really does become, you know, purely performative if you're just checking the box every morning. But if you're getting in there having a conversation like being like, you know, hey, you know, how are you going to get hurt today? If you were going to get hurt today, like what would happen? What could potentially happen? Like that makes a meaningful conversation and as people ask the question and like, you know, restart every morning with like, hey, how could I get hurt? As instead of just like, hey everyone sign sign off on the sheet, you know.

Well I think that whatever you're talking about too is contextual. If you if you can use different systems to get better data, like imagine the night before or the week before you're like, man, over the last like two months we've we've had a bunch of like concerns around this thing. And that and that's what you're bringing to the talk to actually bring up like, hey guys, we've been seeing we've been yeah, and they're like, oh, they know that?

And and like, you know, there's obviously a ton of conversation around like unions and computer vision, but like that's the kind of data that that's like heaps and heaps of data that not a human is not reporting that you can that you can see and then you can speak to it. Not to like discipline, but to say like, hey man, in this area we're seeing a lot of issues here. And then all of a sudden they're like, you didn't even come here last week. Like how do you how do you how do you know, right?

So is that a concern for the guys? Do they feel like it's Big Brother? Like, you know...

Oh yeah, I think I think but I also like...

Like oh everyone's listening to my conversation, like you know...

Yeah, I think that's an overarching issue. I'm also like, you have a cell phone. And I know and I know like your Instagram and TikTok ads have have proven that it's been listening to you for much longer than like we've been talking about.

Wow, well that's the lack of trust versus the...

Yeah, like like whatever you talked about already got captured the moment that you decided to have a cell phone in this era. So like that's a little bit of the argument, but I also think it's on leadership to be really transparent and like communicate way before you go to the market and look at tech, what problem are you trying to solve? And then bringing frontline leaders into the conversation and letting them be a part of that selection process or demos. Because if they don't adopt it, then they won't care. And those those concerns will come up way before you sign a check or sign a sign a scope of work. And I'm always like, is there an AI governance policy? And not like this is what you can do with AI, it's more like this is how we won't use AI. Right? Like and and that that might require HR and risk and saying like we we have a policy that we won't use what we find from our AI tools or you know whatever we're using to discipline. Right? And a lot of tools have blurred like blurred personas and everything where you can't identify, but a lot of people kind of figure that out way later when something when something happens. Or like HR is like, we want to what happened with that incident? We want to go find we want to discipline that worker. And I and like maybe that is the right thing to do, but you have to have you have to address that like ahead of time because then that's a conversation that you're having like, hey guys, this is all anonymized, we're just trying to like get better data so we can support you. But most people don't do that. They just buy the tool the tool and start using it.

Yeah, you have to sell it a little bit, right? As maybe it's more efficient, you know, make their jobs a little easier. I think because, you know, foremen these days are so slammed with like, like our superintendents are essentially half project manager, half superintendent. They're the ones that everyone goes to on the project. They are held with utmost responsibility of anything and everything that happens, right? Safety incident, quality incident, property damage, you know, man hours, like they just get slammed with man hours. Like, why is this taking so long? You know, what's our budget? This, you know, as much as we try not to be that way, at the end of the day, the company has to make money. So it's uh if you can, yeah, I think between us and our foremen's meetings, that's the time to kind of talk to these guys and get that feedback and engagement. So that way they have a a say in how this works out.

Yeah. We do try to meet with them every six months, all of our foremen, bring them in in different regions, you know, not not all 70 of them, but like, you know, in different smaller groups to create conversation and talk openly about this kind of stuff, so.

I think tech can be purely performative too. Like I think you think and I'm the tech person. I usually I'm usually like, I don't think you have a tech problem. I think you have a problem that you haven't set as a problem and

you're just trying to like slap a new tech on top of it to fix that problem, but you haven't clearly identified what the problem is. So what are we solving? And if you don't, the vendor will come up with one for you. Um, so like yeah, a lot of companies just do this in a silo and they don't involve the frontline workers. Like I was talking to one of the students yesterday and she's like, how do I use AI? And I'm like, well, first go get a real job, but like understand, go talk to that foreman and ask how he starts his day and how he ends his day. And like leverage AI to like understand that conversation. But imagine getting 20 foremen to share their experience, just a day what a normal day for them looks like and how hectic it might be and the context switching. And then you can start to visually map out like where the pain points are. And then you can probably automate pieces of it, but you're not never going to automate the whole thing and you should never automate the whole thing. And that's not AI like as most people think about it in in safety, but that's just that's just codifying what these what people who are going to be retiring in the next 10 years know. Because that's another huge like gap from the leadership connectedness is like the workforce is aging out and no one has written down what they know.

Yeah. Well, it's like tribal knowledge, right?

Yeah. I have it shared...

Yep.

Yeah. Which just is another benefit of voice is getting four or five people to like over months or years you'll have so much knowledge that you can then start to build training playbooks for new safety employees or you know new frontline workers that make make your new hire training go from like a death by PowerPoint to something meaningful hopefully. So.

I think that was part of the thing with ours too is we had kind of a tribal knowledge where younger groups now might learn differently. Yeah. Right. So they have digital options, it almost like a kind of a game to it, throwing a cut out, realizing it's a switching transformer. So they can learn that way as well as just the hands-on the element of it. Right. So I think that's a great avenue because there's multiple ways, but not everybody learns the same way. So I think I think that a lot of advances.

So what do you need? I know you've been quiet here because you're not you're not in the field. I don't want to exclude you like...

No, yeah, no, no, I'm just here to listen and you know, yeah, if I can input, yeah.

So are you guys in part of your curriculum at all because you're teaching, right? So are you uh utilizing AI? Are you talking about it? What are your students saying about it? I was just kind of curious from their perspective.

Yeah, I mean obviously [PERSON] is using it the most of anybody. But uh you know, yeah, I mean we certainly use it. Uh you know, we try to decipher what it's saying, but we try to go I try to get them to look for the sources, right? To get to make sure you follow the uh sources to get the better answers.

Well my sister is a freshman in college and most of her teachers obviously allow it because there's really no way to prevent it, but like they have to also print out their conversation like submit the entire conversation so that the professor can see how they got to the output and and can kind of show those critical thinking skills versus like a copy and paste. Some of them are like still don't use it, but it's a much better which like for a freshman in college, she was still pretty new to using it, so it required her to kind of learn on the job. But I'm curious how you...

Yeah, I think it's I mean everyone's using it. I mean it's just, you know, like...

And either they're going to use it secretly or they're going to use it...

I mean let's I need to be real. I mean my my son is he's a sophomore at NC State. He's an industrial engineering and uh he basically used it to teach himself Calculus 3. He's in an engineering calculus because he couldn't understand the professor. And he got he didn't tell me this until after. I'm like, so glad you're paying so much money for this. I'm like, how did you get I'm like, you know, you know, you were struggling, how did you, you know, do so well on these on this he I think the first exam he said he got like a 66. I'm like, oh my god. And then, you know, and then he got an 86 and then on the third exam he got a 100. Wow. Yeah. And I'm like, how did you, you know, what what did you do? Because dad, AI, I used AI to teach me Calculus 3. Wow. That's the only way. I'm like, because obviously go to office hours, go to the go to the tutoring center, you know, I'm saying all the older stuff. Yeah. And he just yeah, there's so many resources. Yeah, and he he said it taught him well and he could do the problems.

As a recent graduate, like most most of you guys are coming into the workforce and like you're used to every new tool and then you get to work and you're like, oh my god, like this is what we have to work with. Yeah. Um, I was gonna say, so like as a recent grad, like I know like everybody at college is using it, right? And I think the biggest thing that this the program here is trying to do is teach people how to use it correctly. Yeah. So I think that like you can use AI to just give you the answers and you can also use AI to teach you how to do things properly. Yeah. Like and that there's a big difference. Yeah, yeah. I think that there's a lot of kids who are just using it for answers and a lot of people who are using it to teach them. And I think that like I I spent a lot of time with AI. I did research with AI with a couple professors here at [UNIVERSITY] before I graduated. So I spent a lot of time around it. And I think that it's really important that like a lot of the kids who are going to graduate and a lot of these young professionals are gonna like they're gonna be using AI like for a lot of things. And I think it's important that like as leaders, like you guys have the knowledge and I think that it's important that you just try and mold these young professionals to use it properly, right? Like you don't I mean it's it's really easy for me to go and and ask AI for an answer and like I have the answer, but like there there's always a learning process and like trying to find answers and that's how you learn and become a better professional. So I think that just like we can teach you how to use it and you have the knowledge, right? So I think it's just like working together to use it properly is super important because if I just ask AI for answers all the time, I'm never actually going to learn anything. I'm just going to have an answer and then I'm going to forget it in 10 minutes.

Yeah. So so one of the ways so I I do some consulting as well too. So I I work for an Australian consulting firm and um we use Google Glasses. Yep. So the consultants go out into the field, they go onto these large mine sites with the Google Glasses and they're doing exactly what you guys are talking about. They're working with the crews and everything's visually and is also getting recorded. And so, you know, if we have, you know, 50 hours a week by six, seven consultants times that by a month and you have and then we have all this data. So we use it, the owner and I, we just are asking AI questions. Constantly asking questions. What would this company feel about this intervention? What would this company feel about this policy? What would this company, how would the crews react? How would the leaders react? So we have all this data that's stored somewhere, right? Downloaded and we have the visual from the Google Glass. And it's...

So how is that perceived in the field? Like if you're walking a job site, you've got these Google Glasses on and you go to talk to a superintendent and he's like looking at you like, I'm in like a deposition right now. Like everyone's getting recorded. What am I saying? Can I even see your eyes? Like...

Yeah, no, it's just a I mean you you let everybody know. And so I think if you're if you go to somebody for two or three minutes, that can be awkward, but if you're working with somebody, really embedded with the crew and we call we call it humble inquiry, right? Humble inquiry, really trying to learn and understand about the work,

don't focus on safety, learn about the work, have these nice conversations. And so that's kind of the approach that that we take. It's and it's it's amazing. And then, you know, we go back to the company, the amazing thing is that we we interview the con the field consultants and we ask them what they felt the most important things were. And then you kind of compare that. And then we ask AI. And then we review what AI says to certain questions with the consultants and they say, oh yeah. Oh yeah, that's right. Oh yeah, I forgot about that. Right, right. Because they're not really taking notes. Yeah. They're trying to remember all the conversations they had over an eight, ten hour day. So it's like in that way it's really cool. It's really cool. I think I think it like And the crews don't care. They don't? That's good. Well, and like you're more humanly interacting with them versus like Versus trying to write down everything, right? Yeah. And like that they kind they probably forget half the time that you're doing that. But in the same respect, that's what OSHA's gonna start doing. Virtual, you know, glasses that are going around the site, recording everything because they know that there's like a ton of power and more and more data. But I mean, I think like stuff like that is you kind of forget that it's happening. Yeah. So you just interact with your day. Every conver if you walked on a job site, every conversation you're gonna capture over those three days, imagine if you had all of that to go back and be like...

Oh yeah, just bring it all back. Yeah, it is tough because I when I walk a job, right, and I'm and I'm let's say I'm doing an audit, I don't even have my I keep my phone in my pocket to your point, right? I don't I don't want to be like walking the job like, first of all, it's dangerous. Second of all, you're not creating that one-on-one interface with the guys and with the superintendents and with the journeymen and with the apprentice, right? So I don't it's like it's just rude to me to be on your phone the whole time while trying to talk to somebody. So um yeah, but to that point, man, if I had like an earbud or something that could record my conversation the whole time, that'd be pretty cool because it would just do it all for me and I wouldn't have to go back because half the time I get busy with something else and then three days later now I'm doing the audit and I'm like, shit, what did I what did I even do here? Like did I what did I pick up on? Where are my pictures, you know? So it would be kind of nice. So the real power is sorry to take over this, but the real power is to give the Google Glasses to someone doing the work. Yeah. And seeing what they see. So and have that and so like I'm sitting at my in my bedroom on my at my computer and I'm having a conversation with a guy yep who's in the outback of Australia putting up uh you know a communication tower. And he's talking to me and telling me what what the pain points are and our whole conversation is getting recorded. And I'm asking the consultant's asking him questions from his view into it's really it's really cool.

And that tech's existed for a long time. Like RealWear, you know, you've seen like maybe someone has a hard hat on, there's like a connected thing. But I think AI has like exacerbated the benefit of it because now it can take all that data and analyze it versus kind of previously you were just kind of stuck with audio files and data and that's, you know, you layer AI on top of that and now you can chat with your own data, right? So you know, it's not new tech, it's just new ways of using it and that that that kind of factor. But um yeah, we we we call it we call it safety ethnography. Ethnography? Ethnography. Because you're you're an ethnographer, you're you're living with the crew, studying studying the crew and yeah. I mean I think it speaks to what we're talking about here about connectedness, right? Uh you know, there's the emotional part of it and there's like the more the technical, right? Well also...

Just a different type of connectedness. Yeah, exactly.

Well also too just like being able to have what you've done because I have that same problem too. Like I never want to do an audit on my phone like, you know, you know, usually if I'm going up to speak to a guy, you know what I mean, I you know, I've gotten better with this throughout my career but like trying to ask them like how they are, like you know, you know, ask introduce yourself and do stuff and not just walk up because you know, I'm lucky I've had a relationship with guys, but once I build a relationship with the guys, you know, I go up to

them and I'm like trying to get right into business. Most of the times they're like, hey, good morning. You know what I mean? Like you know, it's like I'm just like, I'm sorry, like I'm sorry, like you know, but unless it's like, you know, a you know, an IDLH situation, you know, trying to make sure you're like stopping the guy from doing his work and just being like, you know, hey, how are ya? And then again, I get into a good conversation with the guy and then, you know, you fix what it is and you end up doing that for the rest of the day and then you get back to your desk and you're like, what the hell did I do today? What did I, you know? So having the ability to just have that and actually like you said, not have to watch eight hours of film to go back and find your day, but just be able to have it summarized is quite the benefit. And you can't capture those conversations in an audit. So the same as a PTP or a JHA in the morning, right? Like those conversations are so fluid and back and forth that like I'm not writing all that down in my audit to show that that's the conversation I had. You're just like, yep, check the box, yes, PTP on, even though I just talked to him for 10 minutes about yeah, maybe what the right PPE was to use or hey, maybe you could do this just a little differently. Like it's it'd be so much more detailed and better.

I've got a a couple of my clients, there's a to to speak to the phone conversation, of course there's apps you can use, but there's I I have folks that use this thing, it's called Plaud, it can clip onto your shirt, it looks like a little microphone basically, and there's one that is more flat, you can connect to the back of your phone if you're on phone calls a lot. Um and it just requires a button and it and you can record up to 90 hours. Like obviously always disclose, but like What's it called? Plaud? Plaud, P-L-A-U-D. Um and like you know, there's no camera, so no one's being identified. You always want to like, hey, it's okay if I I'm going to record our day like and and always and going back to the rest of your session, like but that's why you have some type of something ahead of time, like some type of policy, leadership communication around like, hey guys, we're going to try out this new tech that is going to just help us capture what we're doing at the site. It's not going to call out like, it's going to say speaker one, speaker two, right? It's not going to say like that guy did this. But from a leadership perspective, like you guys take in so much information and like to be able to go back and like send personalized follow-ups and say like, hey, I remember last week you brought this up like the human brain isn't meant to aren't meant to have ideas, not to like contain them. And so people can start to see the benefits of those holding conversations over time, like it becomes less of a challenge. It will always be a challenge, but again, transparency is kind of everything. But I've had a few safety directors that have started using it, super helpful for stuff like this, like what you want to capture, but like on job sites, it's been really interesting because you're doing exactly what we say the frontline should do is kind of, hey, we're about to go to this site, we're going to talk to a couple of people. And they have most people don't even notice it, like you know, disclosure can mean a lot of things. You don't have to say it for every new person, you're just like, hey, we might record some of these conversations, it's just for this, it doesn't have to be like, you know.

I wonder if we can incorporate that somehow into like our orientation program, right? When we hire people, that could be kind of stated in there saying, hey, we we may use AI to facilitate our operations and safety and all that and at least they're aware of it. So then yeah, I don't want to every time I talk to someone like, hey, by the way, I'm recording this conversation. That's going to be like a buzzkill right there. Oh yeah, no, no, no. Yeah. But like I won't I can I won't work with clients that don't allow AI note takers because I'm like, you're not paying me to be an admin person. You're paying me to like deliver better value to you and if the answer is like absolutely not, then we just can't work together because I'm not going to be as efficient and you got I don't know why we're talking about tech if we haven't even covered that conversation kind of yet. And like, you know, we're happy to go through all the cyber security reviews and what tools we're using or use their tools if that if that but like you're not you're paying me to like develop a program or to like implement different implement something and you're not paying me to try to remember remember everything. And I I think that's where the people are. So we're in this weird time where like we have to you know understand what the laws are and

privacy and transparency, but at some point you got to say like, yeah, I I teach you got if you're not going to give let me use my little thing, you got to give me something to use so that I can be more connected to my workforce and actually remember what they're telling me. Over three days and 10 sites and whatever that is, the volume of it is just too much for like a human to understand. Imagine how much gets lost while you're trying to engage and you sit back at your desk and you're like we were trying to remember everything and I want to I know some guy told me this but like who was that again, you know, so and I find most IT teams are all using those anyway, so they don't let the field, then that's a different story.

So I wanted to ask, so like I feel like the AI note takers are pretty commonplace in the management field, but like so with a lot of these recordings for like people going into the field, like how are you seeing the reception of that from the unions? Like I know what regions you work in, like how is it...

Yeah, that one is interesting. So I do I work with a couple of tech vendors on the computer vision side.

Great discussion out there I can tell. Um our table is still working through a few things. But we're going to take a 10-minute break. Make sure you pause the recording. We don't want to hear any of these other conversations that are non non-discussion. But 10-minute break...

Like oh my god, that flagger is literally standing in the middle of the road. She's actually out working for [PERSON] right now. Not through [COMPANY] again, through this other, she's on a job, she's been on for a year. She's out there now, which is kind of funny. Closer to home. She's coming from. It's protecting workers from the public. Well actually, yeah. I've had one too and I was. Yeah, it's way too far. You shouldn't be driving that much. Yeah. But yeah, so [PERSON]'s doing okay. I mean overall I gotta assume you have some. Yeah, he's, he's there. Yeah, yeah. But now he's out because of a uh, like a family medical leave type deal. So he's, so [PERSON] has been there 100% of the time, which is perfect timing because we're right in the middle of all our big rigs. Like all our ERUs, AHUs, cooling towers are getting set this weekend. Like, and he's been a big part of that. [PERSON] found out, dude, it's been like eight different people. It's been brutal. Like, supposed to be you. I'd rather have you. Like, oh my god, that's insane. Like this will take just literally nothing. And like granted they're not going very fast, but like I was like, I don't even want to drive through this intersection. And I do so much driving. I have so much trust in the public and public safety right now that I, I'm driving and I don't, I don't feel safe. I'm like, that freaks me out. So, but I feel, I feel so much more hyper aware watching like my daughter's school. They were working on a utility line and I'm, I'm like specifically looking to see what controls I can see in place. They had one physical, they were only blocking one side of the road. They had someone kind of ushering traffic. But now I'm like looking at it so much more. And now I would, I'll use [PERSON]'s app to take a picture. Just to capture it, like on my phone and then it will help like kind of identify like different, different hazards, especially if I. Yeah, yeah, you don't want to go back. It's not like a positive. Yeah. Yeah, so they, they built an observation tool. And so I'll use it on my phone. Or if you wanted to, or maybe you expose yourself to something. But it's a good, I, it's a good way for me to pressure test and give him feedback on the application itself. I want to definitely understand this. It's a great experience. Take a picture of it, tells you the hazards, gives you references to something. Yeah, yeah. And it's a conversation like me and [PERSON] have had where he's like, is this, is this handicapping my workforce if I give them that? And I was like, I think it's all about how you frame it. You're not telling him you won't be able to identify your hazards. You're using it as a tool to talk about it, to mentor, right? Like if he doesn't have a leader on site to ask those questions to, can he use a tool like this to self-train? Yeah, yeah, how they use it. But like for kids like, I would have, I would have loved that. Like when I was a new safety professional walking around a site, like I, I was an intern and I should have toured a site and I... Yeah, yeah. Like they give a shit. They're like. You know. Yeah. But if I had something like this I would be like, hey guys, I'm working on my, like not on it, I'm just trying to like get a better understanding. Like I, I worked so closely with those guys that they'd be like, yeah. You know, because I knew I wasn't going to

go back and use it as a disciplinary tool. That helps and we're just starting, you know. They want to do it too. Because they like the company, they like what they stand for, right? They know the culture there. That's a big part of it, yeah. Exactly. No, I mean. So like you can uh. Come here, you can do. It will have everything kind of in here and then. Oh, that's right. Yeah. I always wonder why more phones don't have that. Which you already took, right? Maybe you're not trying to open an app every time you're snapping a picture. And then it will identify all the hazards, but it also, it's very set focused. So energy categories. But imagine like 50 people doing that. You can get in. I mean I think the power in their platform, I think that's great, but a lot of people already have platforms to capture that data. Some of my jobs out at the yard are very close to the water. Some of my jobs, you know, they need marine wrap around. Right, right. I think that's how you get all your shit there. Exactly. Yeah, we, yeah, we run into the same exact problem. I'm sure, I'm sure you do. That [PROJECT] job. Oh my god, there's no room to store stuff there, right? So it's just, it is tough. It is tough. So then getting hoist time is tough. Getting crane time is tough. It's just. You know, everyone's prioritizing the glass. Even the hoist delivery schedule. Good to have that. Yeah. No, it's just, the whole thing is just not great. Yeah, yeah, yeah, yeah, yeah. Change. Yeah. I don't know. I guess we get it. Did we start again? I mean, yeah, I don't know. I was just, the whole first sheet seems to be like, this is all section one, two, and three are all like personal things I think. And then section four, section four is team dialogue. See to me I shouldn't have to write any of this down. If we just talk through this, it should record it. The whole point of AI is not to do this, right? So I don't really want to write it down. Why do I got to do double the work? Yeah. Quote some, quote all the forms. There you go, yeah. Right. Exactly. Why do I have to do it twice? So I mean we can read the questions, it'll prompt that, it'll download it, it'll, right? Yeah. Yeah, the analysis just kind of just. I like the way you guys think. I like the way you guys think. Just trying to be efficient, let's go. Yeah. Yeah. Let me pull up that survey. If you don't, and then you can, you'll get that response. Should we start back up a little bit? We're trying to, I don't know, we're also figuring out that maybe we don't need to write everything down, we can just talk, right? Yes. Okay. I'm trying to take a picture of it. [PERSON] the academic naturally is giving people worksheets. Ah. But see, but we just talked about that double work. Yeah, yeah. So did we, did we finish this sheet enough or do we want to keep going with this or do we want to actually run through section one, section two? Before we get, before we go through the sheet actually because we will be called on to present, do we want to talk about who's speaking and what we want to discuss? That's a good point. Yeah. I nominate [PERSON]. I'm fine with it. It's whatever.

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

So some really great, some really great conversations. I want to jump to talk about trade and workforce disconnect. Let me just set up, you know, your part of the effort around round tables. So let me just give you a setup. So I'm going to speak until 12:00 to try and set this up. We're going to have lunch for 45 minutes, so we're back in seats at 12:45. And the goal is to have you all work at a round table for an hour. And then we'll have a conversation over the next hour, half hour about what you learned and what you talked about as a group. Is everyone good with that? Okay.

So I just want to speak a little bit about the trade and workforce disconnect from a I guess a definition maybe if that would be helpful. Just to kind of give you some perspective. Critical multi-faceted crisis primarily defined by severe shortage of skilled labor. And I think we can all agree you know, what that is. You know, [PERSON] brought up something just relative to the credentialing requirements of her team that the owners have. You know, constraints, can't hire someone right out of college and put them on a job. They need to have I think a minimum of seven years of field experience, documented field experience. So even within the safety profession, the constraints that owners are putting on our teams and our ability to place personnel is a real problem. Like where are these people coming from, right?

We also know how we're struggling on the craft side with the pipeline. So it's a challenge not only on the

professional side but also on the skilled and unskilled craft side. You know, we have this cliff we're running into. We've got a lot of folks that are in the field running work for a long time, really experienced and they're aging out. Who's coming up behind them to fill those needs?

Let me first say that this is Women in Construction Week. And I appreciate deeply your contribution to the industry. It's really important. You may or may not know my team, I have eight on my team and six of my team are women. I have two daughters as well. I made a personal commitment to make sure that where I can, I will hire women. And I think that's something that we should all really find a way to equalize the demographics of the industry to society. There's a real opportunity for us to do better. And you know, I think that's one of the things we should share. The lessons I've learned, I've started doing that.

As I said, we have this underrepresentation. And then we really have a retention issue potentially. So I think we all need to work within our own companies, but also how do we forge this network amongst ourselves, amongst our firms to do better. It's great to have these aspirations as an individual enterprise to do better, to be better, to create a workplace that's respectful, that provides people with dignity and agency about what they're doing. But we're also, you know, competing with other folks, peers if you will. So how do we collaborate together to create a better industry. So if we look at it from a macro economics perspective versus micro, what do we need to do together to partner to create the atmosphere that where people want to come to the industry, but also hold on to the folks that are here. I think we can do a better job. I'd love to understand from your perspective about that.

You know, we have this technology shift. So how is that going to impact things. We have, you know, geographic mismatches. You know, there's a ton of work shifting into rural areas where there's really not the infrastructure, we don't have the population base to support the work. So what is that going to mean to the future of work? You know, it's a huge thing. You know, you'll always have travel work as well, but now we're seeing camps having to be created. Like when we built railroads back in the 1800s, we had these work camps. It's creating some interesting dynamics for sure.

We have, you know, workplace disconnect after hours. My phone's on 24/7. I don't know about your phones. I actually bought a vacation phone. I went to Portugal with my wife a couple years ago and I said, I am buying a vacation phone. I want to be able to leave my work phone in a drawer. That phone only had six phone numbers in it. And I only take it out when I go on vacation. Anyway, that's kind of gives you a little bit about the trade and workforce disconnect.

So let's kind of talk discuss it like at the macro level. How are we going to attract a workforce, whether it's professional or skilled and craft side. I think at some level this probably affects everything. You see national news events relative to construction incidents or industrial events like Baltimore. You know, how is that really impacting the potential workforce perception of any industry, right? Does that create a disconnect? And again, does that really mean that we need to look across the industry groups at a peer level to try and figure out ways to reduce the high energy events that attract national news and cause, you know, catastrophic outcomes. Right? So how do we do that as an industry? Those events to reduce the scrutiny of regulators, but more importantly, the perception from the potential workforce that's looking at coming on board.

When you look at in a market area, you know, we're a construction manager, we've got 13 to 15 CMs, construction managers that work in the [LOCATION] market. And then you take that down to [LOCATION], [LOCATION], that expands, you know, a little bit more. When you kind of reverse engineer things, what is the experience that the worker has moving between projects? Moving between subcontractors. At some level it's like them being a pinball in a pinball machine. You know, they're bumping off this CM's expectations, this CM's

expectations. So how does that impact, you know, our ability to retain folks? How does that affect our ability to attract new folks.

There's a tremendous demand for licensed trades now, you know, a lot driven by the data centers, you know, for example, but beyond that. You know, how do we create that how do we establish that pipeline to satisfy the constraints and needs that we have. I was just I was talking to our general manager of our carpenter division and he is really involved in the carpentry leadership. He's a carpenter. But leadership in a couple of the unions in Connecticut. And he was telling me that they're actually relooking, they're looking at how they're managing their apprenticeship program because the last class they had, they washed out 30 to 40% of the class washed out. They weren't able to hold on to them. So they're actually looking at doing things much differently to make sure they retain as many people as they can. They're looking at connecting with people at a more personal level, following up with people, you know, getting to know who's in the back seat of their car as Joe mentioned. But you know, I think we have to look at really how we're managing our onboarding.

And I'd also say at some level as a CM construction manager, you know, what are you doing to create an atmosphere for the apprentices that are on the project? You know, what expectations are you setting for their employers to support them. We have a project in [LOCATION] right now where we have 20% of the workforce, that's 60 people on the job that are apprentices. And they're getting hurt at a much higher rate than the journeyman. So this is it's not sustainable. We're the owners setting expectations for 15% of the workforce to be an apprentice or a resident of the local area. We're meeting that or exceeding that, but then we're causing harm. So where is the disconnect in terms of the union or the employers being able to train and provide the skills that are necessary, infrastructure necessary to support the apprentice while they're on site.

You know, something I said yesterday, you know, what are the factors that are affecting critical decision making? That's something we really have to I think spend a little bit more time to really understand. Because if we don't understand it, it becomes a constraint. And that's when sad stuff happens. And that's when we don't have understanding and we end up with these you know, bad situations. What the subcontractors want, what we want is plug and play. Right? The pace of construction, our backlog, we're just built for speed. We're going out for siloed work. We're estimating work, we're buying work, and then we're putting work in place.

When I came into the industry, there was actually enough money in the industry for apprentices. I came in as an oiler on the operating engineer side. But all that money got negotiated out of collective bargaining agreements. So where is all that training occurring? Where is all that experience being acquired in a safe, logical progression? What role does the owner have on setting expectations for creating those environments to allow the apprentices that they're requiring by percentage, they're requiring 15, 20% of the workforce to be apprentices, but what are they doing to support the development? They are allowing the construction manager A, construction manager B, and construction manager C to compete for their work. And we're going to drive to the tightest schedule, we're going to drive the budget down to win that work. But at what cost to the workforce? When do we give the workers a seat at the table? At what point do they get a seat at the table?

I don't have an answer. You know, I'd like to think at some level like project labor agreements, you know, are one answer to that because that's typically something negotiated from the owner. But when I read PLAs, you don't see that intention within that document. And a PLA though that agreement is really in a union environment, that doesn't exist across the country. So it might be a regional solution, but it certainly you can't scale that across the country just based on the facts. So at some level we have to take ownership of that as an industry. And where does that conversation start? Does that start in the trade associations? Do we start to say, you know what, I know we're competitors, but we got to solve this problem of labor. We got to really work together at some level and really solve this and then agree to implement programs to develop, you know, the

next generation, to develop the pipeline that's sustainable.

On this project, there's 20% apprentices and they're getting hurt at a high rate, yet 80% of the workforce is experienced. I'm going to share just it's something I've noticed over time, right? You see wildlife movies. I grew up watching Wild Kingdom. And I have these vivid memories of the antelope and the gazelles around the water hole. And one of them, maybe two of them would start to notice some of the grasses being displaced or moved and maybe something running across. And then pretty soon later you'd see like a lioness jump out of the ground, right? And that person that was on sentry would warn the rest and they'd run off to safety together. So why in construction when we have the most evolved species where we walk on two legs, we have opposing thumbs, we don't take the time to use our experience to warn someone right next to us that they're doing something that's dangerous. How do we get the folks with experience engaged in this?

This is what I tell apprentices. I just had this conversation. I said, you hold the power. And again, this is a union environment. They looked at me kind of strangely and their crew leader was next to them and they did as well. I said, you hold the power. I said, that crew leader needs you in order to retire. So how do we start to explain the why you need to step up and mentor that person?

In November of [YEAR], [COMPANY] at our request came in and did a ISO 45003 evaluation of our company. They interviewed six cohorts. They were looking for psychological health and safety I guess assessment for our company. So what I'm talking about really are psychosocial hazards. You know, how work is organized, the social factors of work, and the environment, equipment, and conditions of the work. And let me give you like the hazards inside of a psychosocial hazard. A couple of years ago, and I'm going to wrap up here soon, but we had a project high bay, it was for an electric boat, part of their [PROJECT] build out. And we had to provide some infrastructure for the first phases of that. And they needed 150 foot aerial lifts inside the bay to do some of the steel work. So we got in a BIM model, we modeled it, we were able to get access, we were able to put workers in the aerial lift basket and they were able to get at an elevation and they were actually able to look using goggles to get a perspective of what being 150 feet above the ground was in an aerial lift. The initial group that went through that, we had four, one of them washed out because they were afraid of heights. So we're putting people in situations where they're concerned but they're not speaking up. So that person then do we lose that person because the industry is just too risky for them? Do they just accept the risk and they're uncomfortable with it and distracted at some level because they're trying to, you know, manage that and then manage the work as well?

We have misaligned incentives, unsafe pressure on the field. We want to plug and play as I said, but we starve learning. And then the human case is making the shortage worse as I said, psychological safety and well-being. And I said this yesterday, a thousand deaths a year in the construction industry, 5,000 deaths by suicide, 12,000 deaths by opioid overdose, that's 17,000 lives lost to well-being related factors. We're already facing a shortage. So how do we work together to solve that to the extent possible? How do we solve that problem? Because it does make a difference, it does matter in the economic equation. So appreciate deeply, you know, your attendance here and I look forward to listening to that when we come back from lunch. So thank you all.

The iPad is picking it up quite well uh even across the scale of the room. So keep that going and uh I'll come back after Bob's done, give you guys a break and uh then you guys gotta listen to me for the final session. So uh with that Mr. Bob I'm gonna turn it back to you man. Uh I hope you guys enjoy, alright?

Thank you [PERSON]. So in your package you have a uh workshop worksheet. There are six sections. Self reflection section one, mapping and listening skills, growth network, and within each of these sections there's

some guidance. Uh section three is identifying barriers to closing the disconnect. Uh structural barriers, interpersonal barriers, personal, so it's following the theme uh from the leadership. Section four is team dialogue and shared challenges. Section five personal commitment and accountability. And then section six is time-based actions. And there's 30 days, six months, and one year.

And then there's also I believe um a sheet that shows the current state, problems we need to solve, uh and there's discussion prompts within that area. Uh there's also a cross-cutting prompt. Future state, what are we aiming for, what are we solving for. And um there's also some references uh at the base of that as well. So, you're off and running. Uh we're gonna go an hour and then we're gonna uh um really hear from each of the tables. Ready set go.

Hey guys just a quick reminder. Um maybe a reminder. I talked to [PERSON] and [PERSON] um during the recess because it looked like our uh recording device wasn't picking up everything while it was transcribing. Um [PERSON] said do not worry about the transcribing, that's just something that's there to let us know that it's working. Um it's picking up everything and handling it in the background. He even said you can turn off your screen uh and it'll keep recording so don't even worry about it.

That's scary. That's scary.

So I think I'm still a little confused. Do you guys, what are we doing the leadership connectedness one right now or I couldn't find any other sheet that he was talking about. Yeah when he was reading off the sections. Are we doing the trade workforce disconnect? At least that's what he like geared us up to before lunch was this. Right, before lunch we were talking about the trade workforce disconnect. Are we talking about how these other things that we just went over apply to this? Communication, accountability.

Hey [PERSON], just like for clarification, are we specifically working on the trade workforce disconnect worksheet or are we working on the leadership.

There's going to be a separate worksheet. Uh it's going to look like the leadership worksheet.

Okay.

# Table 5

Um, first things first, this workshop is going to run about an hour and a half to two hours. Uh, I will come back on the screen uh and

As we think about yesterday, there's a couple big themes that I saw come forward. One is that none of this works without you guys. You have to be honest, you have to be honest with yourselves and the others in the room.

Yesterday we saw what it looks like when leaders and future leaders show up with real intent, right? Listen, they were listening without getting defensive and they were saying some things that are hard to say. Use that information as you move forward in your conversations.

I think yesterday the panel really set the tone for the candor, right? That candor matters. But also what matters is what happened in the room, right? People stood up, people asked direct questions, people made statements. That took some courage. You just don't do that.

And that's the point. You guys are going to need to have some courage to have really tough conversations. Make it awkward. Go for it. The whole point to this is that we break down the barriers.

The challenge that you were having, you know, in in in uh what you wanted to have in a workshop. Um, so, you know, I've been asked to to lead the workshop and it's a true workshop on leadership connectedness. And as as you see in your folders, you have a an overview of what what we're going to be going over.

Uh the problem: the higher you rise in an organization, the harder it becomes to stay connected. Leaders can gradually lose touch with real work, real conditions, and real people, often without realizing it. And that's this session is about closing that gap.

[PERSONAL_INTRODUCTION]

Um, I will say this is a real problem uh for me and I know some of a lot of the leaders in this room. So I'm looking forward to, I don't have the answers.

So maybe before we start you guys just want to go around the table and do a quick intro?

[PERSONAL_INTRODUCTION]

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

That's a good point. Oh, I know, I know. I'm sorry to disappoint. Yeah. I was pretty disciplined about wearing a bow tie over the years, but as I gained a little bit more gray in my hair and getting closer to the end of my career, I just relaxed a little bit. Next time, next time I'll wear a bow tie.

So some really great, some really great conversations. I want to jump to talk about trade and workforce disconnect. Let me just set up, you know, your part of the effort around round tables. So let me just give you a setup. So I'm going to speak until 12:00 to try and set this up. We're going to have lunch for 45 minutes, so we're back in seats at 12:45. And the goal is to have you all work at a round table for an hour. And then we'll have a conversation over the next hour, half hour about what you learned and what you talked about as a group. Is everyone good with that? Okay.

So I just want to speak a little bit about the trade and workforce disconnect from a I guess a definition maybe if that would be helpful. Just to kind of give you some perspective. Critical multi-faceted crisis primarily defined by severe shortage of skilled labor. And I think we can all agree you know, what that is. You know, [PERSON] brought up something just relative to the credentialing requirements of her team that the owners have. You know, constraints, can't hire someone right out of college and put them on a job. They need to have I think a minimum of [SEVERAL YEARS] of field experience, documented field experience. So even within the safety profession, the constraints that owners are putting on our teams and our ability to place personnel is a real problem. Like where are these people coming from, right?

We also know how we're struggling on the craft side with the pipeline. So it's a challenge not only on the professional side but also on the skilled and unskilled craft side. You know, we have this cliff we're running into. We've got a lot of folks that are in the field running work for a long time, really experienced and they're aging out. Who's coming up behind them to fill those needs?

Let me first say that this is Women in Construction Week. And I appreciate deeply your contribution to the industry. It's really important. You may or may not know my team, I have eight on my team and six of my team are women. I have two daughters as well. I made a personal commitment to make sure that where I can, I will hire women. And I think that's something that we should all really find a way to equalize the demographics of the industry to society. There's a real opportunity for us to do better. And you know, I think that's one of the things we should share. The lessons I've learned, I've started doing that.

As I said, we have this underrepresentation. And then we really have a retention issue potentially. So I think we all need to work within our own companies, but also how do we forge this network amongst ourselves, amongst our firms to do better. It's great to have these aspirations as an individual enterprise to do better, to be better, to create a workplace that's respectful, that provides people with dignity and agency about what they're doing. But we're also, you know, competing with other folks, peers if you will. So how do we collaborate together to create a better industry. So if we look at it from a macro economics perspective versus micro, what do we need to do together to partner to create the atmosphere that where people want to come to the industry, but also hold on to the folks that are here. I think we can do a better job. I'd love to understand from your perspective about that.

You know, we have this technology shift. So how is that going to impact things. We have, you know, geographic mismatches. You know, there's a ton of work shifting into rural areas where there's really not the infrastructure, we don't have the population base to support the work. So what is that going to mean to the future of work? You know, it's a huge thing. You know, you'll always have travel work as well, but now we're seeing camps having to be created. Like when we built railroads back in the 1800s, we had these work camps. It's creating some interesting dynamics for sure.

We have, you know, workplace disconnect after hours. My phone's on 24/7. I don't know about your phones. I actually bought a vacation phone. I went to [LOCATION] with my wife [A FEW YEARS AGO] and I said, I am buying a vacation phone. I want to be able to leave my work phone in a drawer. That phone only had six phone numbers in it. And I only take it out when I go on vacation. Anyway, that's kind of gives you a little bit about the trade and workforce disconnect.

So let's kind of talk discuss it like at the macro level. How are we going to attract a workforce, whether it's professional or skilled and craft side. I think at some level this probably affects everything. You see national news events relative to construction incidents or industrial events like [LOCATION]. You know, how is that really impacting the potential workforce perception of any industry, right? Does that create a disconnect? And again,

does that really mean that we need to look across the industry groups at a peer level to try and figure out ways to reduce the high energy events that attract national news and cause, you know, catastrophic outcomes. Right? So how do we do that as an industry? Those events to reduce the scrutiny of regulators, but more importantly, the perception from the potential workforce that's looking at coming on board.

When you look at in a market area, you know, we're a construction manager, we've got 13 to 15 CMs, construction managers that work in the [LOCATION] market. And then you take that down to [LOCATION], [LOCATION], that expands, you know, a little bit more. When you kind of reverse engineer things, what is the experience that the worker has moving between projects? Moving between subcontractors. At some level it's like them being a pinball in a pinball machine. You know, they're bumping off this CM's expectations, this CM's expectations. So how does that impact, you know, our ability to retain folks? How does that affect our ability to attract new folks.

There's a tremendous demand for licensed trades now, you know, a lot driven by the data centers, you know, for example, but beyond that. You know, how do we create that how do we establish that pipeline to satisfy the constraints and needs that we have. I was just I was talking to our general manager of our carpenter division and he is really involved in the carpentry leadership. He's a carpenter. But leadership in a couple of the unions in [LOCATION]. And he was telling me that they're actually relooking, they're looking at how they're managing their apprenticeship program because the last class they had, they washed out 30 to 40% of the class washed out. They weren't able to hold on to them. So they're actually looking at doing things much differently to make sure they retain as many people as they can. They're looking at connecting with people at a more personal level, following up with people, you know, getting to know who's in the back seat of their car as [PERSON] mentioned. But you know, I think we have to look at really how we're managing our onboarding.

And I'd also say at some level as a CM construction manager, you know, what are you doing to create an atmosphere for the apprentices that are on the project? You know, what expectations are you setting for their employers to support them. We have a project in [LOCATION] right now where we have 20% of the workforce, that's 60 people on the job that are apprentices. And they're getting hurt at a much higher rate than the journeyman. So this is it's not sustainable. We're the owners setting expectations for 15% of the workforce to be an apprentice or a resident of the local area. We're meeting that or exceeding that, but then we're causing harm. So where is the disconnect in terms of the union or the employers being able to train and provide the skills that are necessary, infrastructure necessary to support the apprentice while they're on site.

You know, something I said yesterday, you know, what are the factors that are affecting critical decision making? That's something we really have to I think spend a little bit more time to really understand. Because if we don't understand it, it becomes a constraint. And that's when sad stuff happens. And that's when we don't have understanding and we end up with these you know, bad situations. What the subcontractors want, what we want is plug and play. Right? The pace of construction, our backlog, we're just built for speed. We're going out for siloed work. We're estimating work, we're buying work, and then we're putting work in place.

When I came into the industry, there was actually enough money in the industry for apprentices. I came in as an oiler on the operating engineer side. But all that money got negotiated out of collective bargaining agreements. So where is all that training occurring? Where is all that experience being acquired in a safe, logical progression? What role does the owner have on setting expectations for creating those environments to allow the apprentices that they're requiring by percentage, they're requiring 15, 20% of the workforce to be apprentices, but what are they doing to support the development? They are allowing the construction manager A, construction manager B, and construction manager C to compete for their work. And we're going to drive to the tightest schedule, we're going to drive the budget down to win that work. But at what cost to the workforce?

When do we give the workers a seat at the table? At what point do they get a seat at the table?

I don't have an answer. You know, I'd like to think at some level like project labor agreements, you know, are one answer to that because that's typically something negotiated from the owner. But when I read PLAs, you don't see that intention within that document. And a PLA though that agreement is really in a union environment, that doesn't exist across the country. So it might be a regional solution, but it certainly you can't scale that across the country just based on the facts. So at some level we have to take ownership of that as an industry. And where does that conversation start? Does that start in the trade associations? Do we start to say, you know what, I know we're competitors, but we got to solve this problem of labor. We got to really work together at some level and really solve this and then agree to implement programs to develop, you know, the next generation, to develop the pipeline that's sustainable.

On this project, there's 20% apprentices and they're getting hurt at a high rate, yet 80% of the workforce is experienced. I'm going to share just it's something I've noticed over time, right? You see wildlife movies. I grew up watching Wild Kingdom. And I have these vivid memories of the antelope and the gazelles around the water hole. And one of them, maybe two of them would start to notice some of the grasses being displaced or moved and maybe something running across. And then pretty soon later you'd see like a lioness jump out of the ground, right? And that person that was on sentry would warn the rest and they'd run off to safety together. So why in construction when we have the most evolved species where we walk on two legs, we have opposing thumbs, we don't take the time to use our experience to warn someone right next to us that they're doing something that's dangerous. How do we get the folks with experience engaged in this?

This is what I tell apprentices. I just had this conversation. I said, you hold the power. And again, this is a union environment. They looked at me kind of strangely and their crew leader was next to them and they did as well. I said, you hold the power. I said, that crew leader needs you in order to retire. So how do we start to explain the why you need to step up and mentor that person?

In November of [YEAR], [COMPANY] at our request came in and did a ISO 45003 evaluation of our company. They interviewed six cohorts. They were looking for psychological health and safety I guess assessment for our company. So what I'm talking about really are psychosocial hazards. You know, how work is organized, the social factors of work, and the environment, equipment, and conditions of the work. And let me give you like the hazards inside of a psychosocial hazard. [A FEW YEARS AGO], and I'm going to wrap up here soon, but we had a project high bay, it was for an electric boat, part of their [PROJECT] build out. And we had to provide some infrastructure for the first phases of that. And they needed 150 foot aerial lifts inside the bay to do some of the steel work. So we got in a BIM model, we modeled it, we were able to get access, we were able to put workers in the aerial lift basket and they were able to get at an elevation and they were actually able to look using goggles to get a perspective of what being 150 feet above the ground was in an aerial lift. The initial group that went through that, we had four, one of them washed out because they were afraid of heights. So we're putting people in situations where they're concerned but they're not speaking up. So that person then do we lose that person because the industry is just too risky for them? Do they just accept the risk and they're uncomfortable with it and distracted at some level because they're trying to, you know, manage that and then manage the work as well?

We have misaligned incentives, unsafe pressure on the field. We want to plug and play as I said, but we starve learning. And then the human case is making the shortage worse as I said, psychological safety and well-being. And I said this yesterday, a thousand deaths a year in the construction industry, 5,000 deaths by suicide, 12,000 deaths by opioid overdose, that's 17,000 lives lost to well-being related factors. We're already facing a shortage. So how do we work together to solve that to the extent possible? How do we solve that

problem? Because it does make a difference, it does matter in the economic equation. So appreciate deeply, you know, your attendance here and I look forward to listening to that when we come back from lunch. So thank you all.

The iPad is picking it up quite well uh even across the scale of the room. So keep that going and uh I'll come back after [PERSON]'s done, give you guys a break and uh then you guys gotta listen to me for the final session. So uh with that [PERSON] I'm gonna turn it back to you man. Uh I hope you guys enjoy, alright?

Thank you [PERSON]. So in your package you have a uh workshop worksheet. There are six sections. Self reflection section one, mapping and listening skills, growth network, and within each of these sections there's some guidance. Uh section three is identifying barriers to closing the disconnect. Uh structural barriers, interpersonal barriers, personal, so it's following the theme uh from the leadership. Section four is team dialogue and shared challenges. Section five personal commitment and accountability. And then section six is time-based actions. And there's 30 days, six months, and one year.

And then there's also I believe um a sheet that shows the current state, problems we need to solve, uh and there's discussion prompts within that area. Uh there's also a cross-cutting prompt. Future state, what are we aiming for, what are we solving for. And um there's also some references uh at the base of that as well. So, you're off and running. Uh we're gonna go an hour and then we're gonna uh um really hear from each of the tables. Ready set go.

# Table 6

So we got a worksheet. Um organizational levels. So I know you're head of safety. Do you have a department that reports to you? I'm the manager. So we have a vice president, director of electric, director of gas, and then branches under that. I'm the manager, one of the managers under uh our director. Okay. So you have people report to you too. Okay. So I'm still a technical role so I don't I'm not in management so that's [PERSON]'s world and I make that gap so I guess um okay so it's interesting. Yeah work in construction management, we have two uh affiliated self-perform groups. So I have a team of uh of eight field folks that report to me. [PERSON] and um [PERSON] is on my team. And then we have a masonry group where we have two other safety professionals. I I oversee um that group really it's more of an advisory role. Um I don't get involved in the day to day. Um I keep track of things. Um and then we meet twice a year just to reflect and then try to set goals and a strategy going forward.

We've changed. So when I came over in [YEAR] there was probably 14 of us to cover all of gas in [LOCATION], [LOCATION], all of electric, all three states. We're probably around 45 right now. So we're growing to support our customers more than to be like all right here you go roam all of [LOCATION]. Yeah. Oh okay. You know now it's like all right you cover this section of [LOCATION], this group, so you're more of a partner with them and collaborate more. Versus they don't know who they're calling or who who is my safety person. I don't know. You know so. Right right. Now they know. Yeah.

So uh the best way to move forward is just to go with sec- use the uh worksheet here. Mm-hmm. Okay. So we got to start number one, self-reflection. Are we just supposed to write it down or are we going I don't I don't know. I would say yes. Yeah we write it down then we can discuss what our answers are.

So having missed yesterday's conversation, is there like one or two things like [PERSON] kind of alluded to some tough things that were talked about, like what what was he referring to I guess is my. So [PERSON] with [COMPANY] um gave a presentation um and he had a few points where he kind of challenged us to think of does this make sense. So here's how I feel about it. So one uh his first point was you know in a lot of um site specific manuals or owner manuals or wrap manuals, you know there's a requirement for one safety professional for 25 workers. And he he felt that didn't make sense. Yeah. I'm actually a huge proponent of it. Yeah. I look at wrap manuals, I'm I want it. Yeah. And uh listening to his scale, he says he has 1500 workers and how difficult it is to do one. I think he has 1500 safety professionals. They have 75,000 employees. Yeah. So crazy. I mean like that that's a massive scale and he has to there's logistics. People out there ripping work pants. I mean sometimes theyre doing very repetitive roles so you know could you allocate one person to a group of 50 and get similar results. That was one topic. Um you know I was I was something I'm actually pretty strongly about so I was kind of like I I like that. Yeah. But I think if I might see it through a different lens than than him. Yeah. Okay.

I spoke about uh chasing numbers. Yeah. Metrics. Chasing metrics and how that led to me driving by somebody that was at risk to a fall. There was a regulator, [ORGANIZATION] regulator in the vehicle and because of the uh the goal set by the organization, no more than one inspection and uh citation per inspection, I distracted and we kept driving. Got to the surface of the mine, um [ORGANIZATION] inspector uh parted, made arrangements to continue the inspection the following day, and the fellow that we observed that I drove by fell. Um so really um I shared that I shared that uh as part of a um at the time our our group was

misunderstood me, didn't under- didn't fully understand me and why why I am the way I am relative to black and white. Yeah. So um I shared that story with the leadership group um in [YEAR] and it was transformational in terms of their understanding about who [PERSON] is and why he is the way he is.

Nice. Okay. So how would you describe your current level of trust between you and your direct reports? I I have eight direct reports now, two indirect reports. You know it's a really interesting question. Um I'll just take a short moment to say during COVID we started meeting as a team every day at 12:30 as a huddle through Teams. The pace of the pace of change uh the need to learn from episodes that we were experiencing was really important. We decided to keep that going. Um and we just suspended it in October of last year. I allowed the the group to take a vote on it. Yeah. My feeling was we needed to keep doing it. Yeah. But I wanted to hear from the group. And the group voted, so the democratic process was to suspend it. Um and at that time even though we were meeting daily, I f- I felt like I needed to start meeting with them each person monthly. And even with a daily cadence and a monthly cadence individually meeting with them, um I would say that the level of trust really varied between the person that is that I was interacting with. Yeah. So I would say on average I would say seven out of ten. And it really all dependent on the nature of what was going on to them, personal, something professional.

I put I have a high lev- I think I have a high level of trust with my direct reports. I have hired directly hired everybody that works for me. When I started there was one person, it was me and one other person who was you know 30, 40 years older than me, he quit pretty immediately and then I've hired the team since. So um I'm very close with them. I think we're mostly like close in in a work sense, we talk a lot. But I also think uh trust varies like if the person who reports to me doesn't trust me, I have less we have less trust between us just generally and that's uh a specific situation with one employee who um he has since quit but I hired him and it was very quickly like that he didn't trust me, he didn't trust a lot of the people that we worked with, it wasn't just me, but then I did not trust him either and that created I mean so many problems. But I would say generally I have a high level of trust, you know my team they'll call me with even sometimes I think like the most like ridiculous kind of questions and I'm just like you're don't worry about it, you're overthinking it. But you know they're not afraid to come to me and ask me anything even if it is like something that I feel at their level they should already know and have the confidence in and maybe that's you know something I need to learn to give them more confidence, but I think generally it's it's pretty high. And I think it also has to do with our age. I'm pretty close in age to a lot of the people who work for me and I'm not like this overly like I'm just like human with them. I think that really goes a long way. So.

Thanks for sharing. Yeah. So on my end I said the same, very trustworthy. Uh I meet with my team on a weekly basis individually and then we do a team meeting as well so that we can talk through whatever's going on because they all cover different areas. Um you have set times with each of your employees? Yeah I don't do that. Yeah. Uh we and again I I've asked for their input of what's the best time because I don't want to affect because we're in safety meetings all the time of different areas so I'm like what works best. A lot of times they do get canceled um but we always typically try to hold at least the team meeting. Yeah. Um but we're all honest with each other, we're all vulnerable. Like I don't have the answers to everything. Yeah. They don't have the answers, but we we discuss that like yeah I will figure out what's the right resource, who to go to and we'll we'll work it out. So uh I think that helps build the trust instead of always being like well I know the answer. Yeah definitely. You're setting yourself up for a failure I think at that point so.

I put that as the my leadership behavior that I model is being transparent because a lot of the time my team comes to me and asks me things I'm like I have no idea. I don't I don't have all the answers, like let's figure it out. I think that to your point goes a long way because you know. Yeah. Two of my employees are from [UNIVERSITY] that graduated here. Uh [PERSON] over there, she was a uh she's a licensed physical

therapist. And uh we brought her on because uh she has a great rapport and has knows how to communicate very well. Um she has her doctorate, she's she's been a rock star for us. And when she goes out in the field and visits with our line workers, they're all like you you look familiar. Next thing is, you were my physical therapist back because of ailments this and that. Like it and and it just helps build that rapport as well so. Sure. Absolutely. It's been great. That's awesome. Yeah.

So I don't I don't have any reports but um you know I would say that um I I have trust in different different ways. So I work with underwriters internally. So we make uh decisions whether or not we're going to do business with a company. So they'll put that out to the risk group to prospect. So that's where you know casualty is kind of a term that people may not understand but really what it means is workers comp, GL, and auto. It's just an industry jargon term that encapsulates those lines of business. Um so you know I I look at okay um strengths and weaknesses, you know companies are doing some things well, try to highlight that, give that feedback to the account, um but also weaknesses or opportunities. Um so you're working with the underwriter to say hey I think they may have had some losses but you know there's been a found remedies and rectified some uh problems that they've had. I think that they can improve. Other times um you know these guys are great, it's it's been you know we're just trying to help them on the journey they're on. They get it, they're they're professionals, they're doing industry best in class stuff. We just want to support them with knowledge, data, and coaching. Um and then there's other times where you know I have some insureds that uh really need to say well actually here's how here's what it should be done, here's how it should look like. Um so that takes a long time to build that trust with your a third party entity. So you know I am viewed as insurance uh versus a partner.

It's like yes it must you know a lot of the times I say it's not punitive, it it's really like it's not I'm not trying I as the insurance company to jack up your premium. But the better you perform the better you know the better the business is. And that's kind of how it works and we have the resources to to provide for our clients. Uh and then brokers. Brokers sell, the carrier is the one who pays for the loss. The guy falls off the ladder right, breaks his leg, he goes for treatment, we're paying for that. Um the broker is the one who looks at the contract. So you go to market, you're trying to get the best rate for your bang for your buck. You want services, you want you know you can get a low rate but unwilling to pay claims. It's a business managed you know there's a lot of issues if you get on with a bad spell carrier. So it's like you want a good especially at the scale of your organizations, you want professionals, you want people who are on it and you can meet with uh and have a face to face. So the broker intermediates that. So they look at the contracts and say hey they exclude this, we need this in the contract and they try to keep me honest. Oh you're really going to ask them to do that? Do you know how much that will cost their organization? I'm like right, but it's something they want to do and something we think will be beneficial. So I have to tell the broker yeah we're going to advocate for it. Um and the broker you know they're your biggest client, you source business through them, but they also they want to protect their client, their business insured. They really it's a it's a tough very difficult relationship. Some brokers are more like you know they're more of a partner, they're like yeah I agree with you, let's let's push the client.

Yes. Okay. So like professional, knowledgeable, more on the difficult end. Um and other ones that are like ah just whatever whatever you and the client work out. But that takes a lot of um trust and now that I've worked with the line for years it's built in, it's building and like these are all you're not my direct reports but uh need to pitch it all the time. Yeah. For sure. It sure does. And it doesn't take that quickly to erode the trust. No. All those attaboys can be washed away with one ouch. That's right. That's right. One boo boo and all those attaboys are gone. Yeah yeah.

So leadership behavior that you model consistently and want to improve. Um I think for me it's I empower the team. It's probably the the the thing I do most consistently. There to support, develop strategy, empower them

to execute, and then circle back to them to understand how that went. What I'm really trying to get at is what did that feel like. Yeah. Right. Because that feeling is something that's sustainable, it's something that they it's not necessarily the the the paperwork, it's really about that getting that feeling um um because that really enriches the soul and really um makes it personally satisfying. On the on the improvement side, I'm always looking for ways to improve listening skills. Yeah.

I put transparency and accountability because I think you know my my team I noticed they're just a lot of them are just really nervous to like make the call, make a decision, and you know I always try to reiterate to them like I have your back, I'm supporting you, you know I always will take accountability for our entire team like right that's that's my role. Um and I think just being transparent with them about what's going on. I've worked for people who were very transparent and not so much at all and I really never felt super comfortable with those who I felt like weren't really telling me the whole story. Um and a behavior I'd really like to improve on is my organization skills because I'm a I'm a type B personality through and through um and it's a blessing and a curse and I think it will make me a better leader and manager if I could be a little bit more organized in my thoughts and in my management as a whole so. Excellent. Thanks for sharing.

So for me uh something that I model uh for the leadership side is I try and recognize my employees. Um I actually have a set reminder in my phone that will come periodically every three weeks to recognize and I don't say who, it's just recognize an employee. Because as if you're on the receiving end that's great and it helps boost your confidence and everything. So we got a lot of newer employees uh for our company 60% are less than five years or less. So I try to help build their confidence uh hold them accountable but still recognize them as much as I can when when when it's deserved. Uh area of improvement would be uh try to stay more of a role model because I don't know if you for you guys but I'm in meetings typically all day every day and it just wears on you because when do you have time to actually do your job. Yeah. We're in the field or in my business 24/7 365. And they all know that I'm available that at that whenever you need, text me, call me, I will answer my phone. So I try to stay more positive but I need to do that more because I'm always like oh I got another meeting which Yeah I do that I do that too yeah. Try not to drag them down with it because they all get it, they're like oh you know like just part of the business. Yeah.

Do you in those moments um I I've actually tried to let them know where I am mentally and just let them know you know showing vulnerability and just letting them know hey look um having a really crummy day today, here are the reasons why, um and not apologizing in advance but just to let them know you know where I am. Yep. I find that I find that's been helpful. Something that uh I know I could work on. I I mean they're all aware of a lot of the meetings that we're in because I'm asking for their input because like we do tri-state meetings, standardized things and all this and that so they're all very well aware. Yeah.

Um for mine I I put ambitious uh intensity. I pretty pretty intense. Um like to go, like to work fast, constantly thinking, take on a lot of initiatives. Um like I do these things and I'm like you really want to do that too? Like you're already doing all this other stuff, you want more? And I'm like I I don't even feel like I'm doing half as close to you know. Work I'm willing to put in is probably on the more intense side. Uh and I just enjoy it. Um and then you know I think on areas of improvement um I use knowledge and understanding like sometimes I'm in meetings and they'll say you know what were the accounts receivable or you know did you verify collateral or you have an audit, you know and they can view the complaint just like all these things that go into factoring the finances of insurance or you know uh how to protect your assets and liabilities and where the contract weaknesses are. Like this this you feel I mean everything you guys on the construction industry just understanding how you onboard subcontractors and verify and make sure they're bonded. It's like so many different things that like I just hear and I'm like how does that actually work. How does that actually work. And I'm like I don't have all the answers but so I'm still learning. I've been doing it 25 years I'm still learning. Yeah

me too. Every day. Every day yes. Yeah.

Um we're supposed to be breaking at 10:30. My personal opinion is maybe we should do section three together. Or like come up with a couple of things because we're going to have to share with the group right. Yeah. Love that. Yeah. Is that okay. Yep. And I would say that remote hybrid logistics are certainly a barrier in my uh in my company and not necessarily as much for me I'm out in the field with my team pretty much five days a week as you know sometimes if I need to I work from home but our upper management does not come to the field ever. And it's certainly a barrier that I see and I notice if I go through periods of time where I'm stuck at one location because I have you know eight projects that I have you know I'm overseeing. Uh when I'm not on site there is a little bit of a lack of like I I don't understand what's going on at the site so I'm like losing this like connection with my team and they're reporting things to me but I'm not fully understanding it so I would definitely think that that that is a a barrier and you said meeting overload like I agree with that as well. Yeah from the structural barrier perspective you know we operate in three states. Um I have the eight folks in the field plus I have my own workload. Um if [PERSON] you know I one of my strengths is context and I lose context because I'm not able to get around all the projects. So when somebody brings something up from a job that I haven't been to in a while it's difficult and takes time for me to I always am like send me a picture. Right. I'm the same. I'm like can you send me a picture like I need I need context for sure yeah. Same same way.

Um I think for me it's the part of the structural barrier is I interface with all the departments. All the departments have needs that I need to support them with. Yeah. From project pursuits, pre-construction, construction, my own team development. So I think just the fact that you can't there's no way to plan those interactions. Yeah. So the the fact that everyone's coming to to me for things interrupts my workflow so it just varies so much. Yeah. Yeah. And that creates a disconnect with my with my direct reports. Yeah. Are we on the improve one or are we on the third one. Oh the third no we switched sorry yes section three. Yes. Yeah [PERSON] is thinking about the deliverable now we need to Yes sorry. So obviously for mine it's uh not so much the hybrids the remote hybrid thing but when we have our engineering department that's remote hybrid they need to collaborate with our operations. Yeah. So operations gets upset that the engineering group isn't around or they're not responding or they'll come on remote but you got to be face to face for a lot of different things in the company. Ours is like that with like designers they don't come out to the site exactly our designers. They design from home and they don't come out to the site and then you know there's all these things that it's like did you even come out here like you know and we're in the field dealing with all of these things and they're like oh I can come out for an hour next week. It's like we're here today. Yeah. You know so I I I can see that.

So I got to run for my call but uh to talk to yours leadership engagement we have a scorecard metric for it to get our leadership out in the field to force them out in the field. Yeah. To collaborate with safety to co-observe co-observe. Yeah. So that they might be looking at it in their leadership lens but we're looking at it in the safety lens and we collaborate together and and it's tracked on our scorecard. So it forces them to get in the field. Yeah. We have a little bit of that but it's like oh do a a senior management moment or whatever and they're like gave a safety moment at our at our meeting with our client. It's like please. You know that's not we want to see your face out in the field. So. But yeah that is a good thing and maybe try to force their hand a little bit more. I got to run. Yeah. We'll be right back after the next meeting.

Interpersonal barriers? Um I mean for it kind of like my organization it's a large international but even domestic it's it's I I deal with underwriters in [LOCATION] and then we're looking at an account in [LOCATION] right and we're talking about geographies that I don't even know the work markets I don't even understand union non-union. Yeah. So relying so much on the feedback from clients uh and brokers on what the markets even like gets really difficult to have a personal relationship. Of course there's an in-office element of it but everyone gets so siloed in their own projects and workflows that uh that's one thing I actually think is pretty tough working at

a really large organization. You don't get a lot of interpersonal uh time uh to build relationships. So when you do make contacts it's not as meaningful as when it builds your trust. Uh yeah it's definitely been a little different. Working in an agency. Yeah. I agree with that.

Um looking at interpersonal barriers I know conflict avoidance is something that I have really had to overcome and I'm still actively trying to get better at it as a manager. You know it is so easy or can be so easy to avoid tough conversations with your employees or with your client or whoever. Um and especially thinking about trust with your client, like that's a a big thing very easy to lose, sometimes very hard to gain. Um and I have even had to push I have one uh manager like people manager that reports to me and he struggles having hard conversations sometimes and I'm giving him advice that I'm like I need to take this advice myself you know like having to have these these hard conversations you know is it's uh definitely difficult so. I would say that's a that's a barrier that I'm and uh it's not even about you know I also have to reframe and had to reframe like conflict does not always mean it just means sometimes a hard conversation you know it is hard to say to somebody hey I've observed these behaviors and I think it's really holding you back like it's making your job harder. You know I've had to I've had one in particular or two really difficult employees I've had to fire somebody and that's the hardest thing I've ever had to do in my career. You know and put somebody on an a performance improvement plan and those things are are really difficult but you know they definitely I think increase trust with like upper management because like even my boss is like thank god you know my boss wouldn't know that I wasn't doing my job probably until I wasn't doing it for a very long time and like our client pointed it out. I saw my boss my first day of work I've never seen him again. You know so I uh you know I see what my employees are doing every day or or you know every week and can kind of you know stay on top of them a little bit more but you know.

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

Are we doing it now? Not totally sure because there's no... Is this about self-reflection? I think uh talking about the problems that we need to solve. I think so.

Do you feel like uh at [COMPANY] is where you work, right? Yeah. Like your employees for the most part are good, they feel comfortable like coming to you guys when they have safety concerns? My direct reports or my the uh customers, my customers as I would say? Yeah. Yeah. Yeah, so I've I've again I've been here for [OVER TWO DECADES]. They all know me. Uh I worked in the field at the power plant so on the generation side so they I'm not going to them just from a safety perspective and being like, youre doing it wrong, not knowing how they're doing it. So I'm like look I get real world things that you you can't, the policy is not written the way it should be type of thing where they're breaking a rule but so if that's the reason let's fix the process like you know. So come to me let's let's work it out. So yeah no I have...

And do you notice a difference in the states? Like are people in like [LOCATION] I could imagine is like a a rougher... Can we go off mute or put it on mute? I'm...

We benchmark for [COMPANY] all the time on [ORGANIZATION] committees and stuff. I benchmark all the time with other utilities to find out what is their best practices. We share safety manuals, safety policies, and how do you guys do this? Try to make it as comparable to the utilities as us in the [LOCATION] region or everywhere else I guess too. So.

Yeah, perspective is everything. Definitely from different states, like you guys said, every state has their own structure and how they do stuff. And just that when you have, like I worked with an industry, my first one was just in [LOCATION]. And they only had [LOCATION], like they only really worked in [LOCATION]. And then I worked with [COMPANY] and they had [LOCATION], you know, [LOCATION], they had all these other

companies. And I think that that perspective helps so much being able to hear about how different states, but also how they are different.

I'll add to on ours for [LOCATION] and [LOCATION], the regulatory side. [ORGANIZATION] in [LOCATION] and the [ORGANIZATION], Department of Public Utilities in [LOCATION]. They have a lot of restrictions on how we operate. A lot of general public doesn't know that. They're like, why do you do this? Even in [LOCATION], I'm like, they're like, why are our rates so high? I'm like, we don't set the rates. The Department of Energy sets the rates.

Okay. We're starting with a little self-reflection.

Yep.

Where do our current commercial decisions assume that field, that the field will absorb all the risk? Fees, schedules, and contracts.

So these are like the big, big decisions. You can look at it more macro from an industry perspective versus an individual company's perspective. Project owner has this capital project, defined budget, defined schedule. They want utility of their money, right? They want to get the manufacturing running. They want to get people in a new facility. Um, you already got your, you already got your drawings, your specs. So is any of that, and then you got some jobs that are coming to you at 100% CD, 100% construction documents. So there's really very little room there to use prevention through design or by design. You're lucky if you get in on like a design build where you really have an opportunity to, to create some, um, so really look at constructability if you will.

Yeah, our, our client has been doing a lot of that, a lot of design build. I don't know how well, we'll see how well it works, but you know, it's a new, it's a new model for them. So we have like some, they have a couple of pilot projects that they're doing it on. So it'll be interesting to see how that changes the process.

So I mean really currently, I'd say currently it probably rests, decisions are being made right with the RFP, right? Generally?

Yeah.

They're already setting the environment of the work, right? Is it occupied, uh, co-cohabitated with occupied new addition. It's budget, schedule, sort of framework of what they're trying to do in terms of documents and design. So is that...

I agree. And across like our, the contracts are supposed to, you know, outline all this risk. Like at wastewater treatment plants, they're occupied, right? So they already have people working there. And then you have other contractors, you know, there's like seven active projects at one plant that I work at. And one of them is directly managed by the plant operations and it's impacting a project that we have that we're managing that can can't start until they finish. But their contracts are signed and it's like, literally, and it's like, oh, like this, this is under a consent order and you have to start immediately. It's like, well, we can't start until these people are done. And they might not be done for another year or so. It's like, where was that risk captured? It probably wasn't. Um, so that's a big disconnect for sure.

We struggle with [COMPANY]. We wanted to do some small projects, like let's bring in IT to do something like for an app. We go to procurement, procurement says, nope, you got to put it out for RFP. And we're like, we don't want to do that. Like we already know like what they can do. And they're like, nope, it's got to go out to RFP. And we're like, ah. So we hit roadblocks with IT and procurement.

So what messages are workers hearing from the different, within the tier, CMs, GCs? And how does that affect their trust and willingness to speak up?

I mean, I definitely, uh, see this a lot. I work with a lot of different contractors. You know, some, some contractors are really proactive and they push the proactive reporting and near miss reporting and hazard reporting and, and all of it. And they're, they communicate safety every day and, you know, it's constantly a theme with everybody that works for them. And then some of the smaller contractors that we work for are just like, keep your head down, keep it moving, finish as quickly as possible, and like, don't, don't, you know, keep everything a secret. Don't, don't report it. And so, you know, you have employees who come from one site and they're like, oh, like this is a good thing. I have a voice. I can speak up. And then they go work for somebody else. And, you know, it's, the messaging is definitely not consistent.

Mixed messaging.

Yeah. Yeah.

So I'll say inconsistent. We've had the same thing.

And that's almost, it's almost, it's like anecdotal, right? I mean, and you're getting feedback, the workers will report the differences, right?

Yeah.

Like some GCs, CMs don't even, they, they expect the subs to manage the work and schedule, right? Oh, they'll work it out. Versus like [COMPANY], we're actually advancing the work on a, on a scheduled basis, right? 30, 60 day look aheads, coordination with the, with the subs.

You probably see it though on that large industrial work you're doing where they're having multiple construction managers, general contractors working in the same job.

Yeah.

Probably becomes more obvious, right?

Yeah, it's, uh, it's crazy.

So relative to the worker, they're almost, at some level they're, they're almost managing it at their own personal level of risk. Right? And then you, you complicate that by the, by the, by the union referrals. Like they're not working for the company, they're just, they're being referred to the, to that, um, sub because of the labor needs, whether it's union or non-union.

I also see some, some guys who don't drive, like especially in [LOCATION], depending on where you're, what borough you're working in. If you don't drive, it's very difficult to get to work. And so some guys will get work close to their house, especially if they want to work on [LOCATION], which is more remote compared to the rest of the city. And guys who live on [LOCATION], if they can work on [LOCATION], like they will do almost anything to keep their job there, including keeping things to themselves because they're so worried if they say something that, you know, they don't want to get in trouble and they don't want to get moved. You know, and that's not even messaging from the CM or the GC. That's just...

Internal.

Yeah. That's just like their own self, self-preservation because they don't want to lose it and keep everything to

themselves.

Yeah, I think as a blanket statement, CMs and GCs, they support reporting issues completely, you know, inconsistently across the board. And workers, I think, just default to either weaponizing safety or not talking about it at all, you know. I see, from the worker perspective, I see really those two extremes. The person who's like, oh, well, you're supposed to be safety and what about this and what about that? And, you know, all these things. And then, you know, the person who's just like, I'm going to put up with everything and I don't care and, you know, just keep my head down, keep doing my job.

And then they default to their personal level of risk, right?

Yeah, exactly.

I'm out of here. Like...

Yeah. I would say every once in a while I get the outlier of the guy who doesn't say a whole lot, but then if I, in one particular instance, I, these guys were using a really long extension ladder and I had the contractor put a retractable up top and so that they could tie off while they were climbing up and down the ladder. And the guys really appreciated it. And then I guess the, the retractable broke, it wasn't stopping. And they told me about it. And he was like, hey, by the way, like this isn't working anymore. This guy has never once pointed out anything to me ever. Like barely ever, ever talks to me. And I'm like, see, we're, we're gaining a little bit of trust here.

Right. It's a win.

Yeah, absolutely.

So where are we asking people to perform at a level we have never trained them for?

This is a little bit of a confusing question. I don't understand that, what, what that is looking for.

So we're assigning them a task, for example, and they haven't been trained.

I, I see this at the sub level, right, where the sub's hiring out of the hall to meet the labor needs for the job, right? And they make a blanket assumption that the hall's training them, they're going to come, they're going to come to the job trained, right? And that, when in reality that's not actually the way it works. Like the union's providing a facility and trainers for training to occur, and the sub really has to make time for that training to take place.

I see a lot of a lack of like proper training when it comes to like respiratory protection and things like that. Like some of the more obvious, like everybody's getting these trainings, especially in [LOCATION], they have a program called site safety training where everybody carries around this card, you know, and they're required to do all of these different trainings every year. And all you have to do is scan the QR code and you know if they have their training. But it almost becomes like this just checkbox exercise, you know, like are these guys sitting through a training and really absorbing...

Are they engaged?

Yeah.

They're getting the training, they're the minimum, the bare minimum. They're in the, in the room, they sign the, there's the attendance sheet. Yep, I signed it.

I don't even know if training is like the right thing to be doing. It's almost like we're not training people on hazard recognition. Like we're not training people on risk. Like we're just...

Situational awareness.

Yeah, like we're just like, here you go, like this is how you put on your harness and this is how you tie off. Like not training somebody to like look around and be like, what am I tying off to? And if I'm tying off to this thing that's not going to support me if I fall, what's going to happen, you know? Like that, you know, that... I don't know.

I would say hazard recognition is a big one.

Yeah.

I mean, we try to train our folks to hazard recognition. We're doing a big thing with the whole CSRA and...

Yeah, but doesn't, I mean, technically like the OSHA 30 is a hazard recognition course.

Yes. OSHA 10 hazard recognition course.

It is, but it's like, it's not, it's so broad. And you know, when you're out in the field, is that what you're recalling?

It's not specific to the task. I mean, it's, yes, it is. And it's not, there's no credential that speaks about the hazard they discussed in that section.

Right.

And things are just ever changing and so different. You know, I work in facilities that are already built and then we're doing construction inside of them, where somebody else might be working on a building from the ground up. So the, the risk is different and the ability to do things is also sometimes easier. Then like for us, we can't just be drilling holes everywhere and putting anchor points for people to tie off to. Whereas in a new building, you might be able to, to manage that a little bit better.

Design that into the engineering side to begin with, so you're not having to redo it after the, after it's built.

Exactly. Yeah. Whereas we're like trying to fit, you know...

Safety by design.

Yes, exactly.

How about, I can equate this for right now as we're going through union negotiations. So we're taking our office folks and they are going to be trained to be in the field because if we have a walkout, they have to be, our business still has to go on. So we have people that have been in the field, or in the office for like 20 years and they're like, you want me to go do what? Like, yeah, you're going to get training. Like we have a training team and a training program, everybody has to go through it. For anytime we do work continuation or business continuity of union negotiations. We have nine different unions between all three states. So it's like every year we might have two or three union negotiations going on.

How about, uh, leadership training? Do the crew leaders have the fundamental skills to actually run crews? Once you become a supervisor, now what? Are you trained to be a supervisor? Do you get any additional, that's what we're talking about too. We say you're qualified to be a supervisor, but are we actually giving them

more skills to train them up to be a supervisor? Um...

You know, we, we provide like, let me ask you this question. So when there's, you've had emergencies on the job site where there's an evacuation or a medical emergency. It's been my, um, experience generally, very close to 100%, poetry in motion.

Correct.

Right? Everyone knows what needs to be done and it gets done.

Yep. Where's the AED? Where's the first aid kit? Yep.

Someone's at Main Street waiting for the responder. Where's the AED? You call 911. I'm going to go to the gate or whatever to...

Right. I'll get, I'll get the GC. Yep.

And, you know, we talk about that as part of the job onboarding indoctrination, you know, here's the steps, here's the things you should do. But it just, it just happens organically.

Yeah.

Why can't normal work look like that?

Yeah.

I mean obviously it's more complex than that, right?

Totally. I think as on the human aspect of it, we want to help protect and take care of our other human, you know, the other humans that we're working with. So it's like a natural instinct to, hey, I'm going to provide whatever services I need. CPR, first aid, all that. And I, it's already in the back of my head, like if something, any site.

Because that becomes the only priority.

Yeah.

When you're working...

Singular for everybody, right?

Yeah. And it could be me. There, there's 15 priorities. One of which is schedule and timing and finishing this. And that a lot of the time outweighs, you know. And I don't even think it's like a conscious decision to put, put safety off to the side. I think it's like a, a generational thing. A lot of the workforce is older, so they didn't start out with safety and maybe a lot of them had terrible experiences and they became more safety focused. They're also not safety professionals. So I think some of these more technical things that we see, they don't even recognize or fully understand the risk associated with it because they just don't have that background.

Typically, if you get an older generation, they're tunnel vision on production. Whatever I, I need to make 600 widgets today and I'm going to make 600 or more. And I'm just going to whatever it takes.

And the majority of their career has probably gone without incident. So they don't, you know...

Right. They're not recognizing any risk.

Yeah.

It's just, we need to do that. So if we can just go back to hazard recognition. So hazard recognition and control?

I would say and control. Because you can recognize a hazard, but do they understand safeguards, controls, direct controls, what can we put in place to fail safely?

Yeah. Yeah, I mean, I've had plenty of conversations. Like we do a lot of work on roofs next to skylights that are not rated for fall protection. And, you know, in one particular instance, like coming up with a way to protect workers from the skylights, like it was, it's like me talking to the super and being like, okay, well, why don't you, can you do this? Oh, we can't drill into the roof. Oh, well, why don't, you know, it's like us having this conversation on how to fix it. Neither one of us had the answer right away, but through our conversation, we were like, okay, yeah, this is what we're going to do. Perfect. But that's, you know, one instance that's happening because it was created into a larger problem. Whereas these little things that are happening throughout the workday, you're not always stopping, having this conversation. I, you know, I try as much as possible in the field, but work is fluid. It's happening in 15 different locations all at once. You know, it's just not...

Project management.

Yeah, exactly.

We had something similar to that where we actually found that there is a company that has temporary anchor devices that are, uh, weighted, you know, and you can put them wherever you want for similar things.

Yeah.

Because we're like, well, we're not going to put guardrails around every single roof on every single building. So what can we do to fix that? And they're like, you got to come up with something.

Yeah.

And then how would you say, how do you measure fluency? How do you measure training fluency? We were using a program for a while called RiskTalk, and it's a voice capture, um, daily task planning platform. There's other aspects to it. But you can listen in to the crew huddle in the morning. They're evaluating the level of risk they're going to encounter, the energy source, the controls. And then it all rolls up into a board where you can touch the meeting and open it up and then listen to the recording. You can look at the transcript also. We had some connectivity issues in buildings, so we don't, we haven't been using it. But I'll be honest with you, it allowed me to really listen to the work as planned, evaluate, hear them thinking through the work. Really a great way to understand fluency and training gaps.

Yeah. I've always thought...

So how does, so how does AI like, I mean, that's probably like a... I don't know.

I've, I've, even when I was earlier in my career, I used to think about this. I'm like, I wish I could get into the union halls and do like more practical like training and discussion with them. Like, I feel like I don't, you know, a lot of the training that they receive are probably from their peers. And not that they don't have good skills and, and, you know, probably know a lot about safety, but there might be like that technical disconnect, that competency that maybe they're not getting, you know, or they assume that the, that the workers in the room

are, are getting it and understanding it and not, you know, checking on it. And I've always thought it would be so cool to be in a role where you're like giving training specific to the unions and giving them these examples and showing them pictures. Like, I'm sure you've been on a job like this where you were presented with this, you know, condition. Like, how would you normally go about it? And this is what a safety person might tell you. And just trying to make it as practical as possible for them rather than broad and generalized.

More focused to what their actual task is instead of doing a generalization.

Yeah. Because I think that's what happens. Things get so generalized and they try to apply it as much as they, they can, but, you know, there's...

Um, how, and we're, so where are we now? So I think we're kind of through section one.

Yeah.

I think we skip section two. Section three, identifying barriers to closing the disconnect. Compressed schedules, tight budgets, incomplete design, RFIs, constructability gaps that assume the field will absorb the risk.

I would say yep, sounds, sounds accurate.

For us, I would say, uh, incomplete designs is a big one. And then RFIs and changes. Um...

Yeah, managing changes.

You know, work, yeah, and working in an existing facility, we have had seven utility strikes on my job alone. Core drilling through a conduit that's buried in a concrete floor and, uh, they, one, another contractor on the site core drilled through one of the main feeders into the plant. And, you know, thank God nobody has gotten hurt in any of these things. Yes, nobody's gotten hurt. But it's working in an existing facility that was built who knows how long ago. There's no as-built drawings. There's nothing showing where these conduits are coming from. And no, you know, they're, they're doing GPR and they're scanning and nothing is coming up. So these guys think theyre good and they go and they core drill through a lighting conduit or an outlet, you know, receptacle. And, um, you know, it's the...

How do you share that message then when that happens to the whole, all of your teams and all that?

Yeah, yeah. We'll like develop a lessons learned from it. And what we did was now they're not allowed to core drill or saw cut. They have to use a chipping gun to chip any sort of penetration. And they're wearing a certain level of PPE. I mean, we've tried to do it so like we'll walk the entire area up, down, look for any receptacles, look for lights, because it's mostly, you know, just like that's what it's always been, like lighting conduit or outlets that are not coming up on these GPR scans. And like isolating, uh, shutting off some of the breakers to try and see, you know, like it's, it's been, it's been tough.

So already GPR is ground penetrating radar.

Yes. So they scan the floor, they scan the ground to see if there's any utilities running underneath. And so when you go and dig, you don't, you don't dig into a, a gas line.

And it's a unit that's close to the ground, it's usually a handle and they walk, they walk it around.

Yeah, and it picks up signals from like the electrical signals, gas, water. Yeah, and then they mark it up with the paint on the ground so that you know, you know, where to dig.

Dig safe.

Yes, yes, call before you dig. Yep.

So really all of these things.

Yeah.

Right?

Definitely.

Um, what, and the countermeasure is? Like acknowledgement of...

Recognizing it.

Or just even acknowledging that we got a tight schedule and because of that we're going to design into the project team a tighter feedback loop. Making sure we have good communication, feedback. I think the more you communicate and get at the boots level, the worker level, and let them know that they have, that we need their input.

Yeah, correct.

On, on one of the jobs that I'm on now, uh, we installed a, a bulkhead to, so that workers could enter a 72-inch piping that's buried under the ground. So the bulkhead goes in to block the sewage from flowing. And they were dropping this bulkhead into a channel and it was leaking, the sewage was still leaking through. And the plumbers who installed this thing were like, we need to get divers to go dive on the other side and go down and see there must be an obstruction. For weeks they were like, bring in divers, bring in divers. The contractor wouldn't do it. So weeks went by. And all of a sudden they're like, okay, we're going to bring in divers. We're, they're going to be here tomorrow. Like, and it was a scramble of a shit show to get these divers on site to figure out, oh, pun intended by the way. Yes, literally. Like the whole entire, you know, bottom of this channel is eroded away and it's not sealing. And, you know, the workers were like, bring in divers. And they, the management wouldn't listen. And then they finally did and the problem was solved. And so, you know, listening to these guys, you know, who are doing the work. Being able to speak up at any level.

Yeah. Even if you're a first day worker or if you've got years of experience. We have that as an all stop. Anybody can call an all stop.

So we have 15 minutes left. 15 minutes left.

Discussing your table group to capture the key themes that emerge, focus on common patterns. So we've talked about upstream.

Yeah.

We want to talk about psychosocial hazards.

Yeah, how do psychosocial...

And again, psychosocial hazards is the way work is organized, the way work is designed, the social aspects of work, and then, um, the environment, um, hazards associated with the work.

Well, one thing I was saying, I don't know if you heard about, like, I work with a few guys who don't drive. And

so right now they're working very close to their house. And I had found out a couple weeks after that one of them especially was sick. A lot of the, a lot of the guys that I work with get sick, uh, with, they call it a sewer bug, you know. And they don't report it. They just will call out of work or they'll come to work and they're like throwing up or running to the bathroom. But, you know, they put themselves in bad situations because they want to stay close to home and they don't want to get, you know, and like they're not going to get in trouble if they say anything, but they're so worried because if they were to get moved from the project that's close to their home and now they have to commute two hours, like that's a huge thing. So they're going to just shut up and take it and like just put themselves in a situation that they shouldn't be in. Um, which is definitely compromises their safety and like, you know.

Is that discussions happening though with the leadership to say, look, we've got a group that, you know, they are putting themselves at risk, greater risk because of that? Is there a way to build it so that they don't have to have that risk or, you know? Is that any possibility?

I mean, it's, I think the risk is, is, it's only the person feels they're at risk. The reality, yeah. So, you know, in that case, I just spoke to the super and the project manager. I'm like, listen, these guys are like, a lot of them are getting sick and they think if they say something, and then they'll just talk to the guys like, hey, if you're not feeling well and you're sick, like tell us and go home. Like, you're fine. We'll pay you and come back when you're feeling better. And like, if you need something, ask us. Like, you know, it's just this like internal thing where it's like, finally I'm working close to my home and I don't want to have to leave. So, you know, it's, uh, and just developing more of a relationship, I guess, with some of the workers so that they know that that's the case. But I think it's...

I think it's also like, it's a burden. I feel like I see that a lot in like construction especially. It's like...

Yeah.

Yeah, like it's like, you need to work through it. You need to suck it up. You're not a man if you're not doing what you need to do. And I think that that goes hand in hand with the mental, like the mental aspect of it. Is breaking down that barrier of like, we're starting to get more and more okay with being okay with mental health and it not just something that we have to put away because that ends up in situations you don't want to end up in. And I think it's just as important as the other hazards that we talk about. And I think that that is one thing that I really like seeing, because I know that, I mean, I've always worked with, um, like older men especially that they grew up in a time that that was not...

And they're the majority of the workforce.

Yeah, and it was not talked about. And I've only ever worked with union people, so I don't know if it's maybe different non-union, but that was just like the way that they grew up and the way it's like they were probably trained by their infancy because their grandfather, their great-grandfather...

Passed down, passed down, passed down.

Yeah, and so I think that the generational like mindset gets, like is a part of it. And I think that kind of being, it's okay to tell me that you want, you need something more than what's given to you. And I think that, you know, being a safe space not only for them like physically, but mentally. I think that...

Yeah, no, I totally agree. That's a good point.

Psychological safety.

Yeah. Yeah.

I'm sure a lot of it is fear. If I, if I don't come to work or whatever, then I'm going to lose my job or somebody else is going to take it. I'm in trouble.

Exactly. Yeah. Like they're going to find somebody to replace me and then I'm going to be shipped off somewhere else. Yeah.

And that's something that [PERSON] spoke to yesterday about [PERSON] up there around, it's not just your employee, it's the family. Because it's not, like when you go home and if you lose your job, your significant other, spouse, partner, whatever is going to be like, you're not bringing money in now or whatever. Like now it's more stress, your kids, family, whatever. It compounds.

Definitely.

I, uh, I was, my ex-boyfriend, his father was a lineman who was hurt at work. He was in a bucket, got hit by a tractor trailer. Was catapulted out of the bucket, ended up falling on top of the trailer and then onto the street. And never worked again a day in his life. And just became a full-blown alcoholic, you know, just, you know, terrible. Every, you know, all of these things. And so then being with somebody and like talking to his mom about like, I went from having a husband who like woke up and went to work every day and had a purpose to somebody who was like, you know, physically eventually fine, but like mentally not okay because he wasn't allowed to work. There was, he no longer had a purpose, at least in his own mind on how to provide for his family. Even though financially he, you know, was, was set because of everything that had happened to him. But like, just their family fell apart and just crumbled. And, you know, like you got the parents who are not divorced but not sleeping in the same bed. And like the whole dynamic was so screwed. And I was like, this is, this happens probably all the time.

It's the real life side of it.

Yeah. A lot of people don't see or think about.

For sure.

And that's what [PERSON] was bringing up the fact that like, we have 73,000 employees, but we have 73,000 also significant other spouses. So it's double the families. Then you add in the kids, he's like, multiplier. Yeah, you're talking about 200,000 people or whatever. It's not just an employee.

So I just read an article about, um, they did some research overseas on psychosocial hazards and the prescription of psychotropic, trophic drugs. Um, and they're seeing a direct connection between exposure to psychosocial hazards at work and prescription. So you're, so now people are showing up not as their best self.

Yeah.

So what are the current practices teaching people about wellbeing? A lot of toolbox talks. Um, we actually just, um, committed to bringing in a resource, uh, Build Well Health. It's a online repository of self-help videos, and then you have access to a free coach. Um, we extended that to some of our trades on one of our projects in [LOCATION] as a beta run. Um, we're involved in some memorandum of understandings about wellbeing. Uh, [PERSON], [PERSON], our overall [COMPANY] and [PERSON], we're all partners in that, um, that MOU. So we're supporting the same message, same cause, creating like a unified message within the [LOCATION] workforce.

Yep. I would love to see, um, companies do a better job of like promoting and providing resources for like nutrition and exercise. And, you know, when you talk about mental health, like that is such a big factor in mental health and wellbeing is like eating a well-balanced, appropriate diet and getting in exercise. And, you know, some of the people who I work with, both on the management side and the workers, you know, they, they, some of them live such an unhealthy lifestyle. They don't sleep a lot. They're working overtime. They're working multiple jobs. And like that all just compounds and, you know, affects people so much. And like I myself have realized like if I go months without exercising, like it takes such a toll on you physically and mentally. And like I think if, if that was more, uh, you know, something that people were more aware of and had resources to help them, it maybe could...

We use the Personify app. I don't know if you guys have heard of that. So right here is the Personify app.

Yeah.

So you click on that and it's individual. It also works for our employees and spouses.

Yeah.

You get rewards each day, this and that. It talks about, uh, it's all about wellbeing. It talks about nutrition. It talks about mental health and all these different things. And there's all kinds of different, they do challenges, step challenges.

I've done that like with some of the people I work with. Like we've done step challenges and stuff and it like really helps everybody like be like, oh, I gotta like get my shit together a little bit, you know? Like I'm like, some days I look at my phone, I'm like, I've walked 1,000 steps today. Like get off your butt and go outside. Like, you know? And so, uh, even doing those things are, that's, yeah, that's...

So we have a wellness person that oversees that program. So each, each quarter you get 50 bucks if you do all the...

Yeah. Yeah, the incentive to do those things.

Exactly. And your spouse gets it as well, or partner, whatever. So you can get 400 bucks a year. Um, it's, it's all through gift cards or whatever, however you want. Plus they give you, uh, if you max out, you can get like a, it's like a Fitbit watch type thing and all this and that. But it's, it's been great since we've done it.

Yeah. Yeah, and I mean it covers a lot of that, the wellness side, the mental side, the nutritional side. There's, there's coaches in there, you can schedule live...

What's it called?

Personify Health.

Yeah.

If workforce capacity, learning, and wellbeing were treated as a hard constraint like budget and safety, what would change first?

Yeah. I think it depends on the generation that you're, uh, the workforce you're talking to. Typically it's probably going to be the budget, I think.

Would be what?

The budget would change first over safety. Or does it, does it mean like capacity, learning, or wellbeing were treated as a hard... Which would you change first?

Oh, I see. If workforce capacity, learning, and wellbeing... Okay. Like budget... Okay, I see. It's a parallel.

I think, I think that, uh, productivity would go up. If, if we, if workforce capacity, learning, or training, and wellbeing were treated the way that the budget and the safe, and safety is, I think productivity would go up.

I'll tell you what.

I think people would be more productive, more focused, less incidents, less rework, less distractions. You'd probably make more money and be more productive.

Yeah, oh, guaranteed.

So you, so we just...

That Personify Health was through our HR side of the house. So I don't know how, I don't know anything about it, but it's, uh, if you can just log on and do it yourself. Um...

Even like this is not necessarily a safety thing, maybe this is more of a trust thing, but I, I saw this on TikTok where this girl who worked, I don't know, she must work for a construction company, and she did this challenge with all the guys she worked with where she had a, a measuring tape and it was, the numbers were facing her and the guy was on the other side and she was like, show me 12 inches. And they had to pull it and stop at 12 inches. And even like little things like that just like bring everybody together. A little competition is good for men because every, you know, everybody thinks that they're going to be perfect. And I did it with a couple of guys I work with. They thought they were so on the money and they were not, and I was actually the closest. And it, it really just brought everybody together. I'm like, we need to do more things. And we do a pretty good job of like having like lunch every once in a while with like everybody, even the guys on site. But it really does bring everybody together, make everyone feel a little bit nicer. Yes, exactly.

Improve morale. Relating as humans. Like, yeah. Not just work. Like, sit down and not have a conversation about work. How's family? How's pets? How's whatever, vacations. Like, take a break once in a while actually at work. Make it personable.

Yeah. And I was like, guys, let's make a TikTok. They're like, we don't, [PERSON], we don't want to make a TikTok. I'm like, whatever, we don't have to record it then. We could just, we could just do it for fun, you know. I'm like the, the fun committee planner. Because nobody else wants to do it. And that's what women bring to the workplace. A little bit of lightness and fun.

So personal commitment and accountability, translate insights into action. What specific measurable commitments are you willing to be held accountable for? Listen to the field and strengthen skill growth. My number one commitment is to listen to the field and strengthen skill growth.

I think it would be really interesting and, uh, I'd like to commit to maybe taking a, speaking to a variety of the workers and asking them like, what do you see is the biggest risk of your job? Like kind of asking them for some feedback.

Some of their perceived risk.

Yeah. And I don't know exactly what I would ask, but just really trying to gauge from them like what their

perception is about what's going on right now. Yeah.

Based on them being subject matter experts. Like what, what do they see?

Yeah.

I can tell you, uh, I've done the Foundations for Safety Leadership training. I've done a lot of that since [YEAR]. I don't know if you're familiar with that. CPWR. So the five things that crew leaders tell me, I ask them questions. What do you, when you walk on a job site, what tells you there's a good safety climate? Housekeeping. Yep, housekeeping, PPE. Yep. Conditions of the toilet. Right? Yep. Is there a way out of the building? And then, did I get an orientation to set expectations? Those are the five things that they report.

Yeah.

Um, that doesn't seem like too hard of a commitment to make.

No. No. It's, it's not.

We, we also buy, um, in our contracts, we don't do it regularly enough, but we, we, um, provide Foundations for Safety Leadership training to the crew leaders. Um, we include it in our safety plan. Uh, we probably are at about a 50% ratio right actually whether we actually execute that. But to do it at the project level, it connects you with the crew leaders at a completely different level.

Yeah.

Great, creates great relationships.

Yeah, I can imagine.

I gotta jump up.

That Personify Health thing too, they had the highest rankings for not sharing personal data or anything. Which is why that's who we went through.

Yeah, I want to look at that.

One other thing we did too was, uh, LinkedIn Learning. There's a, there's all kinds of...

Yeah, we have a, we definitely have an account with them.

We did a trial with them. I don't think we kept it, but it was pretty, there's some pretty good stuff out there.

Yeah. We have, um, you know, all of these incentive programs with the health and wellness stuff, but it doesn't seem to be, I don't really like know, like I feel like the app that you showed me, that, that seems like so easy to do. Whereas the ones that we have, it's, it's the type of thing where you have to like, if you can go to the doctor and then you can go and put in all your information. When was your last physician's visit and stuff like that.

Yeah, it has some of that in there, but it's a checkbox. Did you go to get your dental checkup? Did you get a flu shot? Did you get a colonoscopy? Whatever. Uh, breast exam, and all that.

All right. Well, that's actually something that I've talked to a lot of the guys I work with.

And then you put a date in there and it will tell you in like two years or three years, hey, you're due again. Oh,

you know, like, I forgot or whatever, you know.

[TRADE_WORKFORCE_DISCONNECT_REPORT_OUT]

All right guys. Just take your seats here. Give you about another 30 seconds and we'll get started.

I can't see a lot of the slides. Can you guys hear in the room? Yes, we can hear you. Can you hear me all right? Okay. All right guys, we're going to get going here. Um, sorry to push that break a little short, but we're, uh, we're running out of time here. So, um, you know, this part of the, the event is going to talk about our future. The future of, uh, our profession, from our current students all the way through. And I want to just sort of frame up where I start. The future isn't two years out. The future is tomorrow. And I think, you know, the scale of what we're talking about in data, energy, infrastructure, um, is going to be incredible as we move through the next 12 to 18 months. Um, and I, I hope to speak a little bit about where we're going to get the people from. Because it's not going to be traditionally from higher ed as we, as a lot of us think. Uh, the number of college age students is going to continue to decline in the coming years. So I'm going to talk to you a little bit about that. I am losing my voice. So I apologize. If I continue and you guys can't hear me, just someone yell at me and I'll try to figure out a different mic situation or screen if I need to. But, uh, with that, I'm going to get into it.

First, I should also say like, [PERSON], [PERSON], everyone that's, uh, been involved in the conversations thus far, you guys are killing it and I appreciate you. Uh, I'm jealous that I, that you guys are all there and that I'm just sitting at home. But let's get into it. So the future of occupational safety and health. I'm not sure if you guys know this, but we're going to lose about 25% of our workforce to retirement in about the next eight years or so. A quarter of us in this room won't be here in the next eight years because they're set to retire. If you just think about that for a second and you look around the room and you say, damn, we're about to lose some serious experience. You're probably right. We're going to lose so much institutional knowledge. We're going to lose a lot of the people that have come up from, a lot of, a lot of us, the craft, right? The people that aren't traditional safety professionals that have gone through four-year degree programs, right? We're going to lose a lot of those individuals soon. So it's an important number that we have to consider as we move forward. Uh, I, I can't see [PERSON] on here, but I think he calls this the gray tsunami, right, [PERSON]? Um, it's true. There's so many people that are leaving our industry and it's going to be a huge wave and I think we're already starting to see it.

This slide is super busy here guys, but there's a lot of good information on this. Something that you should consider as an organization and we should consider as an industry. Right now the median pay out of school for a technician or a specialist level role is $78,900 a year. That's wild. I mean, I made I think $38,000 a year when I got out of school and that wasn't that long ago. Right? That is absolutely crazy. And you guys are experiencing this with my students. They're walking into a job market where they're making $10,000 more a year than my faculty members in most cases. It's crazy, right? We all know it. But that's not really the important part here. If you look on the right hand side of the screen, we're growing really fast in our profession. 14%. That's roughly five times the average of other industries in the, in the United States. Our profession is growing five times faster than the average industry in the US. That's wild. What does that mean for us? That means we need to add 21,900 jobs in the next decade. That doesn't sound like a big deal, right? Not a huge deal. Until you look at this. We only produce about a thousand students a year across all four-year institutions in occupational safety and health. So let me go back. We need 22,000 new jobs. We produce a thousand a year. We have a gap guys. And a big one. Every time I look at this data from the BLS, it's publicly available, go look it up. It gets higher and higher. You know, at some point, three years ago when I discovered this, at some point I thought it was going to level. It's not. This is getting worse and worse. And I think that data and infrastructure is driving this. With a lot of, you know, what we've been talking about the last 24 hours or so, and that's these

ratios. We need one safety professional to 25 or one to 35 or one to 50 or whatever it is. We need more people. But we don't have them. I just want you guys to understand, [UNIVERSITY] could double, we could triple, we could quadruple, and we still won't make a mark. Schools around the country could double, and we still wouldn't make a mark. So just think about that.

And I'm not sure if you guys know about this. Some of you have seen my LinkedIn posts about it and my growing concern for it, but we are facing a demographic cliff in higher ed. We're going to lose about 15% of all college age students that go to college by 2030. I'll show you a graphic here in a second, just to see how dramatic it is. We're not going to see the number of students that we have right now at least for another five years. It's going to continue to go down. So I want you to start picking up these breadcrumbs as I'm moving along here. This is not an organizational problem. This is an industry problem. We can no longer think in organizational silos about our strategy for the future. We have to think about what's right for the industry as we move forward. Remember that graph I mentioned? Here it is. It is a cliff. And it's going down. This data comes directly from EAB. It's one of the primary sources of college data out there. This is right from their website. We're losing 15% of college age students. [UNIVERSITY] is not immune to that. Occupational safety and health programs around the country are not immune to that. You all will have 15% fewer students to select into your entry level roles by 2030. Imagine the problems that you're having right now.

And then there's this. You know, we've talked about this a little bit. The, actually a lot of it, right? This ratio. And then there's a requirement for these BCSP credentials and certifications, right? And believe me guys, I got alphabet soup after my name. I believe in the mission. Don't get me wrong. But do we need a CSP for 1 to 25 or 1 to 50? No. We just don't. Sorry. Like, we're a QAP program. I get it. But we don't need that. We need qualified people that are very good at what they do on a technical level, on a social level, and on a systems level, most importantly. Well, these people are not going to exist though. So what are we going to do about it?

One thing I'd ask you to consider here, and as I put you guys out into your groups, how are we going to influence owners here? Not as a single organization, not from [COMPANY] or [COMPANY] or [COMPANY] or [COMPANY], right? How do we move forward as an industry to coach our owners so that what they're asking for is actually achievable with what we have available to us? This is a problem.

I'd also ask you guys to engage with the idea of artificial intelligence. We talked a lot about it this morning, we talked a lot about it yesterday right. This is the reality of work as we move forward as I see it anyway. I mean it's my personal view but we have to understand that we're going to not have as many people. It's going to get more and more dramatic as time moves forward. We need to find efficient tools to help with our strategy. We can use AI for predictive risk. Now is it going to say we're going to have an incident at this particular time at this place and all that good stuff? Absolutely not. But can it drive indicators for past based on previous work and previous data? Yeah. It can. Real-time hazard detection is already a thing. I know you guys have cameras on projects. At least some of you. I know that you're working with different AI tools. It's here. And it's just going to keep getting better and better. What I'll say there though is watch out for your culture. If you have Big Brother supervising you all day long, you better use that tool the right way and not one that's spying on people. This is a huge problem I'm seeing especially in manufacturing right now. Some of the biggest manufacturers especially in food and beverage bought into this early on and they have killed their site cultures. Just be mindful of it. Faster reporting and documentation. I think we know we're all using AI, it's going to become better. I think we're going to get smarter and smarter in our investigations. [PERSON] brought this up this morning. Um you know at some point in time we're going to have uh some form of agent that sits along every conversation that uh is about an investigation. We're going to have really personalized training where reading isn't a thing anymore. We're going to have customized videos that come out in seconds, not minutes. Things that we can deploy on a micro level in the moment with the craft, not just in a formal training center center or

area um in a trailer or something like that right. This is real-time deployment of micro training that actually affects the point of work. And our continuous improvement cycles will continue to get better and better. They really will. I'm I'm super hopeful for it. What I'll say about AI is we need to consider human in the loop. We can't just rely on it to do everything. Not all the time at least. We still have to have the human interaction with the technology.

So all of this combined, you know I'm going to leave these questions up on the board but they're all in your packets that you have in front of you. I want you to think about all the things I just mentioned and how that affects your answers that are up here. I want wanted to leave this quick and short on my part because I'm not the one that knows what goes on day to day in your industries. I'm an academic guys. I see it from a a 10,000 foot view. You guys live and breathe it every single day. You tell us. You tell us what the reality is. So with that I'm going to let you guys break out into your groups. I I have asked uh [PERSON], [PERSON], and [PERSON] to step in a little bit during our uh conversations here because I can't be with you in the moment right now. Uh so they'll help you to drive some conversations here but um with that you know go for it guys. Um I hope you all have a great conversation.

All right. Who's my first pretty pretty can hear me here? All right. Yep I got you. So hey so one thing I'll I'll tell the room is I have I've been blessed and fortunate to have been having this type of conversation with [PERSON] for the past year now trying to think about what this forecast looks like and what the labor market's going to look like from a safety perspective.

# Table 7

liability to specific

We are working on this as a leadership.

I think this is an individual worksheet based on yeah. And then this is what we're These are the discussion prompts, yeah. Yeah. And then we we'll get one of them, one of these copies like complete filled out for for [PERSON] to read off.

Okay. So um we'll just want to start with the discussion prompt?

Yeah. Yeah. Where does connectedness break down most often and why?

Hmm. Like where's the disconnect?

I think for me, I've been here for [OVER A YEAR]. I've seen it from project team to safety on site. Like I struggle on a couple of my teams where it's like, oh we have a full-time safety on site, we don't have to worry about safety anymore. Um and I think that there's a huge disconnect there. And it's hard to kind of repair that and switch the way the superintendents think. Like they've been doing it for 20 years and I'm just out of college. Of course I I know I don't know everything about building, but I think there's also like a respect thing there that I've earned your respect after this year, but we're still not on the same page with this. So I think that that's where I see a disconnect is between like safety and project teams. Um because I'm at a company right now where like our higher ups they they do preach it and that's at the forefront of every conversation is safety and the well-being of not only the company but the people who are working for us. So I think it's more of like an internal disconnect for me like project to safety type of thing.

That's not a unique situation. I still I deal with the same thing. Like being new and coming in, you have the the superintendent however he thinks, you know, he may just have this mindset, we have safety on site, we don't have to worry about anything safety, they'll take care of all of it. And that's that's where I see the disconnect. It's from the leadership of the project to the safety team. Um and it it sometimes it feels like infighting and changing that narrative from uh you know we'll just handle the safety stuff and you guys can worry about the field side of things. Changing that narrative has been my biggest challenge. Um just getting them bought into things and getting them to understand why we do all these these why we jump through all these hoops basically. That's that's what they see it as. And and just getting their buy-in for that is really important.

Um like for example they they have a one of the things we're dealing with right now is communication between between our project team and there's there's some disconnects there. There's information that gets shared between the field side and it doesn't make it to safety all the time. So that's that's that's where I see most of the disconnect is is just involving safety in field conversations and field items. Is that similar like you

Yeah absolutely. Yeah. I I feel like there's been a lot of times where they'll schedule a meeting and not put me on it and I know that I should be on it. So yeah, totally agree there.

Is that intentional?

Sometimes.

Sometimes it feels that way. Yeah.

Like I just want to make sure that things get done and they're like we got so much done without you. And they really did get a lot done but it's like

Sometimes the jokes have a little bit of truth behind it to them. It's tough.

I think to kind of expand on that like and kind of give it like that 30,000 foot view and it's kind of now where I sit. We had a slide up yesterday that was kind of like that inverted V between operations and safety and what it had me thinking about yesterday was um so we're like one of the top five largest roofing companies in the country and so um you get a blizzard. Roof collapse, you know, roofs deflecting, it's a huge panic that people don't they don't have people right to round up that manage that stuff. We get calls come in, our sales people, the next day people are out there regardless of a survey of skylights, you name it. Guys are just going out there in two feet of snow and craning snow blowers or whatever it might be. And it's that kind of um you know attitude of that oh safety's out there and it's like you know once that call comes in from whether it's winning a bid or something right then and there in that that you know pre-planning stage you really need to have some type of safety presence or involvement. Because it's not just the safety manager's role, it's it's you know it's about um some of the stuff we had seen yesterday it's like you know you have 100,000 safety people if once it's in the culture it's but rather than okay hey this just came in, go to [COMPANY] and remove the snow. Okay yeah we're going to go out blind. And that's you know really wasn't my role before but now that I'm kind of looking at that and you got to kind of step back and look at the whole process and see where that that breakdown is. That slide really hit home in my experience kind of right on the money. Like operations and safety and it's you know it's definitely skewed.

So you have service that you're involved with as well?

On the the preventative maintenance side, complete other division that just leak repair. We don't do a whole bunch of it, we do like [LOCATION], you know [UNIVERSITY], you know they have a leak you know there it's this division of just two-man trucks that are just all over [LOCATION] that are just you know going sight unseen. But you know try whether it's Google Earth or trying to do some recon and it's really where it's blind. You know I got a call yesterday at 4:30. I got to get here tomorrow and this is literally at five o'clock and thankfully the person you know the field that got called notified me and I think I was in communication with him until like nine o'clock. But that that's that's not the norm. It's guys are going to go out there and they're going to tie off to roofers buggies or sleds and you know snow blowing devices and just show up and get it done. Blind. Yeah and that's that's what kind of keeps me up at night. But again that's that pre-planning button and I've been on the ground that's where I started so I know what it's like to have to just go and get it done. But I hope to change that.

To to add a little bit to that too I I think you hit it like that blue line black line right? Work as imagined versus the reality of the work right? And I I think you know where does connectedness break down? I think opportunities for breakdown is in expectation management between boots on the ground and guys sitting in a corporate office. And I think it's uh process improvement uh without regard for all of the stakeholders and and guys with knowledge of the processes that you're working on. Talking about like operational learning and getting the right people in the room who actually know the work. And uh one one that I wrote down that that I just see happen is like at a higher level like interdepartmental management of change. Right? And I mean that a couple ways. To your point if if you're working on a process improvement and let's even say it's a good one, it makes sense, the field's the field's on board right? Is the estimating team tearing it in the bid now because the way the job's bid is going to influence how the project manager and the superintendent facilitate the work. And were they involved in the conversation? And then even going out beyond that um all of our companies are constantly evolving right? And and the end users are typically the guys in the field who take on the brunt of the change.

Uh and if there's an ongoing initiative in operations that is causing some disruption to the day-to-day lives of the guys in the field, it's really important for me in safety to have an understanding of what that change is, what the impacts are, what their timelines to implement are because those guys only have so much mental capacity to take on uh new changes all at once right? And that can have some impact on my timeline for uh for improvements that we're rolling out in in safety. So having really good interdepartmental team communication and having a real good understanding of as a company what's going on that impacts workers with respect to change. I I think there's potential there for uh for folks to lose connectedness and it turns into half-baked uh process improvements or initiatives that you know you don't always get everything that you wanted to out of it because um you got too much going on at once.

Yeah so on a smaller end of things but coming to mind from kind of what what you just said. Uh so we use uh an AI or not an AI but a bot for kind of our daily uh we call them SPAs kind of our daily huddle thing that the foremen you know types in what they're doing highlights hazards coordination blah blah blah. And they integrated an AI bot that basically will like kind of grade what your SPA is.

Sorry what's an SPA?

So it's like it's safe plan of action. It's kind of like the the daily just a work plan. Yep. So it'll it'll grade um your SPA basically off like information that's input for like certain scenarios but it got launched like unannounced basically. So the guys in the field are just trying to do their normal SPA in the morning and they're getting these like rejected like everyone's safety team's phones blowing up hey why is this rejected why is this failed. And there was just zero communication between anybody. It was like just just panic. So I think it's like kind of to your point you know making sure everyone's involved in change and you know now we have a whole like kind of cheat sheet on this is what you got to do this is what to look for how it works. But it was like for a week it was like no work being done because they were just getting rejected and no one no one knew what was going on or what the expectations were yeah.

All these conversations go off on these tangents and you're thinking that and and I think especially for the younger folks you should be thinking about okay if I'm how would I do things differently? How would I be in a smaller room? Um someone like organizational leadership you know schools of thought talk about that 30 50 20 or like there's a fraction of any given change initiative that people are going to adapt to. But like in safety you're going to roll out a change and 30% of the people are going to be like open to it. Doesn't matter apply it across any organization. 50% are going to be fence sitters. Like they're going to be like yeah after a little bit be like oh foreman was right I'll do it at all or wait and I told you it's just a fad and it's going to go away. And then there's 20% that are just hard nos. Like this is a fad, I've seen it, veteran, whatever. So then in this role now for [A FEW MONTHS] I want to roll some things out but you really got to be measured and you just can't alright guys this is how we're going to do it because it's just going to fail. You really you can't just come in and blow things up and say this is how we're going to do it. So to your point in advance think about the failures that you see. That initiative just failed. Right. Right. If you exert all of your energy too trying to win over that 20% because you're like man I got I got to get these guys. You're never going to win. You're you're never going to be as successful. You got to you got to use the top 30% to influence the next 50% and now you've got 80. And then the last 20 you know leave it leave it to the culture to influence them after you've won over the the majority of your workforce. That's an analogy like you have to take one from there over here and then more that's it. You can do that. Yeah. You're never going to win attacking the bottom 20%. It just doesn't work.

So as the timekeeper I'm looking at [PERSON]'s phone here we got 20 minutes and we just I think we have some good items for the first why does disconnect. I don't think there's any shortage there.

Yeah right. Definitely no shortage.

So building trust and credibility?

Um I can I would like to speak to that first uh through firsthand experience. And I'm going to say [PERSON] mentioned psychological safety and I don't want to go out on a limb, I don't want to assume anything. Does everyone know what he means when he says that? As far as feeling comfortable asking questions, not going to be retaliated against, not going to feel it's used against you. Yep. I'd like to just show an example where having just asked what's a SPA. PSA yeah. That's a excellent example. And I'm going to try to connect that to what um [PERSON] was saying about understanding the operations and how safety affects the leaders. If you can understand how all of your actions advance the superintendent, the foreman, the field engineer, uh even the steward. You can you can do this for the steward. It makes it a lot easier to build trust. So what I did was in the government we have performance management plans and we are on a rating scale and we have to get so many points on eight different sections. It was unheard of that the directors and leadership shared their performance management plan with their staff. The very first thing I did was share what I'm being rated on with the team. Because I told them right out I said this is what I'm getting rated on. If you see something in your day-to-day activity that can help me reach my goal, it's going to help you and it's going to help the team. So as the field safety, are the superintendents rated or is their bonus rated on safety whatever whatever the metrics is. How is safety helping the schedule? What look at it from their point of view. How are you helping them? And it will then come back to you to build trust.

Yeah [PERSON] I love that concept is like you have to sell safety in a way. You have to get and I mean it's like you know the sell me this pen thing. It's it's just basic selling. You get them to a point where they understand why they need you and why what you're doing benefits them. And it's it's just the magic of getting their buy-in. Um and and I like how you said you have to you just have to create that need. You have to show them why what I'm doing is helping. You know my job makes your job easier because if your guys aren't getting hurt you're not having to have uncomfortable conversations, you're not having to explain why these guys are getting hurt. Um so it's just as simple as getting their buy-in and I just I just like that love that concept. That's what I try to do as well because like I want them to understand why I'm doing what I'm doing and how it helps you. Right.

To amplify that you know what leader behaviors build trust? You're that's you're being transparent. How is transparency? I was sharing and I will say my director because I had a boss too and he went through the roof when I did it. He's like what the hell you can't do that. Like why? Because because you just don't. Like well that's not an answer. Not an answer we need to know. And um within 10 months he had his shared with the entire It's the government it's where it's an institution it's called an institution for a reason so it moves very slow.

I guess I think too looking at it from two perspectives like the the field safety professional and then as you work your way up the chain right? So like [PERSON] and [PERSON] did did you guys coming into the workplace were you set in a position where you had a mentor with you for a period of time or was it kind of like just go out do your job hey meet meet the guys on your own good luck? Okay. So so something that I think is incredibly important for building trust and credibility in the field as a younger professional is to so like when when I hire in someone new I put them for one to two months with an existing safety manager on my team doing all their site visits, escorting, even if it's someone with like [DECADES OF] experience like [PERSON] we did this with [PERSON]. Because I don't want them doing anything but getting to know the guys for the first one to two months. And psychologically as a safety professional you're out there you might see something that's wrong you want to fix it because that's your job that's what you're there to do. But the most important thing for you to do first is to build your relationship with the men. If you have a mentor there or or a co-worker in safety let them be the guys who have the relationship to bring up the concern with those guys and you just focus on the

relationship right? Get get to know their families, uh ask a million questions about how they do the work, gain their perspective. Um understand everything that you can about their lives and how safety impacts them. Right? And then as you work your way up I think it it gets a little bit harder right? Like I'm there's some disconnection between me and and the boots on the ground in the field right? So what what do I do about that? Um I try to go to where the work is as as often as I can which is never as much as I'd like. But go to where the work is, shake the guys' hands, ask them about their days, no different than than what you're doing in the field role every single day. And uh and build up some field champions. Guys that you can call. Um don't don't create policies or procedures in a vacuum. If I have a question about something I I call one of our foremen or one of our supers to get like the no bullshit answer on you know hey so we're thinking about doing this, how would you react to that? And sometimes you know it's like no I I think you're right on that's great. And sometimes they tell me I'm I'm foolish for even considering it right? And and if you're not doing your job uh you know using their perspective and and understanding the context of how like stuff impacts them while they're doing the work like um you're going to lose credibility over time. That's my two cents.

And I think that it is so important like those first few months to learn the people because the people in the field are naturally they just are going to think that our new initiatives are to make their life harder. Make their life harder. And so it's really important that they see like who you are as a person because then like we're saying that's going to make them more receptive to your words and know that you're not just trying to be an ass. Right.

It it has been invaluable to me like going out and just learning what they do. Like exactly what you said right? So I I feel a little spoiled I was not thrown into the fire like you. I had a a similar situation to where I was assigned a mentor for the first 90 days of my employment yeah and and I was with that guy every day he was always on site. Um it's just one of our safety directors and you know that was kind of my in right? Because they he knows a lot of guys from other jobs and and people from all over um the trades in in this region. So he was able to introduce me to the people that were out there and the people I was seeing and the foremen and you know then I sparked my own relationship with them and I'm talking to them about what they do at home and and their families and stuff like that. So that that's just been invaluable to me. It's gotten me a lot lot further than I would have been if I had not done that and had not had that gall to go out there and just you know show my face and and change that narrative a little bit. Just like what you said they they don't trust you when you first come out there. They think that you're trying to make their life harder. It's exactly what you said. So how do we show them that that's not the case with us? Exactly. Exactly. So we show them how what we do helps them you know. And I I always make it personal like I talk about I'll get an example of whatever a hobby or something that they do outside of work and I say you know you can't do this if you get hurt in this way. And that's that's that's something that's gotten me um some pretty good responses and and some pretty good understanding amongst the trades. But I agree it's just you have to learn the work and ask questions and people love talking about themselves. So ask them why do you do that? What do you like to do this? What do you like to do outside of work you know? It's just when you get them talking it goes a long way in building trust and and gaining respect from everybody.

I think onboarding sets the tone. Onboarding sets the tone. Yeah. Unfortunately lack of it is trouble.

I'm going to touch on the next one. We all have people we don't trust. You you can look at the people on the job and say nah not not going there with that with that individual. Why? Like what what's that gut feeling? Like you must have like walk in and just know. I've had that and I've been totally wrong in the past. Like I got the initial impression said nope not even going to try to break that nut. And then within a month we're having coffee.

It's always the person that you want to avoid the most that you find the best relationship with. I've had that exact same situation.

Why is that?

It could be preconceived notions. I mean you you may see somebody and and form an opinion on them you know involuntarily and yeah I mean it's it's usually those people that that you want to you want to hit the hardest and and build that trust with.

I think something that quietly erodes trust um is like when there is a point in time where say I'm taking time off and I need to get coverage. Get coverage. And I come back and it's not done. That like not pulling the weight when I'm not there because goes back to my first point of oh safety's here safety can do everything but there's some days where I'm not there. So I need you to help pull the project safety weight and get what needs done done. And I think that that's something that's it ties to everything we're saying of just it's not just a safety person or a team it's a team effort and if we're not going to have the mindset that we're a team then it's hard for me to be able to rely on you.

I think the way I read that I'm sorry. Nope. Um very quickly to your point like you're saying like for me it's it's someone who's disingenuous. Like okay they forget to invite you to a meeting. That that's fine but if there's you know you ask someone hey you have a new hire you know next thing you know there's a new hire on site. There's you know they navigate around the part of the safety manual that they know you know just being awkward really but but I think that it's kind of hard to quantify but like disingenuous. You have to have that conversation hard conversation and you know tell me when whatever fill in the blank and they purposefully but they kind of navigate around it. Like you said if it's a one-off they don't invite you to a meeting or they things like that like then you know after a while you can kind of see a pattern. So how does how does that affect the team when the drug testing doesn't get done, the um orientations don't get done. You capture how their lack of response and support for you is slowing down the schedule or costing the company money. Time and money. Construction it's time and money. Time and money.

And and to them that's well intended. Right? It's well intended towards a different set of incentives right? Because that's the other wrinkle in this question what quietly erodes trust even when intentions are good right? Misaligned incentives can do that. Misaligned incentives. Misaligned incentives. Sometimes you don't know they are until right which is way too late. Which in itself is not necessarily a behavior but that's what influences behavior right?

So I'm looking at the sheet and for the report out section it says one behavior we will start or stop. Should we maybe discuss that a little bit? Yep. Yep. Okay. How are we doing on time [PERSON]? Three minutes. It says three minutes. Says three minutes but I thought that they that [PERSON] said that this was going to go on for an hour and a half or two hours. Is that is this just the discussion portion? I think it's probably wrapping up like everyone presenting their part because I'm sure then after that there will be more back and forth.

One behavior we will start or stop. So I'm not going to participate in this section because I'm not doing anything next week so.

One thing I need to hey. No go ahead go ahead. Thank you. One thing I need to improve on and I'm focusing on is just learning the field side of things. I know that's that's like old concept that we're talking about but um that's something that I'm going to do more of and involving myself in those field conversations you know talking more with the superintendent you know what's he seeing out there what what does he want to see from me how can I help you and you know bring you some value because in the end of the day I want to be a valuable person I want to be an asset for the company and and uh and help the job progress safely right. So that's something I'm going to do is just involve myself more with the field and operations side of things.

I agree there because I and they we were talking about it yesterday but I was seeing so many of like these first few years are so crucial for us to just learn about the construction process. Obviously utilizing our knowledge from school and learning more about the safety field but we're not going to understand we don't I guess have the superintendent's respect or have the trades' buy-in without knowing how to actually build something. So kind of that like a little bit of a back seat of we can learn this is how they're going to frame this shaft and this is why they have to frame this shaft this way and this is why they have to be exposed to this stuff like that that can help us in our safety profession better pre-plan and innovate ideas for protection so.

I know about something sorry. I was going to say speaking from [DECADES OF] experience is don't rush the journey. Don't rush into a leadership position. Get as much experience and enjoy the field work as long as you can. There'll be a time when it's you're ready to make the next step or someone will tap you on the shoulder and you're forced to do it. But hindsight's 2020. I I wish I stayed in the field longer. I wish I didn't accept certain promotions uh and got to enjoy the journey a lot more than I did. So but that's easy to say from 20 looking backwards.

That's something you think we should focus on being younger and in these boots on the ground. Don't rush the journey. Just let it happen. And what the what does that mean I'm not 100% sure but I know sitting back I am so disconnected from the field.

That's some great discussion out there I can tell. I see we're still working through things. But we're going to take a 10-minute break. Make sure you pause the recording. We don't want to hear any of these other conversations.

Okay. You guys go to the, you guys go to the round table?

I do, yeah.

Yeah, down at uh, down at the [LOCATION]?

Yeah.

The uh, the [COMPANY] was talking about their pre-task planning.

I wasn't at the last one. Trying to change it to an excavated, you know, a lot of thought out process.

I saw that, yeah. My guy was down there, yeah.

They were, I think the feedback that my guy gave was uh, I was excited. I was upset I was going to miss it, but I thought they were going to talk about that cell tower fatality. Uh, there was a cave in down there, but they didn't talk about it. They didn't talk about any active... very interesting though.

Do you go to the safety round table or do you go to the round table in [LOCATION]?

I go to the round table, um, the one at the [LOCATION]. Yeah. Yeah.

Started that. Yeah, that she said she recognized me.

Yeah, that's where I recognized him from.

Did it break it up into two different...

Yeah.

Have you been to the safety one much? You go to...

No, I've been about five times.

Yeah. I support [PERSON] and uh [PERSON].

Yeah. Yeah.

Um, so I think we left off at one behavior we will stop. So just to reiterate what we said about starting, um, at least [PERSON] and I said learning the field work and just being immersed as much as possible in all the phases of planning, actually how the work's going on, and then um, just everything out in the field. And then I quoted don't rush the journey, let it happen. Really, really, really like that. I think that's super important, especially as a young person, like, I feel like I need to grow and grow and grow and grow and grow, but I need to just like get my bearings where I'm at right now and then figure it out as I go.

Yeah, the credibility. I'm a licensed electrician as well. If I was any good at that, I'd still be doing it. But people don't know that, and when they see those credentials, it just, it makes the path a little easier. And if, by having the field experience and actually enjoying it, if you're always looking to the next step, you're missing what's happening now.

Exactly.

I guess as you guys who have had more experience, like what do you think some, like as in like a behavior, an action, a thought, thinking process that needs to stop within the field and within the industry? I mean, I'm sure there's a lot.

That needs to stop?

Yeah. Is that a prompt?

Yeah, that's on the, what, something that we have to report out.

Okay. Yeah. Something that needs to stop. Yeah.

Being the safety cop. It has really stopped. Well, I thought it stopped, but again, when I started in [OVER THREE DECADES AGO], my job was to be the safety cop. The hard hat, the safety glasses, and boots. It was easy as that. Really. But um, I think that has stopped. You, it has to, it has to be the entire team doing it.

I think we should go with that. I align with that heavily because we talked about it yesterday. You know, you want to be human. Show them that you're just a human, you can relate with them, be vulnerable with them. That's a good, that's, I'm sorry.

No, no, no. I don't want to interrupt you. Go ahead.

No, it just goes along with building relationships.

That's a good start. That's something to stop. Be human. Be human.

Yeah, it's definitely, as, I forget the quote exactly, but it's something like the workforce, they don't, they don't care what you know until they know that you care.

Um, and it's like one of, one of my favorite things is my past company, you know, I worked there for like [SEVERAL YEARS] and building these relationships with all these guys, you know, their families, and you

know, they go to different companies and every now and then they'll, they'll call you with a safety question on a job not related to you, but they know you either know the answer or you can find them the answer. So it's just like reaching out, you know, after the fact, you know, talk to them and so on, you know, it's kind of shows how important relationships are.

I think, uh, and I think, I mean I can't speak going back to your guys' length of time, but I think overall the industry is doing a lot better about focusing less on blame and on operational learning and acknowledging that humans make mistakes, right? Getting into human and organizational performance. As an industry, like we've got to stop, especially for self-performing contractors, like a lot of times the knee-jerk reaction is one, blame, which fixes nothing, and two, what, what's the path of least resistance uh, during this disciplinary process to make the problem go away and get back to work, right? Without actually solving the underlying causes that led to the event. And that starts with um, maintaining a focus on um, trying to improve the system, not, not the person. The person is not the problem. So we need to look at how we're influencing the system that the person works in, right? Eliminate blame from the conversation unless it's like an egregious, intentional violation of a safety policy. You have a different conversation. Uh, but on the whole, um, getting away from the blame game and, and just looking to learn and understand.

Can I, can I summarize what I just heard? Is that it's the evolution of psychological safety. Let them know you're human and stop the blame, look for the solution.

Yep.

Some of my leadership folks, I try and um, tether... you know, like when we talk about enforcement with education. You know, I couple that. Like I, I like what you said about bouncing stuff off your foreman. Hey, this is what we're looking to do. What are your thoughts? You know, rather than, you know, get a notification in HammerTech or ISNet of a, of a negative observation. Why? Rather than just, you know, here's a disciplinary policy, you know, you need to wear your safety glasses, you know, you're doing the wrong thing. This is why we're doing these things. And educating as much as you, is, you know, probably equal if not more than, than the enforcement side. I, I, I had a scenario where I was on a site and they're, you know, getting after somebody for um, some behavior-based stuff and I was like, let's see his orientation. Let me see, you know, no orientation. This person's a mind reader? How, how does he know what your expectations are? You know, that's why we're kind of changing the orientation process. But generally when you peel things back, you can, you know, see there's a lack of education. Not talking to the foreman, sit down, you know, just educating as much as we enforce.

They just straight up didn't know. Like you said, like they're not mind readers. We have to own it. It's our responsibility to make sure the guys out in the field know what the expectations are. Cause it is different for them.

You know, to make sure that we're here to support them. That's our whole model is to support them. So if we're doing work at [COMPANY] on the exterior, it's a six feet, but if you go inside, which is four, it's a four foot fall rule. So, you know, you're not a mind reader. You know, you don't know that. That plays really heavily into the lack of education. What a, what a failure on our end.

What a great point. Yeah. Extreme ownership. You read Extreme Ownership?

I have not.

The blame fixes nothing. If it's your fault, own it, learn from it, move forward. It gets to the root of a lot of extreme ownership. So, yeah.

Are we still uh, are we at gap? We're staring at gap. So. Did you connect the disconnect gap? Disconnect gap.

I wrote between operations and safety.

Yeah, that's what I wrote down. Yeah. Yeah.

What's after that? Yeah. One 30-day experiment.

Probably nothing, to be completely honest. But uh, just keep, keep focusing on the things that we talked about here that we all agree upon. Just keep having those conversations. I don't know that I'm going to try and implement anything new that stands out.

Have you, you at the construction round table also? Okay. So we've seen each other. You were at the last meeting too then.

I missed you at the last one. A guy on my team was there.

Yeah. Okay. But I, I do generally go. Okay. Yeah.

We should come up with an action item though, because if we're not trying anything different, then we're getting stale. I hear you. Like it's hard to, it's difficult to, to come up with a grand plan here, but just trying to tweak your system. I know I'm kind of unique to my company, but we're in the process of a mentoring onboarding, you know, so it'll be interesting to see how after that 30 day or whatever that period is, to see how this person performs. I know you guys already have a robust onboarding program. I mean, I know personally we're going to do it.

It's different. So the onboarding that I talked about was for field associates. For our field workers, we have training requirements and they have to go through it and they have some communication on site. It's similar, it's just, yeah.

Having a new conversation with a new person. We don't normally do this. Take that person that, you maybe have an opinion about, they're toxic, the person that works for us, you said, you know, um, it's just an idea, a new conversation.

At [COMPANY], we've been trying to do this thing, it's called like a, it's like a new worker program. So for any of the um, tradesmen and women who come through our orientation process, we're supposed to um, give them a 30-day timeframe and in that 30 days it's kind of like, not like, it's okay that you are violating our safety plan and our policies or whatever, but it's more of like a, we're giving you grace because we want to educate you on how we want to run this project type of thing. So I think that that's something that not only like as a field, in a field way, but also like in a management leadership way of like talking about onboarding again. Like your first 30, your first 60 days, like you're just sticking with someone and someone that you know can be a good mentor. And I think, I mean I'm sure a lot of companies are doing that here, um, but I also feel like in the field, switching it back to the tradesmen and women, like assigning them someone. So it's like a one-on-one type of mentor-based thing. It's not just your steward. So if there's a problem, like you know you can go to this co-worker or this foreman to talk to them. And I don't really think I'm saying this correctly of how I want to actually do it, but I think that this can kind of tie in with like mental health stuff because you're working with them so closely that that person that you're, is your mentor, they'll be able to see when your mood changes or when you're not understanding something because they kind of are understanding you more as a person. I don't think any of that made sense. I'm sorry.

It did. It's the essential onboarding with uh, apprentices or, or new people have a red hard hat for 30 days or 45

days and everyone else had a yellow one. And until that time expired, they didn't get a yellow one. But it's something identifiable. Yeah.

[COMPANY] does something similar. I think they have like, it's either orange or black, but those are their company colors they get. Like you said, once orange and then they get the black or vice versa.

Yeah, we just give like a green rubber band that you put around your helmet and then we would collect them after 30 days.

That's a good idea. Yeah.

What is the function of identifying them? Like I can see some flaws and potential problems with that process. So I just want to know like why, why do you do it?

So that's kind of where my mind goes to. Like we, and it probably is different for different types of companies. [COMPANY] is a general contractor, right? You're dealing with a ton of different trades on site and it's like, who is that for? Who is it serving? In this case, it's probably for your management team. Personally. Yeah. Yeah. Yeah. We self-perform all of our own work. Our, our managers, our supervisors, our crews know who the new guys are. So for us it doesn't serve any like material purpose because we know who the new guys are and there's an understanding and we talk about this, having uh, accountability uh, with the labor foreman and the frontline supervisor on making sure this guy acts safely. So we prefer as a self-performing contractor, we generally don't really like it. Um, but I could understand why general contractors may get a benefit out of it.

Right. And statistically, or the old statistics were that new employees are injured or have accidents or material damage more than uh, seasoned employees. It's at the two ends of the bell curve. It's the, the new ones and the very old ones that are totally complacent. So.

But what you're really trying to get to is a point where the right people understand they need to look out for that person. Right? That's, that's the goal. It's like, hey, this guy's a new guy. Hey, pay some extra attention to him.

Exactly.

And don't bully him.

I mean, my warning would be...

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

Rapid and listening skill grows network and within each of these.

Yeah, that's what our phone does anyway.

Um, is it a different... It's a different format from the other ones.

Yeah, it does look...

So where...

Okay. Yeah, there we go. We're looking at current state. Is there a report out?

I think we might just, there's not a, like there's not a format for it. I think we just kind of talk about a discussion, make our own points.

Well, misaligned incentives, that's where we started touching on that before we finished the last one.

Is anyone missing the trained workforce disconnect worksheet? Do any of you have the worksheet or is it missing from your folder?

Oh, we got it. It's missing.

There's a worksheet so...

We're missing. Yeah, we don't have the worksheet. We're missing the worksheet over here.

Okay, I know some made it... Thank you.

Just for clarification, are we working on the trained workforce disconnect worksheet or are we working on the leadership...

There's going to be a separate worksheet. Uh, it's going to look like the leadership worksheet.

Okay.

For the trained workforce disconnect.

All right. Gotcha. So can we stop the clock?

Stop the recording. Stop.

Yeah, I gotta stop mine.

Just getting it out of the way. We're missing a worksheet. It's going to be the same as the other ones. Waiting on that to come out, but for now these are our discussion prompts.

Okay, so we don't have everything we need to...

Right. Right. And we don't have everyone. So he's in a meeting, [PERSON]'s in a meeting. Okay. So I'm just here disturbing the AI.

You're fine. You're fine.

So are we talking about some of this stuff now then?

Yeah, we have the prompts. Let's they gave us the packet. It's just being printed right now, but yeah, let's just...

So what are some of the misaligned signals? Like it says the problems we need to solve. I think [PERSON] at the beginning talked about the current state where we are, or didn't he?

Yeah.

Well, I and gosh, I mean I misaligned signals within the context of like, you know, reshoring activities and I think it's listed tariffs and impact on tariffs of like the growing construction industry like those are all really, really big problems to wrap your arms around. Um, but I think what I will say is there's definitely a shortage coming in skilled labor and um and safety professional readiness on on both sides. Uh just speaking from the world I know, the the utility industry, we work for um [COMPANY], [COMPANY], all all the major uh electrical utilities in uh [LOCATION]. And with this massive push for energy, both for just load demand, uh the rising need for electricity, data centers, um it is creating a boom in our industry where um the the workforce is not growing

at a proportionate rate to the uh 10-year forecast that the utilities have to execute their capital budgets. So the way and we're 100% union contractor. And the way it always kind of worked in the past more or less, um [PERSON] tell me if you disagree, but uh you know the the the rate of membership in the local union halls has been fairly steady, right? And just depending on within our circle, the contractor that's getting the bulk of the work at a given point in time, your growth strategy is kind of like poaching from the other contractors that are that are competing in the same arena as you. Now we're all, all of our competitors and [COMPANY] alike are growing at the same rate because there's so much work that not one contractor can handle it. So the idea of poaching from other companies is now like right right out the window because there's just not enough uh skilled workers to to go around for for the industry to facilitate the uh the utilities budgets and and planned projects to uh to electrify the nation.

So we at [COMPANY] have been working on growth from within strategies. We have like a foreman in training programs uh within the last 18 months we started rolling out a mentorship program for non-working individuals, right? Uh junior reps on my safety team, project engineers, upcoming uh superintendents, project managers, so on and so forth to try and build the next generation from within. But that still doesn't address the shortage that we're all going to run into in the skilled labor front, which uh [COMPANY] is or a [COMPANY] company and if you really want to hear it talk to [PERSON], he's the guy about what [COMPANY] is doing to um to address this in the industry, but going back like five or 10 years or something, they created the it's like the uh [UNIVERSITY] or something and they um they partnered with educational institutions to build a lineman's college.

Yeah.

So that there's a training pipeline for skilled uh high line electricians, right? Because we need so many of them.

And that needs to be a skill that's that is a skilled ability that not everyone can do or wants to do.

It takes it takes years to to develop a a journeyman lineman.

Yeah.

To do the work safely. Um but yeah, we we spend a lot of time talking about, you know, what are uh what what are our union partners doing for recruitment themselves, right? You know, our our generation including my generation, everyone wants to go to college and and work a white collar job. And even little things like, you know, common sense. We try not to use the term common sense at least I don't in safety because everything is learned at one point in time or another and and the kind of like the benchmark for common sense for your average worker is not what it was when [PERSON] started out in safety where you got a lot more guys who grow up working on their car with their dad or working on a farm and it's not the same. Like I don't I don't know how to turn wrenches, right? And a lot of people in my generation and younger generations don't. So things that we take for granted with our our seasoned guys that are 50, 55, 60 years old, like the guys that are infilling them that are 20, 25, 30 years old don't have that same background. It's gonna be a problem. So that lot of problems, not a lot of solutions, but that's that's one of our biggest concerns that we talk about.

So you're 100% union?

Yes. All of our all of our craft, yes. And we have non-union management. Yep.

Is there an opportunity for open shop or project labor agreements uh in certain uh sectors?

So certain certain jobs uh and it's moving more in that direction where the the big capital delivery projects are

being performed under a PLA. But I haven't seen much wiggle room for acceptance of uh non-union workforce except for like your delivery guys, right? Guys rolling up in the concrete trucks or the tri-axles. No one really cares about them, but your operators, your laborers, and your electricians are all union. Yeah.

You said a lot there with your body language.

Yeah. Yeah, yeah, it it it concerns me quite a bit. It concerns us quite a bit.

In other words, don't try to send a non-union electrician onto that job.

Uh yeah. Yeah. It's not gonna look good.

Correct.

Yeah. No, I get I I do get that. I was thinking not so much split job like it's an open shop, more of if you're in [LOCATION], [LOCATION], [LOCATION] where there's an opportunity to um where the unions aren't as aren't as prevalent.

Great great point. And all all I can speak to is [LOCATION] and [LOCATION] where the unions are quite strong for our work.

You know what the how about here in [LOCATION]? So I have a house on [LOCATION]. Uh we just went through the blizzard. Uh some towns were 100% without electricity. I lost my electricity four days. Um there were trucks rolling down [LOCATION] and when I saw them I counted 15 [LOCATION] public utility uh trucks right all just in the train going down.

All [COMPANY]?

Uh they didn't say [COMPANY]. No, they they said it it had a [LOCATION] logo on it.

Okay.

So that's what I'm that's what I'm wondering like the disaster response. What can we learn from disaster response where because everyone pulls together during that situation? Mutual aid programs exist with the utilities for disaster recovery. Yeah. Yep. Do the union guys have the same hesitancy working with their non-union counterparts?

To be honest with you, I I can't speak to that because we we're not linemen. We're we're a civil contractor. I'm I'm not in the know on how they feel about mutual aid programs, but I just know they exist.

Uh for my experience, so I interned with [COMPANY]. It's one of [COMPANY]'s operating units and they're uh power company based in the east the southeast in [LOCATION] all the way up to uh or around southern [LOCATION] is when their when their jurisdiction stops. But they do disaster response as well.

What company is it?

[COMPANY].

Okay.

Uh and they're totally non-union. So because it's down mainly out in [LOCATION]. So um so they do a lot of disaster recovery down there. And from what I've seen is so linemen are very prideful, right? Very type A. Um in those environments when there's a storm, from what I've seen, they come together pretty well. Um they

realize that, you know, we're the guys that have to do this and somebody somebody right now is without power wondering if they're going to be able to, you know, eat tonight or tomorrow. And and so from what I've seen, yeah, they come together pretty well. Um and the the operating unit that I was with was totally non-union. So yeah.

I guess we didn't we did we not get enough?

I didn't get one. That that's okay. That's okay.

I I think this looks like we might be able to share it. I I think it's like I feel like the conversation is more important than the the paper.

[PERSON], maybe you have some insights into this with your background, but just one of the current state bullets, that last one, federal data systems, no shared demand signal dashboard. I I think what they're getting at there is like there's no way for uh industry executives at large to forecast what their workforce needs are going to be five years out, 10 years out with with any sort of consistency.

So um the systems that come to mind with to me are Bureau of Labor Statistics, workforce demographics, um like um injury illness statistics.

Yep. Yep.

And then you have Department of Labor, uh the OSHA inspection history.

Yep.

And then the the other one was the trade that's more of the Treasury Department. Right. I don't I don't know anything about that. Right.

And and that sounds like that that's the problem that this is pointing to. There there's no uh interconnectivity between those dashboards.

So so part of the issue with the government's websites and data and it's a kind of a big issue is everything needs to be 508 compliant. 508 is the ADA for um for publications. And it has to run on every platform available. So like when [PERSON] said that oh we can't download the Android app, the the government cannot publish anything until it's available on all the available uh systems.

Okay.

So there's there's a lot of hurdles. Um it's a matter of just breaking down those hurdles. And the other issue is the government tries to be perfect the first time. And they're not a things take a while to roll out. They could just roll roll it out and fix the bugs later.

Yeah.

But the shit we get for that is is it's a lose-lose situation. Yeah. So and there's a lot of benefit to siloed information. I'll use it as when OSHA shows up on your job, when OSHA shows up on your job, do you want the IRS, the EPA, and everybody else showing up on your job at the same exact time and all those agencies communicating communicating together? To me that's not right. So um I think part of that is it's siloed for personal freedom reasons as well.

Makes sense.

Um if all that information was very easily assembled, it can be weaponized really easy.

Fair.

Uh what else is in here? Oh, another thing I can share that that's happening in the energy industry right now with some of our key utility partners. So something [PERSON] had discussed like when is the when is the contractor or the subcontractor going to get a seat at the table when it comes to uh designing and planning the work, not just building the work with whatever hot mess uh you know um RFP is sent during bid time, right? So something that [COMPANY] has started doing and [COMPANY]'s taking a look at doing it is something called the uh Strategic Sourcing Partnership program, SSP. So historically speaking, everything all these major projects, they go out competitive bid, right? So it's us and a half a dozen other people all bidding on the same job uh at risk of the unknown. And the idea of this SSP is there's three or four contractors who are in the program and they direct assign uh upcoming projects to a single contractor in the design and constructability phase. So we're working on three projects right now with [COMPANY] on design, constructability, and and cost considerations. So they're actually incorporating the the builder's feedback in the in the planning of the work. Like like new duct bank routes down urban city streets, uh other other potential risks, both uh financial, safety, uh political, talking about dealing with with city officials and stuff like that. And with the idea of having a uh a more accurate understanding of of cost, but also eliminating uh risks in the eyes of the contractor that the engineering team at the utility may not ever think about or consider.

Now was that before you bid the job or you already got awarded the job?

Correct. So so they basically say you you've been awarded the SSP for uh [PROJECT], which is a a major underground transmission project out in [LOCATION]. So at that point, it it's all on a uh it's all on a T&M basis in design and constructability studies. That's it. So it's our it's our estimating and our operations teams working with [COMPANY]'s engineering, uh construction, and procurement to build a better uh package for the job, right? With with an understanding a better bid package. Well, so with an understanding that they can still technically dole that job off to someone else, but what the way it's being laid out to us is more or less you get you get the design and constructability portion of it, you know, we like working with you on on this one and and the job makes sense like it's kind of just fallen into your bucket when you're going to get to build it. Okay. Um and that that's giving us opportunities again in our underground world to like to engineer uh risk out of projects when it makes sense to with like horizontal directional drilling versus uh traditional trenching methods where appropriate like under busy intersections, um whatever it may be. So it's a new program within the last uh 12 months, but I think it's going to have a lot of benefit.

So I'm still confused on what the hell we're supposed to really be doing here.

Yeah, I think so the last one um where we have to talk about these and then we're going to report out what we said, what we agreed on.

All of these?

I don't know. We might we might not be doing the same format. It's definitely we're not doing all these questions to report out. Um so I'm going to go sit with [PERSON] quickly just say what the heck are we doing. Problems we need to solve.

Now we kind of just knocked out A on problems to solve. Um plug and play workers but starve learning.

Right. So we are answering these answering these based on some of the discussion items on this. Okay.

So what you were just saying [PERSON] is like the current state what we're seeing with the um coming in in advance with constructability for the design package.

Right.

Yeah. That's that's like the owner pushing speed to utility. That's sounded like an efficiency to me.

Yeah. Yeah, I think we're all looking forward to it. I think [COMPANY] is too.

We kind of touched on aging workforce and apprentice development gap. We want plug and play workers but starve learning.

Say that again?

We want plug and play workers but starve learning. It's uh discussion prompt B on that sheet. What would a meaningful onboarding look like if we treated every site as a classroom? Um I think that's important because you know the initial that's where we're talking about like education things. The initial time that they get on site, you know, go over all the hazards that they're going to be exposed to, what the site looks like, and you know they know what they'll be doing either with their foreman. Um but I think that's the most crucial part of uh of trades coming on site is just the kickoff, right? You set that standard early, you teach them what we do here, how how we do it safely and what we require. But I guess uh where are we seeing a a a lack or where is there a need in that topic? How can we improve onboarding as we go forward? What do you guys do for it?

Um so we just do like a site orientation the first day that they come in, they come up to one of our offices and just play it on the TV. But I think it one everyone adults are better learning hands-on and in a perfect world it'd be awesome to have a day where we just show them all the hazards they may be exposed to and like ways to prevent or control them. Because there's so many times where I can say, okay, if you see a Z-lock, you can talk to X, Y, and Z. This is what a Z-lock looks like in their head. But they don't see it. They're not going to really like understand it or they might not even know how to put together something. That might protect them. So it'd be nice if it was hands-on, but then schedule, money, time, they don't have that. So I think it really depends on who's doing that onboarding and how they set the tone. Because if it's just like a, hey, here's our emergency action plan, muster point A is blah blah blah. Or if it's someone who's very enthusiastic and like um very can grab your attention, that just sets the tone of the project and um if it's a better orientation, they might have a better experience on the project. So it goes a long way.

It does.

Yeah. Like we have we have a guy on site and he's dedicated just to orientation and he says that we're not allowed to do it. The other coordinators aren't allowed to do it because we're boring. Um but he's very he's very upbeat, very fun and and likes to make it engaging, you know, because a lot of the time the guys are coming in, they're falling asleep and they're on their phones and all that, they don't care. But what we try to do is we bring things in like um deficient tools or or uh you know safety equipment like fall protection that's been taken out of service and we'll show them what it looks like. We'll show them what they see out there. And uh but I like that idea of yeah, I mean it would be nice if we could just take them out and do it on in the field. I mean yeah, yeah. I mean I feel like I feel like we might try something like that. I mean just just to do a walk with a certain group of craft workers and and you know every every month or so just take them out and walk around and see what we look at and see what we look for um and how we can get hurt doing all this stuff.

Yeah, I think hands-on is is definitely ideal. Yeah.

So um I'm just gonna report this out. You want to go this time?

Um yes, if I know what we're talking about. Yeah, I mean I so the last conversation that y'all had um just kind of felt like it went over my head a little bit. A lot of the things you were talking about I didn't really understand.

I can I can do it. You want me to take this one?

If you want to or we can split it and I can talk about you know training and onboarding and you want to talk about that. Yeah. Or I could just do the next one and you do this one. Yeah, well either way, I don't care. And I have a feeling not that I know [PERSON] that well, but they might pick if we went last last time, we didn't go last time. We're gonna go first right. So they might do a reverse order this time. I I want to do the next one. The future of OSH professional. I would like to report out on that if that's all right with uh you [PERSON]. You good for this one?

Sure. I just think you're more qualified to talk about this topic. I mean on on onboarding too like what do you guys do for onboarding orientation?

Oh similar to everybody else, right? And I I think of you know the term meaningful onboarding, right? Like yeah we cram so much like collectively we cram so much shit into our onboarding programs to say that we covered all the necessary topics that it's like when everything's important, nothing's important. Yeah. Right. And it can be information overload at times and and I think gosh I if if a worker comes out of an onboarding program and they have an understanding of uh like high energy exposure and controls, like preventing stuff that can kill you, right? SIF potential stuff. Uh focusing on that and uh knowing where they can go for help and and and knowing what the expectations are uh for for stop work responsibility and having hope you know hopefully give people a level of comfort um that they'll actually use it if they need to. Now much easier said than done, especially when you're on like large when you're on large construction projects and a lot the guys don't know each other. They they may not have relationships and that's difficult. But I I don't know that any onboarding program beyond that like setting baseline expectations and trying to hit the few things that you think might get someone killed on the project. I don't think any onboarding program is super meaningful past uh you know that day. Short short of you know if if we were all in a place where you know if if you reframe onboarding to mean like a progressive 30-day program with with check-ins and proficiency evaluations and stuff like that. Um now you're moving the needle a little bit. But I just personally don't think that we as an industry accomplish all that much as a result of administering our onboarding programs. I think we set some baseline expectations, uh we go through all the topics that we need to go through for compliance purposes, and then everyone kind of just goes to work and then you're relying on your culture, uh your habits, and and strong leadership out in the field. That that's how I feel about it.

Can I ask you a question kind of bringing it back? Yeah, yeah. Are you noticing um deficiency in the literacy rate on the uh for the workforce? Like during the orientations, yep, um I know one of the issues that I always had was um literacy. And the example I had, one of my tricks was to ask various people to read the toolbox talk that that week. Yep. That's how we did it. Yeah, yeah. I learned the hard way that not everybody reads when I asked the person to read it. So is that still a an issue?

Yes and no. It it depends on the worker and uh language barriers is more the problem for us. So we we have a lot of Portuguese workers in our work, you know, theyre down from like the [LOCATION], [LOCATION], [LOCATION] area. And um some speak better English than others, right? But um ultimately what we have to do is if you get a guy who's like Portuguese first language, they can all speak English and they can all get by on English, but um Portuguese speaking labor is going to be with a Portuguese speaking foreman. Right. What we how we do it is we so in [LOCATION], huge Hispanic population. There's about 70% of the workers on site

are uh from El Salvador or Portuguese like you said. So what we do is uh we have a translator in there that translates the orientation as it goes on. So a lot of times you'll have six or seven non-English speaking workers in an orientation and uh they just all the information just goes right through them. So so making that impactful by saying it in their language really goes a long way because they understand it better. You know, they understand it period. Um but we we use translators for that. And there's also there's tools you can use. Um so we have a PowerPoint slide that we use with it. Um there's tools that you can get for PowerPoint that translate what you're saying as it in real time and transcribes it in Spanish on the screen. Oh cool. Yeah. So I I can look into that and see and see what it's called. I can't quite remember, but like on our slides on the screen, um it it will transcribe what you're saying in Spanish in real time. So.

Now that's a hidden cost to the organization.

I believe it's a free tool.

Yeah, but even having a translator well true yes the translator yeah. But if you have a translator, that's a hidden cost. Yeah. That's something that in [OVER THREE DECADES AGO] we didn't have translators on the job. So.

But it goes a long way. Luckily it's it's just one of our field guys that has agreed to translate for us every morning. Um and if not we have a few backups. But the other thing is, you know, with literacy, our slides have less than 10 words on each slide. You know, it's all about the presenter making sure he's knowledgeable and knows what he's talking about and can actually, you know, get those those messages across just by using the prompts on the screen. You know, the prompts are there's a few slides that have a little bit more words on them and it's just like guidelines that we have to to talk about. But the majority of it is spoken. We we don't just to address that issue, like we don't know the backgrounds of these people, if they can read, if they're going to get anything out of it. Um so we we do the majority of it spoken having it on the screen.

Now that you just mentioned that, the the literacy rate, a lot of people can speak the language but might not be able to write it. So yeah. Yeah. Or or read it. So even handing something to someone in Spanish, youre not sure if they they have the ability to read it or Portuguese or or English. So it's always better just to eliminate that and just talk to them. Do you guys have a lot of non-English speaking workers?

Yeah, right in [LOCATION] it is everyone. But um mainly Hispanic people and so we have in our orientation we have to show a video and then do a presentation. So [COMPANY] corporate made the video so they have us in English and Spanish. So normally almost every orientation we have to have both languages. So I'll leave the like English video playing in one room and then I'll go to another room with the Spanish or whatever language. Um so they can get the proper training. And then we also have um people on site who are willing to do translation. No problem. So that's that's nice because everyone wants them to get the proper information. They don't see it as like a waste of time. Yeah. Yeah. Yeah, that's never been a conversation for us either. It's just been a fact of construction. There's there's Hispanic workers out there so we have to accommodate them. Yeah. Good stuff. I mean that's something we're trying to do is how do we make the orientation impactful. Like something that they're going to remember. And uh exploring a lot of different ways of of trying to do that.

How many orientations how many orientations has that worker sat through?

Right. Yes, especially. They know what it is. They know how it is. They know all the things you go through. So that's why like like this going into the legal aspect, the city of [LOCATION] required an orientation for all contractors. Right. So AGC got together, stop me if you know it, but uh got together and got an approved orientation generally an OSHA 10 orientation. So if that um person sat through it once, they get a sticker on their hard hat that's good for a year. So if they go to five projects in the city of [LOCATION], they don't have to

sit through the same orientation. They just go through the emergency action plan uh portion of it. Yeah. The site specific stuff. An actual description of what the intent is. Yeah, no I think so. I haven't seen it. I haven't heard any is it are you in the city of [LOCATION] proper you are? Well I guess technically. Well yeah, yeah we are. Okay. So and I don't know what that's called. That's a cool idea though. I don't know is that the CARES video? That's not the CARES video, right?

It is. It is the CARES video? It is, yeah. Yep.

Yep. What system do you guys use? HammerTech? HammerTech. HammerTech? Yeah. Yeah. Do you have them do the like the QR code onboarding before? And that we're talking about literacy. I have been so we switched to HammerTech like a year ago and this has been the biggest challenge that I've noticed for the guys. It's just doing orientation on their phone. They hate it. It takes them drawing it out. It should like I have a lot of practice on it so I can do it in probably five minutes, but it's if you don't have good cell service then you can't do it. And then they start to get frustrated. So it's been a little bit tricky. So I've just started printing out all the prompts that HammerTech requires and then I have them write it down and then I just manually put them in to HammerTech. So to relieve that um stress on them. But yeah, it is a hassle. Three steps for me. So it's it's struggling with the technology.

Have you have you ever considered requiring them to do it prior to coming on site?

We tried, but no one does it. Yeah. Yeah. That's that's what we do is like we once you get into the orientation, you have to show us your you know your ID code. And if you don't have it, then you either do it or you can't work today. So yeah. We were interested in looking into that, but after doing it a few times, it's just like you know what, basically the testing environment. Yeah. Yeah, the union that's a whole another thing. Isn't that technical work right there? So then they have to get paid for it. Yeah, that's true. I mean thankfully that system was already in place before I got there, so I didn't have to set that standard because I I heard that when we started doing it, it ruffled some feathers as you would imagine. Oh yeah. And then right there.

I always try to give the trades as much of the HammerTech responsibility as possible. Push it back on them. What are the big software companies right now? HammerTech and uh um Procore. Procore is a big one. There's a third and fourth one. I know a lot of there's a third big one and the name is escaping me. It's like HCSS. They use that for safety operating. That's like what I get for reports, but um yeah, no one else. I think HammerTech and Procore are Okay. I guess so. I'm just jotting some notes down here on on C. That's a that's a tough one.

Oh, um Autodesk Construction Cloud. That's another big one that I've seen. Okay. So Autodesk is like a huge conglomerate with all these different you know design and engineering systems and they made a a division for basically construction safety tracking. How about Alliance Solutions? I never heard of that one. I hear Procore is pretty good. What were you guys using prior to that?

Um we were using SmartApp. So it's just like a it was a very old application. Sounds like it. Yeah. Yeah. But we've been using Procore too. Like they Oh you use both? Yeah. How's that? So Procore is just old. We've always been using Procore for everything, but um we always take orientation off of a different application. And so once we were like done with SmartApp, we just went to HammerTech. But it sounds like you can do everything in HammerTech, right? You can do everything in HammerTech. I mean it's clunky and I have a lot of personal disagreements with it, but yeah, we we do everything in HammerTech. I think if we switched everything to HammerTech, that would be a a sort of a problem. Yeah, I'm sure it would. Yeah.

So there's another section on here, section C, human cost is making the shortage worse. Um about like

psychological safety and well-being. And one of the things is what would it take for a worker to say I'm not okay and be believed? That's tough. It is. That's an emerging one. What would it take for a worker to say I'm okay and be believed? I don't really understand the question.

Uh I I think it's getting at I mean A for getting a worker to just say it in general and then B for the guy on the receiving end of that to not just be like ah like you know shut the fuck up like you're fine shut up you know. Yeah. I get it. Um in our you know industry where you work with some guys who are pretty rough around the edges, that's like a kind of a common response. Right. Which one are we doing? C. So on this one we were talking about this bullet point right here. Yeah. So [PERSON], you and I were talking about this yesterday is like it's hard for people to reach out or or speak up when they're not feeling right and everyone has their internal struggles that they go through. Most of the people in construction just internalize them and keep them that way. So it's about giving them like you said a sounding board. You know somebody that actually will listen and showing that you're vulnerable just like they can be. It's uh I think a lot of it is just fostering a good culture and finding the person that finding the right person that'll listen to you.

Because there's a lot of people on site, you know, encourage them to to talk about those things, have those uncomfortable conversations, say when they're not happy or something's going on and actually addressing that. Doing something for them. Like we had a one of our laborers, her husband got deported recently and the next day we all brought in flowers and and gave her a bunch of gift cards for uh for the food trucks outside and and just we were there for her and it really I could tell that it really impacted her. It was it was it really warmed my heart to see that. So it's just it's just it is tough, but we have to when somebody brings up a concern with you, especially if it's about mental health, you have to address it. You have to do something about it to show that they're not just talking into the wind. So. Yeah, got people have to I'm going off on a tangent there, but people have to know that there's going to be follow through. Yes. Right? If they don't believe there's going to be any follow through with support, then why am I even going to risk bringing up a you know a very personal state of mind that that I'm in. Right. It has to be a cultural thing corporate wide. Yes. It can't just be an individual because then it becomes the flavor of the week. And it's not going to happen. If it's not it has to yeah it has to be throughout the organization. And that's hard. But that starts with the individual. It starts I just uh finished a six-week introductory program. It's called Culture Coach International. It's a free psychological safety uh outline introduction. It's an introduction to psychological safety in the construction industry. And basically it's you watch it's six five-minute videos and each week she just dropped another five-minute video with a brief discussion. So it's Culture Coach International. It's a free set it's a free um um program that she just finished offering. But even if you didn't get the weekly emails, it's all on her website. You just go in and listen to the five-minute video each week. It has a lot of good tips and tricks on how to build psychological safety and the psychological safety culture and how to maintain it. Because it's new. Well, it's not that new. [PERSON]'s been talking about it for 30 years, but it's just newly recognized. Pardon? It's newly recognized. It's newly recognized and I think the name of it is horrible. It's horrible because psychological safety to a construction worker has nothing to do with it. I'll be careful saying that. Um it does not describe what the intent of it is. So it needs a different name. Yeah. What would you call it? If you could make it self-explanatory and wrap it into one... Not quite sure. But I'll wait till it's...

I was thinking on that recording. I'm gonna think again. I'm gonna think again on that. But...

I I agree with with what you said [PERSON] about um you know it it needs to be a campaign, right? You need to I mean if if you want people to speak up when they're not feeling good, you have to raise awareness to uh to the problem and what help is out there through education and uh continual reinforcement, right? Like if you're trying to change anything, if if you say something one time, it it's gonna go away just just as fast as it came into existence, right? But if you know as part of our pre-job safety briefings, right, if you're working in a daily wellness check, you know whoever the leader of that job safety briefing is is vocal about the wellness program

and no different than doing like a fitness for duty check you know the day after the Super Bowl, right? You all know what I'm talking about there. It's the same thing like like how how's everybody doing today, right? And maybe maybe you get some guys to bite and maybe maybe you don't. But if you're not continually reinforcing the message, it's gonna disappear.

Do you know what DILLIGAF is?

No.

Yes. It's an acronym. It's an acronym. And the iron workers, the rebar guys always had DILLIGAF stickers on their hard hat. Do I look like I give a fuck? Yeah. And that was that was that sticker was on 5 to 10% of the hard hats when when I was there. So if you ask me what it's gonna should be called, DILLIGAF. Yes, I do. Yes, I do look like I give a fuck. Mm-hmm. Call it the DILLIGAF program. That's that's being sarcastic on it, but yeah. It's how do you how do you capture that as the human cost? Yeah. It's the opposite of DILLIGAF. Psychological safety. And I also think it's important because it's it's not comfortable saying I'm not okay, but I think it's important for us as well to be slightly vulnerable. Um just so there is some sort of comfortability. Like for instance, we had to do a uh we did a fundraiser at my project for just someone who poor veteran and he had taken his own life. And so there's just this whole program for um it's called [ORGANIZATION] for um veterans to have like a support animal. And all the money goes to placing some with a veteran. And our senior general super was the one that kind of presented it and whatever and he showed a vulnerable side to him and like showed that like that matters to him. And that makes people more comfortable to go up to him about the more vulnerable situations in their life. And so I think that when like we show a side of it and like obviously we care so deeply about it, but when we show and consistently show like you were saying that we care, I think it's easier for people to a little easier. Yeah, it makes it easier. And I the way I wrote it down, I I like what you said. I wrote like wellness champions who are willing to be vulnerable. Like people who have stepped up and said like I'll you know I'll be vulnerable, I'll talk to people about this, it's okay. And and you're right, if if someone's not the first person to take the leap and talk about it, no one's gonna do it, right? So I like that. Was that a recent event on the job site or? Um the it wasn't a it wasn't someone from our job site. It was just someone that was close to...

How about how are we measuring and acting on it? I think the the measuring piece, that's tough. Short short of sending out uh you know routine wellness surveys to the workforce and trusting that you're getting uh A participation and B real feedback. How are you it's all pretty like qualitative subjective. Sick days? Sick days maybe. Yeah. That that's a hard one. That's a hard one. One way could be surveys, but making sure that you don't incentivize them. Like make sure that you don't tell them to do it. Just say it's here. And if you want to participate. You may get no participation, but eventually you may get one that'll say hey this program has really helped me or this thing that somebody did really helped. Like how you said when your senior general was vulnerable and then somebody came and felt felt better about going to that person. Like okay I see it. And I think that maybe like measuring productivity of that crew. Like if you know that crew's been getting hammered by like the architects and engineers and whatnot and they've been on a tight schedule like measuring how productive have they been since the past three weeks the architects have been on them about these RFIs or whatnot. I don't know if that's a direct correlation, but another avenue to look into. I definitely think it is because people that are happier will work better. Yeah. And they'll work harder, they'll be happy to be at work, they take more pride in what they do. So they go the extra mile. Right. If you see a random it's not I mean we start this and we focus on this crew and if we see a a stark increase in productivity or quality or less quality issues and things like that, that could be an indicator that we did something right to support them in that aspect. Yeah. Totally agree.

Because yeah you're right. Sometimes it is certain crews that they do they get hammered with RFIs and and all these things that they need to go back and rework and it can be it can be challenging. Hopefully one day it'll be easier to measure. Like like we were talking about earlier, I think it's like our generation has to grow up. I think that's also going to be a large part of it. The stigma versus the seasoned veterans right now that DILLIGAF. Right. Yeah. Go hard or go home. It's gonna be we're gonna we're gonna make sure it happens because it's something that needs to be addressed and I hate seeing the numbers. They're big numbers and they shouldn't be that big. So so with that, I'm actively involved with the American Foundation for Suicide Prevention. Talk to [PERSON]. I lead a table conversation. Right now the cards on the table here are called hike for hope. And all around the country AFSP is sponsoring these hikes for hope. And they're corporate based um sessions that are supposed to be family oriented and um like a day away from the office. These are on Saturdays and Sundays. Um I'm gonna change gears here. So you got the hike for hope. And the reason for these is because construction has the highest rate of suicide than every other industry. How does this affect the next generation of workers coming in? Like why do you want to work in an industry that has the highest rate of suicide? And are we sending a negative a negative message when we think it's a positive message? Like oh the hike for hope, oh we help suicide in construction. What do we need a hike for hope for? What what's wrong with the construction industry? Is this a negative message? So anyway, I think it's a little I don't think it's totally connected, but I took an opportunity with it. Yeah. I think a lot of people think that you know that work is you're right like why would I want to be in such a dangerous industry where it's long hours, it's going to destroy my body, I'm away from my family. Yeah. Yeah, but I feel as safety progresses and becomes more of a holistic process within construction and and safety is ingrained in everything, which is I'm sure it's going to be a few years before we can comfortably say that it is a part of every process. Until we get that notion across, I don't think that conception is going to change. I think we need to make it so they know that we care about construction workers. Construction companies aren't like how they used to used to operate, you know. It's not so much as just go go go. It's stop and think, go and learn, reflect. Do it right. [PERSON], it's actually happening again. I I sat on a panel at a national a national mental health conference. And when I started in the industry, we I didn't wear a hard hat. Hard hats weren't on the job when I started in construction. So I mean they were there, the big jobs, the union, the iron workers wore them. Electricians didn't wear hard hats on the job. And now you're saying the same thing. Wasn't that long ago. Might have been, but...

It we have gone so the industry has advanced so much and for me it's it's awesome to see all the changes and to hear what you just said because that actually validates the all the career that I had. So for you to say that, for you to take the mantle and and move and now move that message even further. So it makes me feel good. Thank you. Good. Yeah, we have to. We're the people that are gonna the younger people that are the ones that are gonna push that message and be able to get it across. Because a lot of our work is we don't see the accident we prevented. We don't see the life that we saved. So. Yeah. All right. Talk to ya.

[TRADE_WORKFORCE_DISCONNECT_REPORT_OUT]

# Table 8

So we have an opportunity to introduce ourselves. You guys wanna take a quick second?

[PERSONAL_INTRODUCTION]

I wrote down a couple things because I think the it was it was absolutely engaging. But all of us hit probably three components of a leader that has to be a foundational piece. Empathy, respect for family, and purposeful conversation. So the purposeful conversation to me is the rebound of active listening. Think about that for a second. Like we're listening to answer. When are we listening? I think that's an old adage. There's many books written about that but I just right around the corner I love the fact that you asked about what kind of dog because that showed empathy and engagement and active interest. It was a real cool piece right there. Um but empathy doesn't mean weakness. And I think that's another characteristic of a leader. Empathy is how can I navigate a conversation to connect with a person and then understand the body language feedback that I hit a nerve. So there's a lot of soft skills with the connectivity of a leadership. I think that plays well with our first round table discussion. Uh what breaks down the most. And I think it's the listening piece to answer versus listening to navigate the concerns.

And forced messaging. I hate forced messaging. I think somebody mentioned yesterday I think it might have been um jotted down a note quickly `[PERSON]` who said I will cancel meetings. I will walk out of a meeting. Yeah. So if you read any of the offshoots of `[PUBLIC FIGURE]` I try not to read too much but he'll go into a meeting and if he is not engaged in the first five minutes he walks out and grabs his people to walk out let them finish it they'll tell me what I need to know. So he's not wasting his time because then he could use it somewhere else. But he's also empowered people and trusted them. So that's that piece there as well.

I think everybody stands in a workplace with a purpose right. So if your purpose is something completely different than the person sitting next to you at a different level then they're going to feel that. They're going to feel you're here you're asking me questions but you're really here for another purpose. Like they're definitely going to see that. So I feel like um sometimes that's when connectedness can break down too. Like you're talking to each other but you both have different missions you know like for that conversation. Right. I've seen that happen a lot. Um and that can be super frustrating. Maybe that's a military thing but everybody's trying to get their next um big hit or big move right. And it just like I feel like as far as somebody that's really empathetic I can see that instantly through people. So I think that's when and I think employees that are down there doing boots on the ground and doing the hard work can see it just as easily. Immediately. So I think that's important too.

I think what I resonate there is like I think I show my empathy differently like you know we don't have a safety intern on site or a safety specialist on site most of the time it falls on like an assistant super or a foreman who has other things on their plate but their main priority is you know people site check and do their observations and documentation things like that and you know I help and support supers and give them feedback on you know how they're making their sites how they're planning to make their sites safe you know logistically and you know documentation piece and what I tended to do in my first probably year and a half um in my mission to like gain a relationship was just stop everything do this for this person with them and then move on. And now I'm more elevated and kind of more trusting in my people and that's when that I guess uh that relationship I built comes like to bite me in the butt because they're not doing the things I expect them to do. Um so I would call it a breakdown because we're still getting what we need to get done but it's appreciation for what you're

doing.

Similar thing uh when I was at the steel company. Yeah. I had 140 people just in the shop. Mm-hmm. I had eight different languages. Uh and right away it's safety. They didn't like me. Yeah. Um who are you to tell me how to weld? Right. You know I don't. So I had to take a couple steps back and say listen I can weld. I'm not a welder. You know. So and that they started gaining respect. So when I looked at them and I kind of said that I said you know safety. But you don't know safety like I do. Right. So you have to it's a two-way street. Look I respect what you do. I respect what you do. You know and starting to open up that door. Uh there's gonna be old timers you're just never gonna break them. Um they might fall in suit when they see what everybody else is doing. But you have to make it personal. You make it personal. Um I asked 140 and probably got two-thirds to bring me in a picture of their loved ones. Whether it's an aunt, fiance, kids, grandkids, whatever. And we had a board. And I used to point to it every now and then and say that's why we do it. You can say it's for the check, you can say it's for this. That's why we do it. How many of us bust our ass here for a few extra dollars to take our family on a vacation? That's who we do it for. So you just got once you earn their trust and it's the same with upper management. You know like we were talking earlier. I said uh you know they kind of portrayed yesterday uh being able to talk to CFOs, CEOs. Now listen. That's a that's gonna be a tough nut. You're probably gonna talk to a project manager. You're probably gonna talk to somebody else. In order to get that CFO and that you got to bring something to the table to get them to engage.

You know and to think that you're gonna go into an accountant and say I want all these numbers. Unless you're the insurance company you got them. If you don't have it it's gonna be tough to get. They kind of made it sound like it's that easy. But you're gonna have to work for it.

I think the two views we were going from safety leader to aspiring leader right. The piece that I always found when bringing up a person and from new or three or four years out of college is that imposter syndrome hurdle. Is giving them the confidence to understand your time, your communication, your worth, your value. And what are the hurdles that you need to do to get to where you just said the incremental home runs. We're doing something with somebody at the time. That shows the value. But does it show the trust? Because I think one of our second questions is how do leaders behavior build trust? And there's so many values within trust that we probably don't see. Probably don't see the disconnect. And then we don't see that either we're feeding trust or eroding it in our actions. Um the imposter syndrome you have to identify where your people are at. Uh I coached a lot of baseball career and um a lot of teams. And I always said you know your weakest player doesn't always go in right field. Weakest player needs to be shown how difficult the job is and build them up. So maybe they play second base for a little while until they fail. And then you coach them on how they failed. And then you build them back up. That's no different than a workplace. So that shows you invested in them. Investing builds trust.

But I think it can also erode if anybody's played sports it's when the coach doesn't talk to you you should be worried. Right? So I don't mind getting yelled at. But I want corrective criticism or I want tough love or whatever it may be. Because that's investment. I think the building trust is almost having a succession planning. It may not be for promotion but to get them to the next stage of their career in action you know actionable items. Anybody else? Yeah. Um now do we want to these are like good discussion points. Yeah. Do we want to take 5 10 minutes and kind of do a self-reflection and then talk about that? Cause uh section one. Section one and two. And just get a kind of feel. I always find some of these things that self-reflection is very important because it's like oh man. We're gonna share these too? Yeah then we talk about it. You know. I think that'll connect these the five points. Yeah.

I'll just put something around. Which one did you do? Section one and two. So there's I highly recommend you

do section three. But one thing is is here is I bring and then a list of things I bring to the table and then a list of things I need. And you know when I bring what I need. I can slide to each other's table. I'll bring each other better. The last question is good. That was the easiest one for me. Leaders don't give leaders feedback. Unless you have a great synergy. It's usually or they don't want to be in your business.

We did a challenging leadership group. I just reassessed the whole team again. Yeah.

Now do you always have a challenging situation like that or is it some extreme? I think that comes with the territory.

I think that you said that strength right there is being able to figure out the people. I walk onto a job site and it's set up where primarily it's self-performing. Like I said you know those guys the company guys and then you have the hall. You have the hall guys sent somewhere else. And then the in-house guys lay out the trailers. Super on site. And then there's a whole workshop. You know what I mean? That's a whole clear distinction. The hall guys don't like the main guys. Some of the main guys don't like the hall guys. They can't sit together at lunch talking. How are they doing everything right? Are they trusting each other? Yeah. So that's something that resonates with me. There's clear lines. Yeah. That's a well-defined line. What's larger? The hall guys or the company guys? The hall guys. Yeah.

`[PERSON]` I don't know if I'm behind the eight ball with that term uh listening to answer that you were talking about earlier. But uh that just like struck me because that is you know I have honestly struggled with that. You know when you get in a like a high stress group you know whether it's with management or whatever. A lot of times uh you know I'm getting better at it but I would be so worried about my response to some of the questions. I'm literally just listening thinking about what you're gonna say next and not really taking in what's being said to you. You know listening to try to remember the content that's being shared as opposed to really engaging in the conversation. I've never heard that term you know.

So there's a study on it that talks about how we can listen faster than we can process. Right so we listen faster than we can process. So the fact you know how it goes. The problem is that shows you just want to answer. You're not listening because the tail end of a conversation could be the most important. The person's ramping up to their concern. And they may be setting the table first and then all the meat is left and you already answered. That's a tough one to navigate. But um I always pause. If I'm processing I'm also not reading body language. How close are you to me? That shows hey we got to talk. Like is that lean in piece? Because now I know boy is it personal and boy do they want to make sure I understand. Or is it this one hey I don't care and I'm this far away from you. Then I know the person's either griping and I have to listen but if they want my attention then they're locking eyes. Then I got to read body mechanics. I got to read all that. I just pause. Or even answer pause. Pausing is an awesome tool.

I'm ready to go on the first section. Kind of lost on the second one for a second. So I don't have a problem starting off. Um with one how would you describe the current level of trust between you and your direct reports? Um one I would think that I would have a complete understanding of what's needed to complete an accurate report. Uh if I didn't it would be to get that information uh either at the boardroom level or the restroom level. You know one or the other you know you got to know where to go look for it. Um you just got to have you know people that trust you to know what you're doing. Uh the second one what is one leadership behavior you model consistently and you'd like to improve? Uh one of the things that I try to do is I heard you `[PERSON]` talk about it is I know you're listening but do you hear me? Because it's important that you hear me. Um so that was something I always try to engage with. Um and you can tell right away if they're not listening or if there's something else going on. You need to kind of snap your fingers and look at me. We got to make sure that we

get this right. Um and that's really at all levels. It's how you present yourself. In a steel shop it just is what it is. With 140 employees the F bomb was like every other word. I'm not bringing that same language to the boardroom. If they don't understand it they don't want to understand it. But in the shop whole new language. Um where I got respect to go back a little bit more was uh the eight different languages. I had everything from Polish to Mandarin to Spanish. Uh I would spend the extra time and go on Google translation uh and hand those out. Uh a couple of them were very appreciative. A couple of them came back to me and was what you gave me is not what you're saying. So it's either the way Google translated it or so I had to figure a way how to correct that. Um they were also good to do some of them would try to understand. They knew `[PERSON]`. `[PERSON]`.

When was the last time you received candid feedback and how did you respond? When I worked with `[PERSON]` and at the steel shop I received it weekly. Um and how do you accept it? You try to take it as a positive attitude that it's a good thing for change. Sometimes you can get a little insulted like man I worked my ass off on this. You just said it was a piece of shit. You know you can get upset about it but um the attitude is to accept the feedback. Or you either want to accept the feedback that's been given to you and say you know what you're right. Or challenge the feedback in a diplomatic way. Not just challenging and saying that's just stupid you're an idiot. Because that would be way too easy to say. But if you could say you know what uh it's kind of like if you had a problem don't just come with a problem. Come with a solution. Come with even if your solution doesn't make sense for what we're doing change something. You gave it thought. And at least promote that. Say you know what I'm glad you came with a partial solution to this. In a short five minutes that was what I came up with. `[PERSON]` you're all set. Sorry. Thanks son.

Which one? Oh he went through his first three. Oh. Um so how would you describe your level of trust between you and your direct reports? Well I'm in an interesting piece. I just gave up uh a 13 person team to take a promotion as of January 1st. I have a whole new position. New company, new LLC, new leadership, uh new executives, new board. A company within `[COMPANY]`. So I went from `[COMPANY]` TPA to `[COMPANY]` and Shared Services at `[COMPANY]`. Okay. So I've gone up corporate basically right. So um I have uh 12 direct reports that I will never see. 12 I saw on Zoom. That type of deal. I don't have a relationship with them. Um no one knew about me but I've been with the company over a decade right. So just we were just siloed in a different type of practice. I have four shared employees with other disciplines inside. Um whether it be business analytics, finance, all that great stuff. So they kind of are assigned to me. Um I wrote them all a handwritten note and sent it to them through our HR department. HR sent it to their home address. Um just minor stuff. Just hey looking forward to meeting with you. This is who I am. Enjoy it. I am family first because that's what the company gave me. Um I didn't miss anything with my kids. I may have gone to a baseball game at four o'clock coached got on a computer at nine and worked till midnight. So the latitude that they gave me is what I want to bring to them and that's our culture. So I gotta figure that out. Um the worst part about it is I'm terminating one of them. Probably Thursday. He did something over the last 72 hours that's absolutely irreversible. Um and that's gonna probably echo through the rest of the 12 that I'm getting rid of people. So think about that. That's a struggle. So after that I have to have a team meeting share what I can share do a little damage control. Um the best part about it is I think everybody knows that person's character and it would be just a matter of time that he exited the company. So that trust level is gonna be really challenging. Uh the leadership value or behavior model that I preach well they they may know if there's a character sometimes like when I first managed this team and I was part of the team over a decade ago and I forced the regional manager out and I was the youngest on the team. But I knew the players right. I knew the players. Yeah. And then it was actually easier then because it was like there were people who didn't belong on the team. It wasn't like they went from friend to foe but it was um it was uh you knew where you know the people who weren't like especially in our role remote jobs that um there's a lot of latitude there. But some people didn't put in the work ethic. They might not

see an employee every day but they see their numbers all the time. And they know when they're performing or when they're not. They know half their conversations.

You can lead a horse to water but you can't make them drink. Like I had a problem with the analytics. `[PERSON]` would help me out. It just it didn't click for me. It just didn't click. But I knew where to go for help. And they tried to ride it out. So the challenges are gonna be there. Um the best part is um very young career. I was the youngest VP at `[COMPANY]`. I was the youngest VP of a Fortune 50 company in the US. I have literally had amazing training from HR from `[PUBLIC FIGURE]` `[PUBLIC FIGURE]` any of the executive leadership. So I've had to term people in the past. And at `[COMPANY]` I said promoting them to customer. That was my way of handling it. But this here this is someone that's been with the company over two decades. Who is technically proficient who just does not have the business acumen. He gets easily emotional and frustrated and lashes out. Well I don't stand for that. Again I received an email 1:1 and I had one meeting with him and he lashed out. So there's underlying stuff that we kind of worked through the last couple days and then he's just done. So I think he's okay with it as well. We just gotta figure that out. But my leadership model and `[PERSON]` could probably attest to this is I manage up. Um I want my leader to know the successes, the roadblocks, the hurdles, and how I handled them. I always go on the offense and look at three opportunities on the offense and then kind of prepare our team for six, eight months down the road or even my master plan three to five years down the road. And include people in it. Um I think I over communicate with intent and that's um sometimes that can be as a negative. Um but I feel people need time to digest and hear differently. The same message differently and digest it. So I may say hey listen get involved in an employee stock purchase plan. We're gonna go up by 10 points. I want you to reap that financial benefit. Here's why. I may not have a great opportunity to give you a large percentage increase this year but the company's giving you free money. Take advantage. And then I find out that people don't have a financial planner or they don't are not into the program. So that to me is an investment saying hey we offer this. Here's our HR platform they offer financial assistance. Um so the one thing I'd like to improve on I need to slow down. I need to slow down. I don't I'm I am like 80 miles an hour and then realize that some people may not I might not be meeting people where they are. Good point. Yeah. Um and then the last time you received candid feedback how did you respond? Uh November 5th at 3:45 2025. Uh during my promotion. Um it was and again `[PERSON]` could probably attest to this too. It was it was a message that basically said we know that you were suppressed. We know that you were holding everything down and doing what you needed to do. You made your boss look good for so many years it's time for you to be recognized. But and I'm like now waiting right cause it's my VP and the president of our company promoting me. He goes you gotta learn to say no. Your no is not in your vocabulary. So I'll share with you I had really bad health issues under this guy. Stress. Um at my age I got to worry about protein intake and cortisol. My cortisol was off the charts. Yeah. And I always felt that I was portraying the look I wanted to until my son got his white coat and I saw a 280 pound me versus a 238 now. And it was because he was killing me emotionally. So that no was super powerful. And he knows my boss now he handed me a Dr. Seuss book and he goes here's your first book. And it's about a moose that doesn't say no and all the creatures live in his antlers until he gets stuck in the marsh and he can't get out and his head goes below the water.

Alright all of those things that were there. Great discussion out here at the tables. Uh I think we're still working through things. But we're gonna take a 10 minute break. We don't want to hear any of these other conversations. Non-workshop.

I speak to you guys the same way I would speak to somebody that was like doing a... like I think of it from like a student athlete perspective. Like I'm doing, I just finished my season. So I think of like leadership as like that. Um but like one of my interns...

Is this automatically sent off or do I have to take action after this is done? Yeah, or how does your coach build

trust with you? You know what I mean? I believe the system... Yeah, so like when they submit it... like I think that is so helpful. I mean I think that it's also like being a student athlete helps you process like the feedback. Just making sure I didn't have to send it away or... Communicating with the team, communicating... But um, I guess before we get on to... I'm gonna skip these two just because I rely on my team as much as like I rely on these people or someone else. So I think that that builds a huge connection, being able to like advocate for yourself if I miss a class or something. Being able to like... I mentioned a group there's a lot of seasoned people here. So I'd actually really like your perspective on what you see. You're a leader but you're also an aspiring leader like I said you kind of get the concept of leader, title... And I think that's why we've had such a successful season. That we can build, we can build a relationship. And I feel like if your teacher really gives you that, that asking like some `[PERSON]` was giving feedback to the president and so was `[PERSON]`. And I think that also relates to that scenario to this like... Yeah, so like I don't have a negative perspective per se but I saw the way we had a president and VP. President was very hands-on and so was VP. And I think that also relates to that scenario to this like if you're giving feedback as a group or like really individually. Kind of side for me there's our general superintendent... I mean it really depends. Like there's been times where he has disagreed with people, like he'll say like, and mostly upperclassmen, because he got into like a disagreement with a student and he was like, I'm not trying to attack you, I'm just trying to have a conversation. And I think that he kind of sets it up for like, people are going to question you no matter what you say. Hey, we're having a, this is a safe space to be like combative, but I need you to know that you can be combative when you're out in the field. And then we have our field superintendent same bucket so the field is kind of like... It also helps reduce like cortisol and the stress that comes from having a difficult conversation because it's going to happen. So I guess you could say the field would be a direct report to us. So I put a seven down. I think just because I know there wasn't a rating but... And I think that like when you communicate with your students like that it builds so much more of a connection. One through five and you put a seven? No, for number one, how would you describe your trust? Okay. So I think I did a really okay job at like, I initially in my first year like coming in, getting my boots on the ground, getting to respect the people, like the workers, you know, helping them through, getting them on the same page as me as far as expectations go on the safety day to day stuff, you know what to do if there's an accident, things like that. Safety plans. I think it just comes making a lot of decisions. You know when I was reading a book about like, um, I don't know what book it was. I think it was like five principles of being a leader or something like that. It was a book that one of my internships gave me. And they were saying like you need to switch the narrative on conflict. Like it's not a bad thing. It should be a good thing. So that's, I would, I would rate it a seven just because I think there's always room for improvement. So most improvement is I think, see the way that I look at it, I look at it as something that helps me. I have a lot of tens in my southern tier. And then kind of up north it's like I'll bounce into that five, sixes. Um, and I say that because I measure I measure it from success. So maybe I need to get away from that as far as if I have somebody fall short of their goal or achieving what they need to do for me in safety. And I also think that when you're in a conflict and I'm talking to you, like explaining something to you, like when `[PERSON]` is talking to a student, he wasn't attacking him. He wasn't attacking his character, he was attacking the problem. Maybe you should step back and look at it. Because it keeps you from getting defensive. It's a natural thing to have. Yeah, especially when you're... I put it on me. And that's where I that's just how I operate. So I put it at a seven average. Um, I think one thing I'm pretty good at is uh, having empathy, reading the body language, like connecting with these people outside of work but connecting in a way that's always professional. So I think that like being aware of it in a safe space rather than being unaware of it where it causes more issues is so much... Like professors just talking like yeah. And like when they're opening a presentation like ask those questions. The students are gonna be honest with you. I know `[PERSON]` was literally one time, I think, I think that was the class I had with `[PERSON]`. We were in a group and he starts giving, he's like, he literally would just say like, would give feedback as the slide is happening. And we were like, hated it, but also it builds that character

because people are going to interrupt you in the middle of things and tell you that they don't agree with what you're saying and they're going to do all this stuff. And I think that being aware in a safe space where you can do that, it's like bring up the safety, kind of be like, no this is wrong and you should correct it now. But it's a space that's going to be like, I can challenge `[PERSON]` back and he has a professional level and he can be like, from someone who has a little bit more experience, like you may not want to say something like that to someone questioning you or you know. We use a lot of subcontractors that kind of work outside. They don't know any better. How am I supposed to build a relationship with somebody that doesn't know... That was one thing that I think that like has really shaped me as a person is, or as like a safety professional, what I really think is that being okay like, like um, saying... And I struggle to see the importance of building a relationship if they're bad at doing this job just to be honest. They just don't understand they need to make a plan. So I do my best to just get them in, here's our crane plan, you know you're seeing let's fill this out here, do it, and then get on your way. On my paper it says get it. So like just a quick example there. `[PERSON]` was saying like she asks those questions in fear of maybe being embarrassed or looking stupid up front. And I was like that is so true because I feel like most of the time everyone has that question, it's just about who's braver to ask the question. I think that people recognize people that are braver than people that just sit there. So I think that... I think I don't know what `[PERSON]`, like what you would say about like, I think it's more important when like professors give feedback because when you ask the students to, they don't know how to give feedback. Do you think? Oh okay. They know like, I think they know how to do it on a personal level, but I think they need to know something that they struggle with is giving professional feedback and not in a way that's like, no that just wasn't good. Like you can't say that. You can't just say like, oh well that, I just didn't like the way you presented that. Like where `[PERSON]` or `[PERSON]` or other people will say like, I think that we should work on this in order to... And my last feedback was in October we do one once a year and it's strictly like a two hour sit down. We talk about next year. Yeah. The VP of operations is just a wonderful guy. And then we're we're out of the same office. So we're always in contact. Yeah. Something day to day stops us. Um but what's you know you talked about you know a thousand miles an hour, eighty miles an hour. He's in that seat. He has project managers, superintendents, field teams. Because then I think that that showed me like `[PERSON]` giving it to us and then asking us to, because at first he, he gave the feedback and then said okay now it's your turn. Well we've spent the past two years trying to figure out how to free him up to be at that level. To be able to dive in when he needs to instead of being ground level all the time. It's great being ground level right. Um so what do you think of his leadership connecting with the field? We're talking about safety leadership like because he's your direct supervisor. And then if we gave feedback that wasn't necessarily like correct correct, but it wasn't like professional and it was kind of just attacking something to attack something, he would kind of take it back and be like, okay well maybe we could word that differently because that's not really getting your point across. Yeah. That's a good point. I wish we had a class on that, on like how to communicate and how to talk to people. You know, having conversations about that. Like having some kind of professional track like that take aspects of professionalism whether it be operational, ethical, interpersonal, like those type of things so that you're more prepared because it's not so much about the information specifically because you guys have access to that whenever you want. It's the professional aspect. Do you not agree? I, I agree. Because... You don't have to. No, no, I do agree. I think that like having more in-depth conversations where people can talk about being uncomfortable. Yeah. Like obviously that's just going to better anyone in any field. So what I think he has really excelled at. I think what he excels at now, especially now that he has, he can kind of delegate into pockets and trust his people to do their jobs. But I also think, I also think we shouldn't go into this field if we can't have that conversation. So I, I think it's positive that it's changing, but I don't think it's something that should... The past three years um allows us to think on future how to incorporate not just safety on the field level but from a project to your estimating, pre-construction, everything like that. Change as a program changes. Or I mean like the person, it's, I don't think it's, I mean I don't know how to say it, like I don't think the class should be there to

train you how to do it. I think it should be there to only improve what you already have. Yeah. But I think there's, yeah I, because I think you need to have that skill set to begin with. Yeah. Everybody's got like a little bit of a percentage of a skill set. I think it is just a matter of telling them. You know like telling somebody, hey sign your name at the end of an email. Like maybe just tell them that. Like don't write the entire body in the title in the subject line. Like don't do that. Like really it's like that. It was something so I was my previous job I call it an internship but it was a full time job and I was doing the day to day the trainings all the upkeep and they had me put together a training budget and they wanted to break it down into hours by job. So I did that. It was great. It was like a hundred hours for the whole year. First aid, CPR, machine safety, fall safety. They're like well you gotta fit it into like less than sixty hours. And I'm like no like a first aid course is four and a half to six hours. I can't trim that. I'm not gonna take somebody who's never been in a forklift and trim that. Like they need experience in the seat not just a test to let them go. And so that was kind of like the turning factor of okay we're gonna move over to `[COMPANY]`. And I realized... Like there's things that like I've, like there was things that I did that like those are what I'm saying like we were the 1%. Like I think that there's like, there are so many people in my classes like when I came into the program... I knew nothing about safety. Anything related to safety, like my parents, my mom's in law and my dad's in like finance and I know like I've never had conversations about their workforce and I'd be like, I've only ever been like about my sport, which I think a lot of people come in as a student athlete, they're more like, oh I just want my sport and I'm here to like dilly dally in the meantime I'm paying to be here like you know. And then I think that when I realized that like that's more than like, it's like naturally building that relationship. And I think that I struggled with that a lot is like going out of my way to talk to people at work. Previous job so I walked in kind of new direction I wanted to take it. The people in the field the superintendents mostly have really good understanding for safety and if they don't understand they're really good about asking. We have a lot of very experienced superintendents that help develop the field which helps me out a lot. And our general super PMs pretty good structure and really good at mixing and matching team members. I really spend a lot of time on that. And I think that that is not like, the more you do it the more you feel comfortable doing it. Like you see freshmen at the job fair and they don't want to talk to a single company because they're not comfortable talking to a company. Which is why I think, I think like `[PERSON]` was saying, he's like you should have like a buddy with you. Like an upperclassman that teaches you, like a mentor. That teaches you how they did it and stuff like that. `[PERSON]` did a, `[PERSON]` did great. He did that last semester. He had our class go to the freshman classes and mentor the students. Yeah. About the career fair and like tell them how to dress. Like they, I made a, I made up a one-page guide for them to have, so like it was like your elevator speech, your dress code, like. And I think that like every professor, if you have a, if you have any type of class with a freshman, any of them, you should be doing that because I think that I know `[PERSON]` was talking about how a lot of companies gave feedback back about the job fair and said that they were unimpressed with, you know, some people are like, what does this do, like they were not professional. Yes. And I think setting them up to be professional because like yes it's a personality but I also think... No, you would be surprised at how many people I, I don't know how to say it. And they also like, if you are only surrounded by a bunch of people that you know have that atmosphere, it's okay to do that in your team, but you shouldn't speak to a professional, at least speak to your professors that you're trying to impress. Yeah. Like you shouldn't be like, what's up bro, like that's not, you don't say that to a professional. I mean so you, you came into this program already knowing that stuff which is great. I also did the same thing so I was also the last, the last semester I was shocked at the behaviors because I was like okay, like when I was in college, I know my college. Oh yeah it shocked me too. I don't even know that much but like that's the thing is like there's so many, there's such a little things but there are people that just like weren't, like you would, like my parents taught me those things growing up. How do we try to get the right people together and say okay this person's weak in this area, let's put them with a leader here to cross train. So they're going to... Like to anyone. And I think that there's some people that have never been taught that. And I think that

when you come to college especially first generation people who have never, their parents have never been to college so they don't know you know how to, like their parents probably can be the most successful people ever but there's certain things that like they're just missing. Yeah. And they you know, their parents can't give them advice because they don't know what, they don't know how to do that or they didn't do that in their life. They did it a different way. And like I think that I've talked to a lot of workers that like, I know a safety professional who came from a laborer and then moved their way to safety and that's a completely different person than me graduating into safety. Like they have more experience but they have a different approach to safety than I do. And I think that that's important that like you're going to realize and especially as a female like you're going to talk to people, like there's going to be hard people, female or males in this industry and you can't just assume that like you're going to have a hard time in this industry as a female because honestly that sets you up to fail. You're more than that. Sets you up. Yeah. We have to save these things. Yeah. No more talking. I know. I just think I'm like that, that's the one thing is oh I always get asked, everyone's always like how does it feel as a female in construction. I'm like I have to say that question. Well I, you literally asked me three times in the car yesterday. You said something like what's the difference between being a female and a male. Like what's the difference in the field. Whatever. And I'm like I would answer that and I would have been like do I really need to tell you what the difference is. Like what else is the difference. I've always been told I'm supposed to have an issue. Like I've always been told like you're going to have this issue and you're going to have this issue. And I've never had the issue. I've never. But I also think it's your approach. Like if you approach it like I need to be an asshole in order to get my point across then you're an asshole. Right. You should never, you should be challenged on your knowledge not on your gender. So I have an example. When I was at `[UNIVERSITY]` I went with my twin sister so we were the same age, same major. And yesterday I'm so sorry. What? Oh god. No please don't. No I didn't. I didn't. Oh burn. They totally just burned us. They did burn us. Oh sorry we were making so much progress over here. Thanks for scaring me. The budget. You get a package and you sell it. Fringe benefits and another thirty. And it gives you... In our world the PM is the top of the food chain. He's the underwriter. That's huge. Uh listening to intent. I like that. Listening to listen instead of listening to respond. I really like that one. Listening to answer questions. Listening to... So I put listening with intent. Listening to intent versus listening to respond. I'll do that one. One behavior she started. Because I remember there was every time I talked to her there's like two types of women in this industry. Someone who has this kind of struggle mindset where they think that they have to fight for it. Like did she feel like she was like okay to accept that I'm not struggling I'm not having a hard time. So I, I thought about that. Um I picked one employee. Beta test on one employee. I'm about to practice this. And I've worked with someone my first internship that had that mindset and I was like do I have to have this mindset. And then I worked with someone that was like it is not my problem if you have an issue with me based on my gender. Yeah. She knows you're building habits. You're building a cadence. Yeah. All right. Beta test on one employee. Beta test on one employee. I think it's, I think it's good to to be aware that you may have some struggles but I don't think it should be like your mindset is like that should be the least interesting thing about you. Like I should have so much more to offer. Like you should know me on my knowledge or my empathy or my whatever. Like you should know me on that. And if you wouldn't ask a man that question. Yeah yeah yeah. Like I, I think it's good to represent women. If you guys read actually a really good book. The coffee shop. Yeah. This is happening. Oh yeah yeah. I'm struggling all the time. I feel like you're going to struggle but you struggle with any aspect. I wrote it for you. Very nice lady but she's crazy. She's awesome. What are you, who are you talking about? Her name is `[PERSON]`. Her name is `[PERSON]`. Her name is `[PERSON]`. She's got like six or seven books. She is leadership for `[UNIVERSITY]`. Um awesome person. Her last book, the first book that I read is called Unflappable. And she is like hard nose facts, shake it up, let's go. Love that. Awesome. The next book it's a little play on words. It's, it's how to navigate clock suckers. It's time management. Right. I wrote the forward in it. I read four of her drafts. And she's helping me with, with my book right now. I've kind of, thoughts are everywhere. She's putting it all

together. She is by far one of the coolest people and if we ever do this again she would come up and do it for free. Nice. So she would. She's crazy. She just wants business cards. That's it. But yeah very cool. That's cool. All right. I love it. Yeah. So hang on a second. I gotta get your names again. I'm `[PERSON]`. `[PERSON]`. `[PERSON]`. Yep. `[PERSON]`. J E N N E V I E V E.

`[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]`

[applause] [laughter] He's got a grand entrance. [laughter] Drum roll please.

Oh I know I know. I'm sorry to disappoint you. Uh yeah I was pretty disciplined about wearing a bow tie over the years but um as I uh gained a little bit more gray in my hair and um getting closer to the end of my career I just relaxed a little bit. Next time next time I'll wear a bow tie. So some really great um some really great conversations. So it's my job to talk about trade and workforce disconnect. Um really to set up you know your hard work and effort around the round table. So the let me just give you a setup. So I'm going to speak until 12:00 to try and set this up. We're going to have uh lunch for 45 minutes so we're back in seats at 12:45 and the goal is to uh have you all work in the round tables uh for an hour uh and then we'll have a conversation for the next hour an hour about um what you learned uh and what you talked about um as a as a group. Does that does everyone good with that? Okay. So I just want to speak a little bit about the trade and workforce disconnect from a just a definition maybe just to help um set the context. Critical

Eighty thousand dollars more a year than my faculty members in most cases. It's crazy, right? We all know it.

But that's not really the important part here. If you look on the right-hand side of the screen, we're growing really fast in our profession. 14%. That's roughly five times the average of other industries in the United States. Our profession is growing five times faster than the average industry in the US.

That's wild. What does that mean for us? That means we need to add 21,900 jobs in the next decade. That doesn't sound like a big deal, right? Not a huge deal until you look at this.

We only produce about a thousand students a year across all four-year institutions in occupational safety and health. So let me go back. We need 22,000 new jobs, produce a thousand a year. We have a gap, guys, and a big one.

Every time I look at this data from the BLS, it's publicly available, go look it up. It gets higher and higher. You know, at some point, three years ago when I discovered this, at some point I thought it was going to level. It's not. This is getting worse and worse. And I think that data and infrastructure is driving this with a lot of, you know, what we've been talking about the last 24 hours or so, and that's these ratios.

We need one safety professional to 25 or one to 35 or one to 50 or whatever it is. We need more people. But we don't have them. I just want you guys to understand, `[UNIVERSITY]` could double, we could triple, we could quadruple, and we still won't make a mark. Schools around the country could double, and we still wouldn't make a mark. So just think about that.

And I'm not sure if you guys know about this. Some of you have probably seen my LinkedIn posts about it and my growing concern for it, but we are facing a demographic cliff in higher ed. We're going to lose about 15% of all college-age students that go to college by 2030. There's a graphic here in a second just to see just how dramatic it is. We're not going to see the number of students that we have right now at least for another five years. It's going to continue to go down.

So I want you to start picking up these breadcrumbs as I'm moving along here. This is not an organizational

problem. This is an industry problem. We can no longer think in organizational silos about our strategy for the future. We have to think about what's right for the industry as we move forward. Remember that graph I mentioned? Here it is.

It is a cliff and it's going down. This data comes directly from `[ORGANIZATION]`. It's one of the primary sources of college data out there. This is right from their website. We're losing 15% of college-age students. `[UNIVERSITY]` is not immune to that. Occupational safety and health programs around the country are not immune to that. You all will have 15% fewer students to select into your entry-level roles by 2030. Imagine the problems that you're having right now.

And then there's this. You know, we've talked about this a little bit. Actually a lot of it. We're a QAP program. I get it. But we don't need that. We need qualified people that are very good at what they do on a technical level, on a social level, and on a systems level, most importantly. These people are not going to exist though. So what are we going to do about it?

One thing I'd ask you to consider here and as I put you guys out into your groups, how are we going to influence owners here? Not as a single organization, not from `[COMPANY]` or `[COMPANY]` or `[COMPANY]` or `[COMPANY]`, right? How do we move forward as an industry to coach our owners so that what they're asking for is actually achievable with what we have available to us, right? This is a problem.

I'd also ask you guys to engage with the idea of artificial intelligence. We talked a lot about it this morning, we talked a lot about it yesterday, right? This is the reality of work as we move forward as I see it anyway. I mean, it's my personal view, but we have to understand that we're going to not have as many people. It's going to get more and more dramatic as time moves forward. We need to find efficient tools to help with our strategy.

We can use AI for predictive risk. Now, is it going to say we're going to have an incident at this particular time at this place and all that good stuff? Absolutely not. But can it drive indicators for past based on previous work and previous data? Yeah, it can. Real-time hazard detection is already a thing. I know you guys have cameras on projects. At least some of you, I know that you're working with different AI tools. It's here.

And it's just going to keep getting better and better. What I'll say there though is watch out for your culture. If you have Big Brother supervising you all day long, you better use that tool the right way and not one that spies on people. This is a huge problem I'm seeing especially in manufacturing right now. Some of the biggest manufacturers, especially in food and beverage, bought into this early on and they have killed their site cultures. Just be mindful of it.

Faster reporting and documentation, I think we know, relying on some AI, it's going to become better. I think we're going to get smarter and smarter in our investigations. `[PERSON]` brought this up this morning. You know, at some point in time, we're going to have some form of agent that sits along every conversation that is about an investigation. We're going to have really personalized training where reading isn't a thing anymore. We're going to have customized videos that come out in seconds, not minutes.

Things that we can deploy on a micro level in the moment with the craft, not just in a formal training center or area in a trailer or something like that, right? This is real-time deployment of micro training that actually affects the point of work. And our continuous improvement cycles will continue to get better and better. It really will. I'm super hopeful for it. What I'll say about AI is we need to consider human in the loop.

We can't just rely on it to do everything. Not all the time at least. We still have to have the human interaction with the technology. So all of this combined, you know, I'm going to leave these questions up on the board. I have them on your packet that you have in front of you. I want you to think about all the things I just mentioned

and how that affects your answers that are up here. I wanted to leave this quick and short on my part because I'm not an expert on what goes on day to day in your industries. I'm an academic, guys. I see it from a 10,000 foot view. You guys live and breathe it every single day. You tell us. You tell us what the reality is.

So with that, I'm going to let you guys break out into your groups. I have asked `[PERSON]`, `[PERSON]`, and `[PERSON]` to step in a little bit during our conversations here because I can't be with you in the moment right now. So they'll help you to drive some conversations here, but with that, you know, go for it, guys. I hope you all have a great conversation.

Alright, so this mic works pretty good. Ready to hear me too? Alright. Yeah, I got you.

Okay, so one thing I'll tell the room is I've been blessed and fortunate to have been having this type of conversation with `[PERSON]` for the past year now trying to think about what this forecast looks like and what the labor market's going to look like from a safety perspective. If you can't tell, he's passionate around the topic and you're not listening. Super knowledgeable, super dialed in to what's coming. He's been a little bit quiet in the first kind of half of our conversations through the day so far. This is a topic where I'll tell you you don't want `[PERSON]` sitting quiet. So what I'll tell you is he's having a hard time hearing the tables talk as we kind of speak.

So what we're going to do a little differently on this one is when we have the tables report out, we're going to have folks come up to here so that `[PERSON]` can hear and engage with us on the conversation. So just a little bit of a mix up in terms of how we've been doing this one so far. So `[PERSON]`, that work for you?

Perfect. Thank you guys. Cool.

`[TRADE_WORKFORCE_DISCONNECT_REPORT_OUT]`

I think there's a, he's got the questions up there. I think they're...

They sort of resemble the ones on here.

Yep.

There's a couple that I didn't answer but a couple that I answered and it just came so organically and quick.

Um, what know-how walks out the door when your best safety person retires or leaves? What are the top three things that you can't afford to lose?

You didn't answer that one or you did?

No, I have a thought, but like...

Knowledge, experience.

Relationships.

Our corporate safety director is retiring at the end of this year, so we're all... plus he's, you know, over the last 20 years he's stuffed crap in a thousand different places where he knows where it all is.

Yeah.

Record keeping, relationships.

What was the other one?

Institutional knowledge, right?

Yeah, institutional knowledge. Job knowledge.

Experience, or is that too vague?

`[PERSON]`, we're gonna have you, we're gonna have you present this one.

I knew you were gonna say that. I was prepped. I was already...

You know, one thing that I think I'm gonna miss the most is he's really the only guy that we have who's seasoned enough to have those difficult conversations with upper management.

Right.

Like we have a couple of guys like me...

Institutional knowledge, right.

Yeah, down the line, but we're just not as prepared and as ready as he is to have those difficult conversations where...

So there's no succession?

Not really. Like, somebody's gonna have to step up, right? But it's... well, he has the ability to have that dialogue with the owner when the owner tells him, you know, sticks his finger in his face. When the owner comes to me and sticks his finger in my face, I'm gonna cower. You know, that's... I'm not... so we're gonna miss that big time.

I was gonna say, if we take one step back, just to say the biggest risk...

Are we good on the three for number one?

Yeah.

`[PERSON]`, are we good?

Relationships, institutional knowledge, and experience with upper management.

Yeah. Synergy or...

Ability to challenge or conflict or...

I feel like there's a culture vacuum too.

Yeah.

You know, what they've established for years.

Yeah. A cultural component.

When I started there wasn't really a culture, so...

I'll pick that up.

Thank you.

So number two came seriously easy for me. It was, when you say someone is ready to lead safety, what are you actually looking for besides certification and years?

Conflict resolution.

Yeah, there's a lot of soft skills there.

Yeah, soft skills.

I have critical thinking, empathy, confidence.

Confidence is a big one.

Yeah.

You know.

You say competence or confidence?

Confidence.

Yeah, that too.

Competence also makes sense though, right?

I have like, I have cognitively sound, meaning you don't want an erratic person as a leader. You want someone that can be this, spike when they have to, drop when they have to, and then core state the same.

Yeah.

Communication, just communication skills.

Yeah.

And we talked about the... it was mentioned like four or five times where the person was able to find the information to make an informed decision. The ability to mine through the BS.

That is... that... it's, you know, that tactful thinking or whatever you call that. Critical thinking.

Yep.

Oh yeah.

Have that.

All right.

Good stuff?

Yeah.

What did you learn the hard way that should become a standard early developmental experience?

Finances. Going back to that. Sticking to that.

Dealing with difficult people. Business acumen. Conflict resolution. De-escalation.

Yep. Yeah.

That's a different one.

I think the de-escalation one is so underrated.

Yeah.

Because think about a job site, how hot it can get.

Right.

Before everybody got here, that's the first thing we were talking about is how, you know, you can come out of school with as much, you know, knowledge in the trade or whatever, but dealing with, being able to communicate with people, de-escalate situations, that is just a... skills that are just priceless when you get into safety.

What immediately comes to my mind is, and I don't know what that means, I don't know what it says about my algorithm on my Instagram, but I always get these like police videos of people getting pulled over and then it's always like ends up being like a fight back and forth when they, they each have their own side to it, but it's so like, there's no end to it. It's just a constant back and forth because there's, the police officer doesn't have those skills to de-escalate it. Which is why they end up calling the sergeant or somebody above them that has those skills or that just come with the experience. I know it's like not a construction example, but it's the one that comes to my mind.

I think you could kind of roll this all into communication, but like, I think about alignment with my project teams. You know, my super wants one thing, my project manager wants another, I want another thing, and we all have to get everybody on the same page.

Everybody on the same page.

And then we have to execute to fix a situation or a person or a violation. Because everybody has their own idea on how they can solve it. You know, the super might want to throw somebody off the job site, the PM might want to throw a fine at them and keep them on the job site, I want to do retraining. All right guys, what's the best approach here? You gotta know your relationship with other people as well. So that's a big one. Just, I always use alignment. You know, when I have a team that's not sound and functioning, I just sit everybody down. What's your responsibility? What's your responsibility? Okay, well this is not getting touched by anybody. You guys gotta take the lead on this. How can we utilize our laborers and carpenters, you know.

Um, what about, um, professionalism with the same question that we're talking about? What did you learn the hard way that should become a standard early development experience? Like, I know professionalism means a lot of things, the interpersonal, the empathy, the operational things, uh, the aesthetic of being professional, all those. Do you guys find on the construction side that that could be a problem as well, or in early experience as a professional?

I just, I... for me, a person gets labeled easily. So it's, it's your last name, it's the last job, it's the last interaction. That, that carries your respect and trust and communication. Like, I could shut you down instantly, yeah, or I

just, I gotta listen to him and go back, back to the other way. I think, I think it's, um, yeah, your professional footprint.

Yeah.

What are you leaving? Like, what did you leave the last job? Like, just think about that. You would, you would probably be the first one to say, `[PERSON]` that like, I'm managing six, seven different sites, six, seven different mindsets, six, seven different personalities. Every job site takes on a different characteristic. Takes on a physical characteristic too.

Yeah.

That's an interesting piece. Yeah.

The other thing too, I, I dove into process change, updating people from paperwork to digital and you want to be careful with implementing change. And also realize that change doesn't happen overnight. Because if you ask me about the things that were done differently before I got there and then what I implemented and what we're currently doing, I'd have a different answer for each one and how to approach it differently. And not overload people with too many changes at once.

You hit number four?

Yeah. Do it.

Where are we putting people into leadership too early? What is the breaking point in the field, right? Man, I wrote down trust.

Trust.

So you're putting people into leadership too early, that means, let's just say director of safety putting a safety manager in the field. I think they're ready. He's a reflection of me, the program, and everything, and I send him to the wolves and he can't handle it. I just lost trust and credibility at the line.

Yep.

And then the other one I wrote was, um, you're giving that person a false sense as well. Like, I thought you were ready, maybe we didn't do a good job, maybe you weren't truthful on our interactions, and you just wanted the pay increase. Right? So, man, that... it's also the part of it of just, you know, that person not being ready and just being put there. You know, like...

Well, it's an old cliché, seniority doesn't mean you know what you're doing.

Yep, yep. Just, hey, well he's senior, so he's it.

Yep.

Or even just a young, you know, kid out of college. We need to cover a job site. Throw him to it and everybody just assumes they can do it and they, you know, you're setting them up to fail.

How did you feel when you were out there? You had responsibilities.

Yeah, I had a really good mentor.

Okay.

So that was a huge part.

What did that mentor do to make you feel comfortable?

Is that, um, with `[COMPANY]`? Yep.

Is he here? What's the name?

No, his name's `[PERSON]`. He was here at the last, at the fall fair. Okay. But, um, really just the first week or two of my first internship, it was just kind of I shadowed him. Just went around, saw what he did, how he interacted with people.

So he led by example.

He led by example. Yeah. And he's really good at his job, so that helped. That was a huge help. Definitely. But, and then the second summer I was kind of out on my own doing my own thing. And he was still there watching over me, but...

Did you ever fail?

Yeah. Yeah.

Did you own the failure or try to...

Yeah, own it. Say what can I do better here.

Okay. How did that impact the job at that time?

Um, sometimes you fail, you lose people's trust. Like, oh, maybe they can't do all this stuff at this time or be in charge of this aspect of something. But then eventually you work back up and gain their trust again.

There you go. Figure it out. Very good.

You're not really a good teacher if you're not letting somebody fail. You gotta fail to learn. It's like part of the learning process. Right? You have like a big huge exam and you don't study at all and you get a, you get a 20%. That's on you. You gotta learn. Then you're gonna study for the next one and do better. Stop in the repeat failures. Yeah. That's a problem. One time.

And the other, the other thing is to learn from others' failures. I mean, that's a big thing about safety, right? Is if you can learn from other companies and that's a big thing about round tables and this type of thing.

That's what I always brag to my sister about. I'm like, I learned from your mess ups and get to be the younger sibling that didn't do that. Yeah. I always rub that in her face. Learn how to course correct. Yeah. I'm like, yeah, you went and partied and got caught by mom. I went and partied and didn't get caught by mom.

That's where you start building your library of people you know. And reach out to those people. You got a question on a site you've never dealt with it? Make that call. I guarantee somebody's been across it, has dealt with it. That's called network. And one day you're gonna get that phone call from him saying, this is what I'm in. It's huge. Network is huge.

Does, um, so you mentioned business acumen and soft skills. Is that part of the curriculum?

Did you say, what was the first part you said?

Business acumen, which I think you mentioned.

I don't know if I said that.

Someone said that.

The, uh... but soft skills definitely.

Soft skills is in the curriculum here. I know that. I talked to `[PERSON]` about that.

He did.

But, but the business side, it depends. If it's CM, then you get it. If it's safety, you're not.

That is, yeah.

So someone mentioned it. Yeah.

Okay, so that...

I was like, I don't think it was me.

I just got the blinders on.

So the, the, the components for me would be, right, if you're listening, add a business review to your safety leadership classes.

Yeah, actually just like, yeah, right? The business classes like, I mean...

Or add, yeah, add it to the course, right? Yeah.

Um, five. What has changed the most about leading safety in the last 10 years and what skills are now stakes that are... I mean, you have to have, right? So that's...

Man, you're doing more with less people. That's changed. More technology.

Yes, technology is big time too.

Used to be a pen and paper inspection, now you have observations, leading, lagging.

Yeah, you got a ton of tools, right? Yeah.

For us, we started using a third-party inspector to come in on our sites bi-weekly or monthly, like relying on outside organizations to help us.

Is that because they know the tools and technology better and it's not...

No, it's more of a risk. It's also a financial thing. I could bring in a contractor and have not the burden of the fringe benefits, all the other stuff for, for a new employee. And it's non-biased. It's, uh, it's non-biased too. So.

There you go. Objective. Yeah.

We, we have some older, older school guys that are, you know, have been doing it the old way for a long time

and that, that's pretty much perfect. Over the last five to 10 years, the guys in the field, the foremen and the supers, they need safety managers that understand the safety software and can show them how to do it and how to use it. And, uh, you know, they don't want those guys out there anymore that doesn't do any good. You can't, you know. So without that knowledge of, of the safety software that we use, it's...

Do you, uh, do you think the safety professional, I'm gonna go back to the business acumen stuff, but the professional exposure within your organization, meaning you're being brought to bigger decisions, you're being brought up to maybe the board of directors, maybe the president, the C-suite, all that great stuff. That's, that's a different position because the safety professional when I started was reporting to the assistant VP in HR. Right? It was that, now you're reporting to either CFO or ops or somebody so that your exposure as a professional, you're operating at a higher level. That's changed over the last 10 years.

Yeah.

Right? Sometimes, not, I mean not everybody, but hopefully.

But a lot. Yeah.

Companies with money.

Yeah. Yeah. Yeah. That might be a correlation, right? Companies that have aligned... sorry. Companies that have aligned, um, have aligned, um, priorities aligned with operational leadership.

Yep.

`[PERSON]`, good?

Yeah.

Uh, how has real-time intelligence tools like data AI changed what great safety looks like on the site? Um, I wrote gives me a focus.

Can you say that again?

Focus. It's a time saver for me.

Yeah, right? That's awesome. Yeah. Good.

I use it a lot to just pull data points out of large Excel sheets and highlight them and then I just kind of double check, you know, side-by-side comparison and then sometimes it has good insights, sometimes it has bad insights, but it makes me think of something completely different. So.

Reporting and record keeping has changed. Data reporting, generating metrics, much easier because the software does it for you. You perform so many inspections, you identify...

But the end result, more time in the field and not at the desk.

Exactly. Yeah.

Well, can be.

Yeah. You can bring it with you.

I've also found myself, uh, paralysis by analysis. Sit there and look at a spreadsheet and violations here and this and this trend over six months and you're like... and it's, and it at the end of the day it's not objective data. You get one inspector on a job site who perceives this as a low risk and then the very next month a different one comes in and writes completely different severity levels. So it goes back, I think they mentioned the, the metrics, like theyre not the end all be all.

Well you can, so there's a lot of the video surveillance type stuff. `[PERSON]` mentioned it can't be Big Brother. Yeah. Um, but it does allow, you know, we talked about the one in 25, one safety professional to 25. We can do one in a hundred if we're able to use that video to kind of catch the issues that are rolled up in a day or whatever or even immediate notification to say hey here's a, here's an issue. Because you can't be everywhere. Nor do you really want to be that one in 25. I think someone brought that up. I'd get pretty boring.

I really like that time saver. What did you say? The four time saver?

Focus.

I don't know, it's just a different mentality. Focus was it.

What do you mean by that?

So AI will take the noise away and produce results right in front of you. And that gives me a little bit more focus. And then from there I can then try to find my factual data. Or what I want to focus, what I want to go through, you know. Right. Um, we have a, I don't want to usurp to take this, but um, issued a couple, a couple white papers out there in the industry. One of them is first year employees. In our whole book, 41% of our injury base is first year employment at a certain age demographic in a certain industry is 41% of our total loss in our book of business. So we are laser focused on this. And um, it's huge. I mean if we didn't do a data query one day and start looking at, you know, instead of three to five years, we looked at this year. Okay boom, then we looked at the next year. So that AI spit it out within 30 minutes of manipulating different things. We had a, we had a very good business case. Hmm.

You're gonna take that out.

Oh we were doing that 10 years ago. I know. I know you were. Damn you. That's why, that's why he's third and I'm seventh. Taking notes like...

Um, in the next 30 days, six months, one year, what specific action you will take to strengthen the next generation of safety leadership?

Me? You? Someone? Personally? I don't miss any interaction. I, I think with 20 kids yesterday, took our numbers. Um, I think you gotta be champions of the profession. I don't like the term hand out. I like the term hand up or you know, lending a hand or lifting people up. Um, you gotta be available for people. I just, I don't know, that's, it's a, it's a quirky piece, but you know, I got, I got 26 employees under the age of 30. They have about five years experience. So those are the ones I'm touching, mentoring, giving the horror stories, you know, that whole sharing that institutional knowledge. But what you're doing is you're transferring knowledge and instilling confidence.

So I even think I'd like to hear from operations or the, the contractors. I mean, one thing I'm thinking of is safety doesn't have to come from safety, right? A lot of times it comes from operations and `[UNIVERSITY]` has a great program and there's some great safety management programs out there, but safety can't just come from safety. Right. It's not enough. We, we didn't come from safety degrees. But in the, but there's also good

operations people like, hey, I'd like to do that, you know, or I think I can bring that mindset of how we get the job done. You heard me talk about the ideal world is it's not safety training, it's training to do whatever task you do, right? He's at the empowerment stage. Yeah. You're the safety person that's a resource empowering operators. Yep. That's it. That's the key. So specific actions to take to strengthen the next generation? Invest in the operators. You might find a guy that's an operator wants to become a safety professional. Flip that, right? That's, yeah. And that's the piece right here because it's gonna talk about where we're getting the organic people other than college. Yeah. Somebody said, was it you yesterday? Middle school? Who said middle school? Uh, I brought it up today or someone else brought it up today. That's crazy. I never even thought to... cause I had trades in middle school. It'd be interesting to, I remember wearing safety glasses while you're cutting sheet metal, but think about that for a second. Imagine that. The non-tech schools, the high schools don't have shop anymore. Yeah. Or home ec, which I liked home ec. Do you guys, uh, do you guys follow `[PERSON]`? Yeah. Follow `[PERSON]`. Follow `[PERSON]`. `[PERSON]` has a unlimited funded, uh, technical arm, trade arm of his program now. Unlimited funded. I mean unlimited. Uh, his podcasts are amazing and I've been feeding him safety stuff like you wouldn't believe. Backside for his technical team. It's ridiculous. I got a letter from him. About three pages long. And before his podcast started and all that stuff, he wrote the industry because of his show and OSHA constantly fining him, fining him, doing all this stuff. He put, uh, safety on any job site is number three. Yep. And he says, that's the reality. He says, I'm not making that up. He says, this is what it is. Profit. Profit. Yeah, profit, people, safety. Yeah. Yep. And he's right on the money. Yeah. There's nothing wrong with saying profit by the way. No. Because I, I'm a big fan of, you can't make a profit if you're not safe. Right. But the whole goal of the company is not to be safe. The whole goal of the company is to make money for everybody who works there. And you can't, like unsafe companies, I don't, what's that? I just missed the second part. Yeah. Unsafe companies I don't think can be profitable. Right. Yes. They may for a short period of time, but not, not consistently. Right. Risk versus reward. They're profitable until they have the one big one. Yep. I will never argue that. That's, it is what it is. You know what, I mean, so `[COMPANY]` had a three-legged stool. Sales, service, selection. That was their three-legged stool. And I literally told them, I said, I don't sit on three-legged stools. Very unsafe. You added safety to it. Three-legged stool fall over without safety. Right? So that whole piece, but they even changed it too. That when they say their people, their people, they don't, they don't separate safety and people. They, they basically it's a fabric. They've changed their whole thing after they killed a bunch of people. Right? But I think the next generation has to have, man, I, I'm gonna go back to that. They need to have the business side locked down. They need to have that. That's a huge piece of this. I interviewed for a job. `[COMPANY]`. USA what? `[COMPANY]`. I don't know. Who owns the reference? Who owns it? International reference, right? That's it. Yeah. So they had a safety guy leave. All I said was, is there a reason the previous safety guy left? And they said, ah, you know, he, he didn't like the way things were run with safety and this and that. I said, all right, so before I came I did a little research. I said, you recently had a fatality. I said, out of all the years you've been here, how many have you had? Danny! Danny! Yeah boss. How many fatalities we have? Right then and there in the back of my head I said, this is not the job for me. Running this company and you don't know how many fatalities you've had? Should resonate. That's pretty scary. Yeah. But they don't care. That's what comes first. You know, safety's just cause you're making me. A lot of companies, well I think a lot of owners do care, but the profit's the number one. They don't want to pay for it. But, but... And that's why a lot of like, um, Alcoa, he went safety because that's something everybody can get behind. And he realized you have to be safe to to make the money. To some degree. Do we want to, do we want to hit the report out piece? Just one more. Yeah, cause we answered all seven, but I'm not sure how they relate to some of these. You're kind of, so I just wanted to make one more point. You know, with EMRs and you know, you're kind of forced down that road of, of having a safety program, putting it on that, in that stool. Yeah. You know, you can't, you can't get the jobs and maintain a company like you used to be able to unless you buy in. That's kind of a good part of it. Yep. The owners, the owners look at

that. Um, our, the first one, I'm not sure what question it relates to. It says our biggest pipeline risk, so where it breaks. Funding. What did he say? $74,000 right off the bat? $78,000. Bringing a safety professional in is $78,000. If the organization doesn't value that, that's a lot of money. Right? If they value it, then it's acceptable. It's a cost to the company. They don't see it as a return on investment. Because you have to prove it. Right. If you prove a couple line items, then you pay for your job, hopefully reduce the losses, show the benefit that way. But the initial upfront to swallow that number, yeah, they have to have a culture to accept that. Well is that the biggest risk or according to the future rock profession, is it our biggest pipeline risk the number of available qualified people? I don't necessarily agree that college should, I don't think somebody should have to go to college to become a safety professional. And I think, well getting them out of middle school. Just like looking at, you know, the college numbers going down, what is it, 15%? Well that's because for years they steered kids away to college instead of the trades. And that's why the trades are getting what they want now. That 15% drop is people leaving going to the trades. Right. Which in my opinion, then that's where you have to funnel your safety training. You can make safety a trade. Exactly. As long as the training is there and the certifications are there. Honestly, look at the classes that are here. It's a trade. I was talking to one of your colleagues last night who's a plumber and taking this. I think he's a senior, he's gonna be graduating. Yeah. You know what I'm talking about? I forget his name. He's saying he's, he's gonna go the plumbing route. I think he's gonna make more, even more money doing that, but he's got the safety training too. I'm not sure if he has safety and construction management. 90% sure I've spoken to him at the career fairs. But, but I, that's a good thing. He can go into that and then he's probably gonna be a foreman within three to five years. Right. And he's gonna influence change from the field. That's where we try to get ground level with our guys is influence change from the ground up. Like our laborers have stop work, if you want to use the word stop work authority, like they need the institutional knowledge. But I'm, I'm a non-traditional college student so like I'm not saying you have to go to college to go work for... Yeah, I don't, well you brought something up. A lot of people at college who do not belong in college. Right. Yes. Or, or in a trade. A lot of that now. Like I know `[LOCATION]` at least made it like it's a law you have to fill out the FAFSA form to graduate high school. Which is kind of insane because if you actually go to college after that and you have filled out the FAFSA form, they automatically sign you up for student loans. You have to write them a letter declining them. It's a money grab. I think it's a money grab. Yeah. So, but `[PERSON]` said something early on when we met you that you guys got it so easy because they took away science and what other one? Two hardest classes. Oh. They did, they made it like non-mandatory or they... For a little while. Yeah, right? But you're gonna make it hard, so no one says that ever again. So it was still, it was still offered I believe. You might have some overlap with my, my time, but I think they did take it away like... They did, but it's, it's back now. I think they could benefit from putting in a, like an accounting class. Well you, so you give guys a history. Oh yeah. We got, we were overloaded with classes. Yeah. And so much so that we had to, we had to figure out what we were gonna drop to get the best bang for our buck. So I don't know, but more likely those were probably the classes that were dropped to get the others in. Well I imagine the personnel you have to hire is very well experienced, has... And that was the other problem. Yeah. `[PERSON]` will tell you. It was finding faculty. Yeah. And `[UNIVERSITY]` is known for not paying their staff well. Listen, I had a month where I had six figures and then I decided to do this because of my kids and now I have to sacrifice it because of life circumstances. It's unfortunate because I, you know, I'm worth more than what I get paid. Right. So they're lucky that I do it out of the goodness of my heart, but I shouldn't have to do it out of the goodness of my heart. Right. Well and it's elementary, it's high school teachers, like I got teachers in my family. It's just... So I think the pipeline risk is untrained tradesmen, trades workers. That's a risk or is that pipeline risk? Yeah. I think it, I think it needs to be... Or is that a pool? That could be a pool. Yeah. Maybe I'm not understanding where you're at. So like I identify `[PERSON]`'s argument that the pipeline risk is that we're not graduating enough safety professionals. Yep. My argument is I don't think it should be focused on just safety people. I think it needs to be built into a person's trade. Like almost how to become an electrician, you have to

go through X amount of years of training and understand safety procedures and PPE. They should, you know. Do they all? Maybe, maybe not. But unqualified people are gonna end up in jobs they don't belong in because there's not gonna be enough safety professionals out there to fill all the jobs adequately. So I haven't talked to the guys at OTI in a while, `[PERSON]`. Um, I wonder if their enrollment is up. That's a good question. Because it's non, you know, it's not tied to a college. It's tied to a college, but you don't have to be a college student to attend those classes. Right. The idea is those people that are doing those trades, sorry, those individuals that are doing the trades, if they start out in the trade and then they're getting trained in safety, those will be the best safety professionals to have. Like that's distinct. Those are the people we should be pulling. We shouldn't be trying to pull people into college that don't want to be in college. Right. I don't know. I see what you're saying now about my... Yeah, I gotcha. Yeah. I'm saying like this is what we should be doing. I understand completely. I just don't have the problem to answer the question. So when there's a lot of cool things that you can do to build that, I'm trying to visualize this and also put it to words. You're releasing trapped value. If you got a tradesman that is demonstrating good trade craft work but then they're also excelling in safety management, right, then they rise to the top. So what you're doing is you're releasing trapped value in that person. Putting them, putting them in the bullpen to make them a safety professional or safety advocate. However, you're building up your army. You're building up your other pieces. You're building up other people that are an advocate for you. Right. Um, so the risk. Uh, critical capability we must transfer. Should we move to our answer for number one? Relationships, institutional knowledge. Yeah. Pipeline risk, uh, money. If you need to become a safety professional, you gotta spend 800 bucks for a four-day class. Or, or build it into succession. $30,000 a year in tuition. Or build it into succession plan for the company. Right. You know, that, that, that to me, like I, we were talking about my son being a nurse. He's going for his, um, APRN. APRN, yeah. Or registered nurse? Now what's the nurse practitioner? Oh. In Yale's paying for it. Yeah. Nice. So I'm like, okay, dad's not doing it. High five. We're good. Right? But he got it in writing. He's a junior. Think about that. He's got an offer and succession planning. They're doing it because, well, what, what just happened to the whole nursing field? It got decimated. It absolutely got decimated during COVID. Nobody wanted to be a nurse. And the travel nurses spiked. So they had to get creative. They're doing the same thing. It's a trade. Yeah. It's just a certified trade, right? That's all it really is. This is wild. This is a lot of correlation here. Man. One thing we'll start, stop. Um, start learning about finances and business. Okay, so another way you can look at it is like, uh, one thing we'll start, start sharing the financial end of my business with others. Yeah, yeah, yeah. And stop not being inclusive. Like, wouldn't it be great for you to teach somebody, hey, I need this on my job now. What's the business case for it? So they can justify I need it. Increase productivity and safety. I, I don't accept anything without a business case. Just tell me how it's gonna impact you, the client, or your professional development. And then how does it benefit the company? And then I'll go to, I'll go to bat for you. If you can do that, holy crap. But when we're talking about impacting professionals here, we gotta give them what we know. We gotta transfer that knowledge. Hope I'm, hope I'm on the right track here. Yeah. You teach some business analytics, `[PERSON]`? Yeah, thanks to you. Say that again? What's one thing you would have, uh, liked to see improved like in your internship or school, even like high school? There's a lot of like simple things like high school you should have to take a personal finance class. Yeah. I love it. I, I mean when I was in high school my dad made me take a personal finance class. Yeah. And I'm glad he did. But same thing in college, they should give you just like a basic, you know, profit, loss, that kind of thing. This is what a credit card is. Yeah. There's just so many kids that I see like even graduating college now that don't know what a credit card is. It's like simple financial math. Like a lot of that kind of stuff. A little well-rounded education. I think, I think `[UNIVERSITY]` does a really good job on ROI. Like training your safety professionals to be able to advocate your return on investment for your own job. Yeah. Okay. I would keep that one on there for sure. We're doing a mini, it's like a one 30-day experiment, experiment we will test. Owner and where? I'm good. I don't need any more, I don't need any more action items. I don't know what I could test. So theoretically we should be taking an opportunity

to teach our business side to people or select people, right? That's an experiment. Yeah, it is, you're right. And then test to see if they can apply it to one other item. And then report back. I just, I mean it sounds, it's fluff work, but safety committee, safety... Yeah, I would, does your safety committee have a budget? Yeah. I don't know. See that's, that's something I'm pushing for my, my clients as well. Fund your safety committee. Fund them. I want educated people making educated decisions. So you gotta fund them and then also have some sort of education plan for them. If they're budgeted 500 bucks, I don't care what it is. Right. Have them, you know, have them make sure that 500 bucks goes to some reward back, you know, not just a personal reward, but a reward to the team. There's got to be something there. I'm not, I'm not sure how well this ties in, but one thing I'm thinking about for the next 30 days is having my direct reports attend more job site meetings that aren't necessarily focused on safety. Schedule meetings, which we, we, you know, I typically attend the schedule meetings, but there's a lot of other meetings. Um, foremen's meetings, schedule meetings, cost meetings. Um, that really don't have a place for safety. Um, but as we're talking about here, maybe there is. So why don't you go to all those? Go back to my `[COMPANY]` days. We had, uh, Tuesday night cost meetings. Thursday night, um, was, was schedule meetings. And at `[COMPANY]` work, I think they still do. It used to be like a 6 a.m. till 8 p.m. job. So we'd have like a cost meeting at 6 p.m. And then, yeah, I think I'll, I'll have them attend the cost meetings, have every meeting that I can get them invited to and then, uh, you know, take notes and try to learn, learn some other things. Schedule meetings, we always flagged, like if they didn't flag it themselves, hey, what about that in two weeks? You know. So you're integrating your staff into the fabric of the operation. That's the thought, yeah. And they're getting different viewpoints. Just sit there and listen to begin with, you know what I mean? That came so late in my career. What about a six-month commitment? How do we make safety a trade? That, that, my, what I said might actually be a six, six-month commitment more than a 30-day. You know, that's actually more of a long-term thing to... Yeah. It might take me 30 days to get everybody into a position where they can attend meetings and free up schedules and everything. And then six months from now maybe I can look at notes they've taken, you know. I like that. I like that. Six months, see if it's working, see if you know what's going on. Are they reporting back to you on their findings? I'm gonna, I'll have to make that part of the deal. Yeah. Take, take... I like that stuff. I missed it. I'm gonna, can you explain that to me? So are you talking like field workers or safety... My safety directors. Okay. So he's having his safety professionals go to non-safety related meetings to integrate themselves into the fabric of the operations. But then also reporting back to his, him, `[PERSON]`, manager, director, I don't know. So, and then there you could actually establish a succession plan. What do you need more training in? What do you, you know, you can pull, hey I didn't understand this acronym, what the hell is that? How is this, how is this benefiting you? How is this making, how is this, the, this information on cost and budget and all that, how is that helping you do your job as a safety professional? Well you're also not reporting the hammer in those meetings. You're listening. Right, that's it. I like that. It's relationship building. `[PERSON]`'s got it. Sure. Sure. Go first. Just go. You're not gonna have time to expand. No, you guys, I wrote... Because there's a, there's a panel coming in at 4:30. Yeah, 4:15. Go first. Um, somebody said at one point make safety a trade or I wrote treat safety as a trade. Maybe those are different things, I'm not sure, but I do want to touch on that because I kind of like it. Are you talking about like starting at middle school and high schools and, and how is safety, safety is incorporated, I'm assuming safety is incorporated in that anyway, right? They're in wood, they're in wood shops, they're in machine shops, they're... Right? Is it not? Is it not? So there's a poster on the wall. Oh my god. And there's the teacher saying you cut your finger off and you're dead. Yeah, there's a box with, uh, goggles. I think, and there's maybe, maybe, uh, a shower, eye wash shower, maybe. So what does that... That has been tested in probably 10 years. So I was in a, my OSHA, is it 510 to become a trainer? Yeah. Yeah. And there was a high school shop teacher there. And they give out 10s at the end of their semester. They do every Friday for an hour. Yep. And, um, completed within six months. With, yeah, within their trades class they'll do an hour at the end of the day or... Well that'd be 10. That'd be 10 weeks. Yeah. Right. He said does an hour. So you said six weeks. I just said

that'd be 10 weeks. Within six months. Oh six months. Six months, six months. I thought you said six weeks. I was like, uh, the math ain't mathing. Okay, okay. But, and then up in `[LOCATION]` there's a couple of trade schools that our general super is a part of and I've been invited to come and do like fall protection training for these kids because they're building, you know, modular homes for their communities. Um, and I forget the name, I think PC is very heavily involved and then like we're kind of auxiliary with our general super and we'll get our foot in the door eventually, but um, I know the `[ORGANIZATION]` uh, has a bunch of stuff with their trades people we get, try to get involved with and we've hired actually a lot of `[ORGANIZATION]` apprentices. Not a lot, but they just started up. Good employees I should say. So, and they get their 10s in there. Safety training in there. I don't know if anybody else is doing it, but feel good about it? Yeah. Guys, thank you for being an awesome group. Thank you. Great to meet you. Pleasure meeting you. Definitely see everybody again down the road. Good luck buddy. Thank you.

You have a, you're a senior, junior? Junior. Junior. What's your internship this year, do you know? Uh, with `[COMPANY]`. Yeah. Field engineer intern. Awesome. Local or traveling? `[LOCATION]`. Yeah? Any big jobs or? Uh, I'm not sure where I'm gonna be yet. Okay. I've done the last couple internships with them in `[LOCATION]` and `[LOCATION]`. Awesome. So. Awesome. Wow. Excited for this summer. Why you like to get out of town? Yeah. You're building a great resume. Yeah. Working on it. You're from `[LOCATION]` though, you said? Yeah, from `[LOCATION]` actually. Oh okay. That's why you're out of town. Yeah. That's why I gotta get out of here. So the answer in six months isn't more people to `[LOCATION]`. Feed it. Safety, feed it. Someone's gotta say that.

# Table 9

Um, so, you know, I've been asked to lead the workshop, and it's a true workshop on leadership connectedness. And as you see in your folders, you have an overview of what we're going to be going over.

Uh, the problem. The higher you rise in the organization, the harder it becomes to stay connected. Leaders can gradually lose touch with real work, real conditions, and real people, often without realizing it. And that's uh this actually is all focused on that gap.

[PERSONAL_INTRODUCTION]

Um, I will say this is a real problem uh for me and I know some of a lot of the leaders in this room. So I'm looking forward to this. I don't have the answers. I just say that that's a challenge. And the other challenge is right, um we hear, hey, we've got uh you know, I got a setup on my laptop, my iPad, my iPhone. It seems like as we move up, we have those, we got Power BI, we track everything, and we got all these tools to make us more efficient. But does that actually connect us or does that make us less connected? So I'm interested in what the tables have to say about that.

Um, I will say when we talk about leadership connectedness, we could think, hey, that's our executive team, we got to get them out there, we got to get them towards the sites. Let's focus on us as safety leaders. And then the tables are, you know, purposely set up with uh safety leaders and then future aspiring leaders. As I look at the tables, I think we have more of the safety risk leaders already and there's it seems to be a little less on the aspiring, it's not a 50/50 as I look out there. Um, so but the future aspiring leaders are more seasoned, so uh.

So again, this is about us as safety and risk leaders and not our executives. What can we do to rebuild trust, visibility, reliability through specific observable behaviors. Again, the tables are mixed. Be honest, truthful, what's working, what's not. I don't have to be very safe to say, hey, it's great, I mean it's uh [PERSON]'s on my team. Um, he's obviously an aspiring leader and we're purposely not at the same table, you know, so he can spread dirt on me, you know, at that table. And that's fine, you know, or you know, I'm always receptive to what I can do better. I know I can I'm always one to we can always do better, you know, we're never done.

So what do you currently do to stay connected with frontline teams? What challenges get in the way of real connections? What feels genuinely meaningful versus purely performative?

And future aspiring leaders, this is where you can really help. What do you need from your leaders to build trust and credibility? What practical steps keep leaders connected as roles grow more complex? And round table, identify and share those challenges.

There's some uh questions for the prompts. Um, where does connectedness break down most often and why? So you're going to talk about this at the tables. What leader behaviors build trust and credibility in the field? Where have you seen that? You know, we can all think of a top leader, one of the best leaders that we've worked with. That's kind of where you can get that from. What behaviors quietly erode trust even when intentions are good? We heard that yesterday, right? Trust takes a lot to build up, but it's easy to break down. As soon as you don't live up to what you said you were going to do or walk the walk. What would genuine participation, not oversight, look like this month? And what one change would have the biggest impact on your team's trust coming out of this?

When we get together, um you're also going to go through the leadership connectedness um worksheet. So

you got the self-reflection, going to spend some time going through that, mapping your connection network, identifying barriers to connectedness, have some team dialogue around that. Um, have a personal commitment and what I like is time-based actions. So it's not like we just left here today and said, ah, got that done, that was pretty good, had a good lunch, and uh, but actually what are you going to do to change or improve in this area with the 30 day, six months, and one year.

We are going to ask, um, let's see, I'm going to talk a little bit more, but we'll probably spend like a half hour, 45 minutes for the team to um go through that exercise and then report out from each table. Hey, these are the things we came up with. Because that's part of this is learning from each other. That's the greatest value. And um not every table is probably going to have the same answers, so we can learn from each other.

Just I have a few notes that I wrote that, you know, um, I think about this subject. Um, you know, strengthen trust, collaboration, and enterprise leadership through simple repeatable behaviors leaders practice consistently. Um, connected leadership, it's not an initiative, it's how we show up, listen, and lead every day.

So what's the data tell us? Safety leadership roles are becoming more complex, not more clerical. We heard a lot about that yesterday and a lot about what we need from the future leaders and particularly Penn State students. Uh, future leaders must demonstrate field credibility, systems thinking, and strong communication.

Organizations that treat safety as an operational partner attract and retain stronger talent. What happens if we don't continue to change and improve leadership connectedness? If we have continued reporting silence, a growing disconnect, safety compliance versus true engagement, loss of experienced professionals without ready successors. Um, I don't know if [COMPANY] will still take anybody, but you know, it sounds like they need a lot more people it sounds like. Um, and difficulty recruiting and retaining the next generation. So I think we always think about the best companies and the best leaders are easily able to attract the best talent, right? Why is that? Because people know that.

Um, some of the leadership behaviors that build connectedness, connect through listening, build trust deliberately, collaborate as our team.

Some of um the resources I've used in the past is there's plenty of books, articles on the subject. One that I like is The Speed of Trust by Stephen Covey. Um, that one hits home on this. Uh, CII, [COMPANY]'s a member of CII, Construction Industry Institute. They always come up with, they're always looking at these type of things and what they came out with last year is uh research topic 414, a playbook for developing the next generation of frontline supervisors. Now those because I spent four years on one of those teams, usually it's a two-year, we needed extra help, so we went four years on our operational excellence one. Um, but they spent a couple years going through that and you have multiple different companies from different levels working on that. But they've got some uh some good tools on that.

Shout out to FMI, I've had the privilege of working with them and taking some of their leadership classes. Understanding uh to help understand your own strengths, but also your team's strengths and weaknesses in ways to use them better to connect. And then many organizations, you know, if you don't already have it, um [COMPANY] has, you know, manager leadership type courses that are structured around collaboration, trust, and teamwork. And I know we got a lot of leaders in this room that um you know, may have those within those companies. If you don't have something like that, you may want to, you know, work with your HR folks to get that into your curriculum.

But again, I don't claim to be the expert on this, but I'm looking forward to, let's see, uh, it's quarter to 10, let's go to like about 10:30, go through your reflection, your worksheet, your handbook, and um, and then we can

come up with a method, have one person from the table come up and talk about their deliverables. All right?

Does everybody have a red folder? Oh yeah, one other thing, the people in the back room, in the back of the room, if you could join a table, you know, to uh not all one table, but spread out and uh join one of these groups please. It's early. Yeah, it's been a late night. Good time to start. We want an easel, some easel paper around. Post it on the walls.

What is my overall plan for what to discuss today? First decision, I think the aspiring leader should be our speaker. You got it, [PERSON]?

[PERSONAL_INTRODUCTION]

Alright. So what is the deliverable? I am kind of... What are we supposed to do?

So there's uh round table prompts. We're on the leadership connectedness first. And so as a team here we're talking about the...

Like are we answering these three questions?

Five questions.

I think the five at the bottom, round table discussion prompts, yeah. So I think the first question that is supposed to be a round table discussion is where does connectedness break down most often and why?

So I can start. We've gone through some structural changes recently at our company and with growth comes the challenge of staying connected, you know, as you change things around and companies grow, people change positions and whatever. So not that we've struggled with it, but we definitely have to talk about it constantly now. That was a big part of our culture. Very open, you know, everybody could walk into anybody's office, you know, no big deal. Everybody's out walking around talking and all that. And I think that as we've grown and reorganized a little bit, people, the younger people feel like they don't have that ability to go and just talk to our co-president, talk to our VPs, and they feel like now it's more of a layered approach in structure. So we've had to intentionally try to go back the other way to combat that feeling and still feel like we're a very open, honest, and transparent company.

So what causes that breakdown? And I think that's what it's asking us here is where does it break down and why? What's changed? Is it because you're bigger? Is it...

I think within our organization, I think the drive to acquire work has shifted focus of certain people, you know, and they're just not as readily available. And I do think that structural change makes them a little more, we have a very flat organization. Now that there's a new layer of managers, how are they viewed down the line? How we view our jobs has changed. Our EVP was doing assistant project management work last year. Well now they're not doing that anymore. So I think that's what's kind of causing that feeling of okay now you have an issue you need to go to this person now rather than just going to the top and getting an answer.

I do think that COVID was an interesting time. I think we learned a lot about our ability to communicate effectively over systems, over the screen, over technology. A lot of ways it's been very helpful because we can be a lot more efficient. But it also created a disconnect between the physical presence. I think our industry is still a very much a one-on-one, being there, being present, seeing the work, walking with people, developing relationships whether it be from a sales perspective, EHS, or whatever position you're talking about. But I think that we've been relying on technology so much that at least from my perspective it's easy to operate within that context rather than being present. And I think we still very much, at least for our organization, we often rely

upon that and we lose that connectedness with the people who experience the work every day. Not just our teams of construction managers but also the ones who are closest to the work, the ones who are closest to the hazards, and not getting their perspectives but relying on the tools to communicate through that. So I think that's been both helpful but detrimental at the same time because it creates more... it's easy to create a separation between the field and the leadership. Like that's the field, this is leadership. Now you have this filter of technology which is creating that buffer between. You don't have to go to the field to know what's going on. There's all sorts of data analytics that you can get through your phone, through an app, so you have a perception of what's happening rather than being present. It's too easy to do that. I rely on it too much.

I mean maybe that's part of it. You know, my company, we use HammerTech to log all of our observations and stuff. We used to just say hey [PERSON], I just noticed you were doing this, hey stop doing that. And we'd talk to people. And it wasn't gathering all this data and then reporting out on metrics. Like it was a very personal relationship. And then just over time, I'd know that [PERSON] did it ten times over the last week so we have a decision to make. Now it's just it's all take a picture, log it in an app, somebody reviews metrics. I don't like the way my company reviews the metrics. It just makes it impersonal. It doesn't, we don't really learn anything from it. But I think a lot of that vibe is yeah it's just robotic. So I think that's had a lot to do with it is just the technology.

It's a cliché thing to say but you know my company last year, one of their leadership tenets was leadership engagement. And they're like oh we didn't quite get there so we're gonna do it again this year. So it's leadership engagement again. I'm like, I'm brand new at this company, a short time. Like what does that mean? They still haven't defined what leadership engagement is. So you really can't you can't do what you don't define. So what does that mean?

Yeah I've noticed a big problem like within our company like a lot of the new safety leaders like you said will just document things, observations through our engagement platforms. So like one important like one thing that we rolled out was nothing hits the app unless a conversation has happened. Unless a conversation has happened in the field. And then we're documenting those engagements. So every observation given either positive or negative has to be an engagement in the field. Because those negative observations that aren't discussed in the field create a lot of friction between the trades and the management.

It's a cop out. Because people like to hide behind the screen. It's easier for them to just take a picture, document it, and move on.

The observe and report approach rather than actually observing and trying to resolve the problems with the folks who are involved.

Yeah. It's just like the old drive-bys. Drive-by safety walk and you just stop, take a picture, and then report out on it later on. There's no difference. There's no interaction with the crew.

So I don't know if that's what's driving us to be unconnected but I don't know if it's COVID, I don't know if it's just society, politics, I mean who knows. But it is changing. You know, it's changing in all aspects. Not just safety. I mean you look at churches are not as full and just people in general are not as engaged in life. Mental health crisis is exploding. So there's a lot of things that drive that unconnectedness. It's not just one thing. It's not just one group of people.

Yeah at my company too we also rolled out this thing called our project dashboards. And it's leading and lagging indicators on each project. And each it's like a safety, quality control, financials. And it's meant for the executive team to sit down and review the project health. But the field group, there's a lot of field group

pushback on it. Because they feel like it divides the office from the field. Because you're like we talked about before, it's not giving the full picture of what's actually happening in the field. Like you can use whatever metrics you want, even if you try to focus on leading indicators, it can't capture the full picture.

I just remember getting beat down by general superintendents like every day. You know, and you just lose that these days. You don't have that you don't have that touch. You don't learn it in real life. I was talking to a woman about that last night at dinner. You know, Stepo AI and all these things. You can't just give technology to people. You have to live through experience. If there's a way that we can take what's coming out of AI and make that experiential so you can actually live that. I don't know if that's through glasses or something like that. We all as older folks live all of that. We know what's going into the computer. But the younger folks, they can read it, but how do you you can't experience that. So I think that also is a connectedness issue too.

In construction in general I think the breakdown in connection I've always seen no matter where I've worked is field and office. And the office is looked at as this pie in the sky group that gets to dictate and direct the path or how what success looks like in the field. And you know we used to joke when I was at [COMPANY] they used to do half day Fridays A B teams. And we were team C in the field, half day Sunday. Like you know we used to joke about that but I feel like that's one. This instance of people doing behind the screen if I when I was in the field, if somebody went and did an observation and didn't have a conversation with me and ran off the job...

Oh yeah.

The fact that people can do that consistently and maintain their job, you are you are creating a relationship barrier by doing those things. And you cannot document through observation the effectiveness of a safety person in the pre-planning, coordination, and communication of work in the field through observations. That is a snapshot of behaviors. It's not a snapshot of what the value of that person is. I had a boss who looked at how many reports did you guys send per day. That is not a measure of success in the field when you're walking a 27 story building all day every day trying to manage all the coordinating factors of this person dropping railing, this person loading a floor so no one can get around. Like I mean it's I really like how you said that that it manages the wrong things. Right? There's so much more value outside of observation. Right? I don't know how you... And I think that's the problem.

Some of the connectedness of that is people that are in the field working with the people and having conversations and communicating are way more apt to have those relationships to invoke change or a mindset shift rather than people that are focused on documenting things on their phone and getting the reports and looking at data points in the office. It's got a lagging job here. I don't think it's a picture of success.

I think what we found with hiring a lot of younger safety professionals is that the observation is just a point in time. It could have happened. They could have been doing it great all day long and you happen to show up and the guy stood on the top step of the ladder.

Yeah.

Or they could be doing it all the time and you happen to see it that one time too. But it doesn't mean that you necessarily have a systemic problem across the entire job site and like your safety is going down the shitter or whatever. It's like shit. So now you... The problem is you don't document the good as much as you should. Right? It's like PPE. It's like you don't do 100 observations of people wearing their PPE. You do the two that aren't. Right?

Yeah.

Yeah. We have my staff, we don't see the point. We talk a lot about not going in and shitting on everybody and leaving. Right? You're coming in with solutions. You're there to help the team figure something out. Yes, point out things that are wrong. Work with the subs. But that all takes being there and talking. Listen. You don't help them come up with a plan. You just come in and shit on everybody and walk out the door. Oh here's a report. It doesn't do anything. It's useless. And I told them I said if that's what you do, there's no value in your position. So we stress the whole, yeah you gotta do your reports and stuff but you got to be out there talking to people.

I think the other thing too is that we have a sub tier that has to be managed. And that's a disconnect. We expect our subs, in my world subs, and our field staff to manage the subs. And especially subs, we self-perform very little. So it's all trade partners. It's difficult. And not all of them are best in the market. Not all of them want to take advice. They don't all want to take advice. Managing without having control. Right?

Yeah.

I would say this though like when I worked in the subcontractor world with the GCs, I was trained to view these people as the opposition and getting them to follow.

Yes.

Yes. We self-performed 95% of our work and our staff and that approach just does not work. Right? Like when you work for a GC and you have 15 subcontractors, I can treat you like shit because I have 14 other people I can go talk to. To get everyone on program. It's not relationship building. Right? And a lot of it has to do with company relationships prior to the project. How contracts are negotiated. Were contracts fair or was someone needed the job and they took it at a 1% margin and if anything goes wrong they're going to lose their shirt on the project. I mean that infects...

So it's funny where you know we're kind of talking about how AI is supposed to make everything better but we're saying technology is what really screwed it up.

Yeah I think it all depends on how we use it. Well using it to supplement the interaction between a person then it'll be a detriment. Right? That's kind of what I wrote down. I said living through experience and using technology to enhance. Right?

Yeah.

But I I think did you did you start the recording?

Yeah.

Okay. I have I have two people on my team and if you go into their office ChatGPT is on one screen.

Yeah.

And I'm like if you send me another document that has the lines of ChatGPT I'm gonna smash your computer. Right? But I use it to facilitate like getting me off a plateau to get something started and making I think the education of connecting to AI is how to use it properly to make it a tool for you to get to an end result. Not I mean I literally have people doing work in ChatGPT and producing that work. It drives me absolutely bonkers. There is leverage. You also have people not understanding open AI versus closed AI and projecting documents. Right? I mean I've got project managers uploading contracts to open AI.

Oh my goodness.

Yeah. For review and I'm like guys like so I I think one of the problems is in this early stages people are not properly trained in how to utilize it to make their life easier and not do their job for them. And also things that you should be doing in closed AI where you're paying for services to open AI because you can write a bot and you can put in my company name and I can pull all the contracts you uploaded into it and I can understand everything that you're that's going on. You put a pricing sheet in there, you can get that out. Right? So I with the AI thing I think it's a tool to help you do your job so you have more time for those personal connections and less time banging out a report or putting together a safety message for a topic that you need to hit on because you're seeing a trend or something. Right? I think it's for me utilizing the technology so you have more time for personal connection. The more time on site with staff, the more time with people instead of sitting in a trailer for two hours banging out a HammerTech or Procore observation.

Should we go on to the second question? I think we got enough on that one.

Yeah.

I really like your uh perspective though. I I we we started to get into and I'll be quick but we got into a pipeline. So we hired a VP from a pipeline company and we started a pipeline division. And our insurance captive was going to kick us out because they didn't want that risk. And I took the aggressive email from the VP saying they're crazy, this is not risky work, it's highly regulated. Like an aggressive email that I could not forward to the insurance carrier. And I was able to take that, put it in, spit something out, and then rewrite it so it made sense to me to then send to the insurance carrier.

In a different tone.

Yeah. Right?

Yeah.

But I did not take his make this more professional and less hostile. Take what it spit out and just send it to the insurance carrier. It gave me a base to work off of that saved me probably about two hours of work. Right? That's what it's for. It is not for right? I have people literally telling me what to write for an email about this topic and this topic. They cut it and put it into an email. I'm like okay.

Did you read it? Everyone knows that's straight directly from AI.

It's funny I got an email this morning from one of the students we invited to dinner tonight. He's like [PERSON] and I regret to inform you that I will be unable to make dinner tonight. I'm like so I texted him back. I was like dude you could have just texted me you can't make it to dinner. Regret to inform you.

The best is when people like will be like you know someone has to do like a presentation on a like manager's call or something and like they're like here's the information for review. I'm like I know you spent 10 minutes typing a couple cues into ChatGPT and you just sent it out. Like it drives me absolutely nuts.

Yeah because there is a way to use it to leverage.

Oh for sure. Yeah.

Yeah.

No not not everyone. Yeah absolutely.

I mean that's probably what they said when calculators came out. They're like dude just do it in your head.

Yeah. The best is my kids will sit at the uh island in the kitchen and my son will be like Siri what is 10 times 25 divided by 4. I'm like dude come on. Oh it's okay. You want me to use a calculator? Like fair enough. I it in that regard it's a tool. Like the kids need to learn how to use AI properly because that's the way the world's going.

Yeah.

But at the same time you're like you need to learn how to actually do this. Problem solving thing.

Yeah. Use your brain to process.

Now what I do is I unplug Alexa in the kitchen so the kids out there. And then I get home from work literally before I start doing homework I unplug it. And then they're like why isn't it working? I don't know it's broken.

Alright next question.

Yeah I think that second one I mean in my mind it's pretty easy to answer but what leader behaviors build trust and credibility in the field? Set expectations. Hold people accountable for expectations.

Delivering on your promises.

Yeah. Follow through right. Gotta be present. Gotta be a good listener. Have to be look them in the eye. Can't be on technology. Distracted.

Yeah follow up is a big thing. I mean especially in EHS we we ask for feedback. We want feedback. Give us feedback. We get the feedback and then it goes nowhere. There's no change. There's no follow up with here's what you said here's what we're going to do based on your feedback. You lose credibility so fast. Why am I going to be honest with you? Why am I going to tell you what's really going on in the field if there's going to be no change, no follow up, no action as a result? I think in our discipline we're hyper sensitive to that. If there is no follow up you will not build any credibility with any of your subcontractor base or the people who are experiencing the job every single day. That follow up is absolutely vital.

Yeah.

We had uh our executive leadership team in January and this year instead of us coming up with all these topics that we want to talk to them about, we only had a third of the schedule lined out for us. And this year the CEO sat there going around the room prior to the meeting asking them what they wanted to talk about. Came back and we wanted to talk about these things. So now the next step is okay part of the ELT we did all that, we changed some things around, we're doing X Y and Z. We're gonna go back to those exact same group of people in six months and say okay what are you seeing? It's all anonymous. We don't know who went to who and what they said. And now he's gonna go in and say okay what are you actually seeing? [PERSON] what have you heard? What are you all this? So we'll get back to that. That's important.

So what are some of the things that you heard specifically to this question? What behaviors build trust? I mean was that one of the things that they talked about?

The loudest thing was they don't want to be micromanaged. They don't want to you know all you know. Okay that's hard for some of these guys to do because they don't want you know they want to be in the weeds because they're running the company and they want to know. But now the task is the next layer down is really running the jobs, run the schedule, run the financials. So that group doesn't want operations leaders in the weeds as much. Okay so now there's a lot of reporting out. Okay you need to tell us you know what we need to know. So that's it's hard for them to come out of the weeds a bit and step back and let them run the company.

That was that was the loudest message. We don't want to be micromanaged. The task was well then don't let me micromanage you.

I think one of the biggest things is consistency. We have different divisions and different leaders handle situations differently. And again I go back to set expectations and manage to the expectations. Like if you truly set these are the goals, objectives, and what we want and you manage people to that you will get the result and they will respect you for being clear in what success looks like. The problem is you set expectations and don't manage them or you manage expectations that are not clear. Right? And I think just as a manager in general those are problems that you don't hit both simultaneously.

When I my last company that I worked with very detailed set of expectations every year. I worked for I worked for [COMPANY]. And now I'm with a construction company again. I'm like what are our goals? What are our goals for our team? We have these fluffy core skills. How do you how do you promote people on a core skill? And it's and it how we really like them or they fit in well or they work well. It's because they work under a good project manager or a good super and somebody else could be very successful if they worked under somebody that was really good but you don't have those clear expectations. Those are things that I you have to have things that are measurable for success. You cannot be like has a good attitude right? That is subjective to the nth degree. So what we do is there are things that are subjective but what I try to do with new hires and people in positions is set like three to five KPIs for success for the year. And some of them are self-driven, some of them are company-driven. And then you can say okay we met these and some of the ancillary things that I'm getting feedback from co-workers downstream upstream people you work with are things that are subjective. But again we're getting to kind of I just I I you see it and you see a good manager, they literally are like this is success and they manage to that and the team respects them for it. The people that don't hit those two things, people do whatever they want, they do it differently, and then they're talking about safety it's well it's not important, it's not a priority. You got you got schedule conflicts. I really need to just kind of get these things done. The leader does not say no no no no no. This is the priority and because we have schedule conflicts doesn't mean that we're going to speed things up or bypass a process or procedure or risk mitigation right?

To your point about uh having standards and maintaining accountability, the other the other piece of that is the consistency of applying the accountability too. I think one thing that really breaks down effectiveness which aligns directly connects to connectedness is inconsistently applying standards or inconsistently applying follow-up actions or disciplinary actions or whatever it may be. Continuously changing one. But yeah one sub does this, your response is A, and then another sub does the same thing, your response is B. Completely blows up your credibility. So applying consistency even with your own people with expectations and maintaining accountability and ensuring the quality is where it should be is is and it's hard too because different managers have different unwritten expectations and hold different levels of accountability. So it's really challenging within an organization to have that consistency so the company can be the same from one job, one location to the next because you have so much deviation from standard. It's it's hard to get that consistency across the board. When you scale it gets even harder.

Yes. If you look at my company uh a decade ago we were doing 40 million dollars. Family business, two brothers running it. And now we're upwards of 250 million in 10 years. And they want to keep that same small business family business feel but operate in a much larger sandbox. And it is tough to to move to that. We've added divisions and I'll tell you like we have divisions that the managers are awesome division managers run it like a well-oiled machine. And then you have another division where we have an issue where we have consistent issues that are not managed. And the the good performers are always pointing to why are we top performing and these people do whatever they want and they make the same compensation as the same bonuses. Right? It's that consistency. And I mean you can take [COMPANY]. Where your territory is

[PERSON]'s territory. If you go visit them it's a little bit different.

Oh sure yeah.

And the more you grow getting that consistency is tough. But keeping the focus on a goal that sometimes isn't really achievable but trying to get it as close as possible.

I think the lack of accountability is the point when you know [PERSON]'s not doing his job but nothing really happens. Because the job still gets made, gets the money. Keep picking on [PERSON].

Yeah exactly.

He's the young guy. But then like then you get the other person that's going you know all out doing everything right you know above and beyond. And it's like it's a killer. It's a morale killer. Why am I doing this man? I can do that and get the same check.

And like you think about like think about and I'm going back to what I don't do anymore but like commercial construction. Like you have superintendents that show up at 5 and leave at 7:30 every single night but they treat everyone like shit.

Yeah.

And they motivate through fear and they're rewarded because of the effort and hours they put in versus the other people. You go into I always say going to a partner meeting on a project you can tell exactly how the job's going. If everyone's collaborated and has a smile on their face and they're like yeah I can do that for you. I've been in ones where it's a constant argument with superintendents trying to rip people a new a-hole in the trailer like this is not a cohesive project. Not healthy yeah. You know it's two things right? Morale, success on a project. Cohesiveness and performance being the two things that just check those two things out you can tell what's going on.

Alright third question?

Yeah. Got enough there [PERSON]?

Yeah I missed a little bit of that conversation. We uh we didn't necessarily talk about what builds trust and credibility but so we talked about um follow through, uh consistency, setting expectations and managing to those expectations, accountability. That's kind of really the themes of what we talked about.

So what behaviors quietly erode trust even when intentions are good?

Not actively listening to people.

Yeah. Like when you're talking to someone you can tell they're thinking about something else and they're just waiting to start speaking. Um as a you know I I do it myself sometimes. It is something that you just don't show the care for what's being what that input is.

I think at a micro level that's that's pretty good. I think at a at a macro level I think we want to understand where we need to focus our attention to drive better performance or better safe execution. And we look at data and some experiential elements to generate new policy or direction as to where the company needs to shift their resources to have that effective change. I think often as leadership we think we know what the change is but we don't deliver it to the team first before we implement. So we make a policy, make a change, and then push it down. Implement. But it's it's not as effective and then they are frustrated with the fact that you didn't ask us

whether it was effective, you didn't beta test, you just saw a problem and you came up with solutions without including us in whether it's actually going to be effective or not. I think that is a is a a trip or a problem that we fall into because that's our we have good intentions. We want to affect change. We want to create a safer work environment. But we didn't necessarily think about the consequences of that change management process and how it's going to affect our people in the field and the implementation of that change.

A guy talking yesterday talked about it as safety management systems that are when we talked about it too. It's just very big and we that's not what the field looks at but how is it perceived? How are they going to implement that? We don't see that. Or we don't evaluate that process or we just make too many checkboxes.

Yeah.

And it doesn't doesn't improve doesn't really improve anything. It's one thing that we try to do we're smaller but like we had a string of overhead utility strikes uh over a year period. And we came up with an idea of like having like critical work zones with these overhead lines and a process to cross through them because there's always track equipment never working under it it's always just moving equipment we were striking them. What we did was to your point is bring in the people after safety and leadership comes up with policies and procedures to is this feasible?

Right.

And instead of adding a document or adding more to a document, how do we integrate hazard mitigation into a current process without adding time? How do we like push the dial a little bit instead of increasing the work you have to do? How do we take the time you spend currently and make it more efficient?

That's we used to do that all the time. I just I've been in the industry a long time. We did that all the time. Uh and now you just don't see it as much. It's just work plan reviews and it was three ring binders and everybody did a a page turn. I mean when was the last time anybody's done a page turn?

But to [PERSON]'s point I think the trust erodes when the field guys see these new procedures coming out and nobody asked them.

Right.

So well it's the proverbial not getting any buy-in from the field. But you know if you have a company like [COMPANY]'s size I mean there I don't know how many employees there are, 5,000, 10,000.

Yeah. A lot of employees.

At some point you're not going to get everybody's input or buy-in. And so you do have to make a decision. Companies are getting bigger. But so what level of input is that? So you have I think you have to beta test with like okay we have a vertical project, we have a tunnel project, and we have this. Let's see how the different scopes of work, different breadth of subcontractors, is this manageable? And having a cross section of the group that's solving that problem coming up with solutions that represent the demographic of your business. Superintendents, master builder or whatever, senior project managers, PXs as sponsors, safety, all informing that decision in lieu of just safety. Because then you have a process that isn't necessarily an executable solution to that problem or a sustainable solution to that problem. Because we fall in that that pitfall too where safety's coming up with a solution but we haven't gotten with the master builder to verify does this actually function and work? Is it going to actually meet the results that we're intending on on implementing?

Yeah that's a point because I worked at another large company worldwide and they had one set of corporate

standards. Even though we did different types of business, we had different business lines. We had tunnel, oil and gas, vertical, horizontal. And they tried to make everything fit in one box. And it just doesn't work.

Yeah.

So you have to understand what your what the type of work is. You know what works in the tunnel doesn't work in the vertical. Right. And then I guess what your role is in that in that world. We were an agency owner agent in that world and we were trying to do at-risk work. It just doesn't work. And it created a lot of friction with that because trying to drive these things down into a team that's like that's not what we do. And then you're on this side going well we got to we got to do it. And it's like playing this game. I mean I've known [PERSON], he and I worked together in 1992 in [LOCATION]. You know I really like [PERSON]. You know we think back to those days, you know what really built trust and what eroded it. It was I mean I think it's this leadership connectedness. I mean you you had personal conversations every day with people. And technology is great but I think it's also eroding some of that too. But I mean so what erodes some of that trust? Back door stuff. It's not talking to somebody face to face. It's not having those crucial conversations when it's important. I mean those are tough conversations. But we just don't do them as much. I mean that kid that emailed me that ChatGPT response today. If I had a computer to smash... So it's I mean just think of what what built us the construction industry over the years was just people being face to face and I mean it's a it's a person business. And we take a lot of that person out of it. And that's important. That's what safety is. If you don't have that relationship and trust, like we all know as safety professionals, you might as well just go home. You're not getting anything done. It's going to be frustrating for you, frustrating for them. And you can get nowhere. Unless you can have an interaction with people. That's why a lot of times you just talk about kids and families and next time I'm with them I'll ask how their son is doing. All of all of these go a long way. And then you get people to do whatever you want them to do. They might not like it but they're they're more apt to do it.

There's a uh there's a student here so I'm I'm paired with one of our eight month guys right out of school. And I I've been doing one-on-ones with all the students we're bringing on this summer. And I said oh what do you think about this guy? He's like he's there but he's not. I was like how did you get that out of him? I mean I I feel really connected to this kid and he's like his eyes are open but I you know I can just see right through him. I was like wow that's brutal. Wow. I mean I I haven't lights are on no one's home. That guy okay. Uh and I'm not getting that at all. So um so it's just strange how people perceive yeah.

Well you have to you have to have a pulse on that. I mean like folks I have like good relationships but I'll always check like with the project team like how's it going? You know what I mean? Not to circumvent the relationship with my direct reports but you have to have like what success on a phone call with me or a site walk with me is not what might be happening day to day.

Yeah. Well that speaks to two different skill sets that professionals need to develop. It's like riding a bicycle with two wheels. You have your technical acumen skill set and then you have your interpersonal abilities to connect and motivate and get a followership skill set. And they both have to be equally pumped up in order to be an effective leader. And usually the interpersonal skill set, if you rely too much on the uh technical skill set, um you're not going to connect with people.

Yeah.

And people even if you're right, they won't come along. They won't do what you want them to do. So the interpersonal skill set is really what influences the behavior. To your point [PERSON], we don't have functional authority as EHS. Or we have functional authority, we don't have direct authority. We have functional authority because the organization says that we do have the ability to influence what happens in the field. But our

authority comes from like a superintendent or a PM or some other leadership. So we have to have the ability to be motivational and influence. So the interpersonal skill set is probably just as important if not more important than the technical.

Yeah. CSP, graduate, guys got a CSP, he can't he can't connect.

Right.

Yeah really for sure.

Right. I mean there are a lot of CSPs that are very good.

Yeah.

But there are also a lot of CSPs that are not. If you can take a test you can take a test. Right? I have it.

Yeah.

I don't calculate ionizing radiation. But all of my math problems are on how to calculate ionizing radiation. The guy working in a trench at six feet. Now that's a test.

Right.

Yeah.

I think uh I think one of the things that erodes behaviors is just hubris.

Yeah.

Right? You have to be able to admit when you even as a leader when you don't know the answer.

That's a great point.

That's a great point. Because if you come in thinking that everybody's looking at you as oh you're the the top guy here and you know everything and you try to play it off like you do and you don't, you're sending the wrong message. I really like that. Come in with humility and be like hey guys, yeah I'm here to help however I can. I say this to my safety managers too. The worst thing you can go to do is go tell a 40 year you know foreman that he's doing it all wrong. And start your message that way. Right? You're going to be like go pound sand. You know, don't let the door hit you, right? One of the best questions is just observe.

Yeah.

Ask questions about what you're observing like hey so you guys are doing this, it doesn't look right. Can you tell me about it? Right? And then then you can have a real conversation about involving them in the solution. But if you come in just without that ability to take advice or learn something from everybody else in the room.

We have a uh another seven month guy in [LOCATION] on one of our university projects. I've watched him deliver orientations and I just love his deliveries. Small town [LOCATION] boy and he's just like you know I'm new in the industry, uh you know I'm here to learn from you guys, you know I want to know who you are and where you've come from. He you know he's really personable when he delivers these orientations. Like where did you come from? How do you know how do you learn this? Uh and he's just naturally curious. Which is uh which is really good. And when I walk out on the job and say how's [PERSON] doing? Oh we love him. He's really good. But then last week I was out with him and he's like you know I don't know if I'm if I'm strong

enough. And I was like well you know you're transitioning now where you know you were really nice coming in but you're learning now and now you have to be a little bit more assertive. Uh and it's a tough that's a tough transition.

I think talking about the technical versus the interpersonal skills when I look at constructability of a project, understanding the process and sequence. I I went to a 501 course to get my refresher in [LOCATION] at [COMPANY] and the safety people sitting around throwing out laws and interpretation and I'm like you guys are nuts. Like I can train a monkey on regulation.

Yeah.

I can't train a monkey on how to adapt regulation to constructability to getting people to want to include you in a conversation. Like those are things that I either have that skill to want to learn. I mean I I go back to like working with [PERSON] at [COMPANY]. Like I literally was like blind kid let me show you how we build this building. Best lesson I ever got.

Yeah, we had a tough growth model. It was formed by owners in 1941 and uh, they're operations driven. They were trained on how to run operations and they're still, if you ask our CEO what he would, if he could have any job in the world, what he'd want to do, he'd like to be a superintendent.

Really?

That's that superintendents are gods. Superintendent is one of the hardest...

But he like loves that type of stuff. So like getting him thinking about the business risk, things like that, it's like they're focused on, yeah, we're gonna take that hill. Yeah. Yeah. Stuff. Yeah.

And as we've gotten bigger, the separation from safety and operations has really grown.

I bet. Yeah, creating more distance. They're focused on sales mostly and...

I don't get invited to bid reviews. I don't get invited to pre-construction meetings.

Oh no kidding. Really?

It's been a very... when I talk to them I'm like, so who's running operations, meaning who's running safety?

Oh, so they're separating safety and operations into totally different functions.

I come from a world where when you integrate those two it is like a well-oiled machine.

Yeah, safety's got to be a part of operations. It's the only way for success, right?

Well, they start to create their environment where they don't want a cop, so they create a cop because EHS can't inform operations as they have a function whatever. You're reactive. You're reacting to the fact.

And uh, so the challenge is when I started it was myself as a VP, our CEO and our two owners as the executive team. We've added four people to that team, mostly operations people. So the separation is uh, growing. Widening. Yeah, that's challenging.

And I try to tell my owners, I'm like, the best safety people that you'll find can sit there and tell you exactly how to sequence a window, they know why you're doing a change order. They know how to read drawings. They know the details and they know the build. Yeah, absolutely.

And they haven't seen that. They've seen in the utility world you get a lot of like warm and fuzzy people. Everything's great man. Sing kumbaya. It's like, oh, we got huge problems here. Right. Move the business in a great direction.

Not everything. I mean, I came in and my predecessor, um, you know, wrote a ton of articles, was in the process of writing a book, starting a podcast. I went through our incident folder and our OSHA logs and I mean, he was taking like, you know, shoulder surgeries from falls were not on the OSHA logs. And there were hidden folders in the file. I'm like, holy... And so his stats were amazing. They were completely fake. They were false. No way. Oh my gosh.

So I came in, I'm like, oh that's just crazy. They were taken aback when I was like, I will not do this. And they were like, I'm like, I'll tell you right now we're gonna be completely honest. We're gonna drive the numbers down. We have to make changes.

Which is disappointing because we've been there too to some degree, from a leadership perspective they didn't know. Right. They didn't know what was actually happening on the job, which is an indicator that they're not, they're not there.

We had a knee injury. I think that was one of the questions right. There's a connectedness. We had a knee injury down in [LOCATION] and the guy was told we would take care of his medicals. So it never reported to comp and paying for PT, you know, CT scans, ultrasounds. Oh, so risky. Yeah. So we get in, the guy tried to leverage that we didn't report it to comp to get his job back when he was not cleared for duty to come back.

So I'm digging into his file, I'm like, we spent $47,000 on medicals and I'm claiming you never reported to the insurance carrier? And the safety guy was like, yeah, we pay for a lot of stuff out of pocket. Do you know what happens when this turns into a problem? We own the liability of the claim. Right. Cradle to grave guys. Oh my gosh. Like crazy stuff.

The next step was he hired a lawyer, gets represented, and now you're taken to court.

Exactly. I can't tell you how wild some of this stuff was going on.

That's just bad business. That's just not smart.

I'm like, this guy was a fraud. Yeah. And he was like standing up in front of crowds acting like we were the best.

So he was a character. He was an actor.

Oh, and you know, I have not personally met this individual, but born-again Christian, had all, he had these things every day he put up like a new motivational quote uh, on social media platforms and everything. Uh, recovering alcoholic. Um, you know, had a Bible on his dashboard. Yeah. And he used to go out with people and get rip-roaring drunk and like, oh, I just think he was a con artist. Yeah.

That's too bad. Yeah. So what he projected was not reality. Yeah. That's too bad. Wild. Yeah, it is wild. Disappointing.

It's in our industry to have people willing to do that is like, I've always said, complete lack of integrity. If you want someone to massage things, like, I am not your person. That is not the way I operate. Everything will be open and honest. Puts you in such a bad position. It does. Especially right off the rip, like, yeah, who's this asshole? We had someone who used to give us all good news.

So that's why I always say, like, if you guys want to get in a circle and sing kumbaya, I'm just not your guy. Not your dude. Yeah. But at the same time I'm sure that bolsters your credibility too at the same time.

It's just as the expansion of the company is growing, they're really focused on, you know, hunt and kill type of mentality and safety is here to help them whenever they need it. And you know, in the utility world, like working in vertical construction, if you're not on a CCIP or an OCIP, clients don't really care about the injuries. In utility, you have a laceration, you're shut down for three days and you have to put a full root cause analysis, present on a call with 25 people and hope that you did a good enough investigation that you don't get ripped off that account. I mean, it was a complete shift for me.

Working, I was with [COMPANY] before and they do heavy highway, vertical, uh, a lot of mining, like they own seven quarries, ten asphalt plants, um, nine uh, concrete plants and like 500 pieces of equipment. We had, we had a guy die on the [LOCATION], the uh, [LOCATION] interchange in [LOCATION]. We had a crane operator. That's wild. The state didn't even flinch at it. Whereas you go to the utility like I said.

Industrial accident or was it a personal medical?

I think the uh, statute of limitations has passed so I can, he made, we had two crane operators uh, taking rebar up to the bridge deck. So it was all pick point on the account. They made a bet in the morning who could do more picks.

Oh no.

Is that phone recording?

That was recording right.

This is recording actually.

I say we just start so we can get through it.

So what would gen- what would genuine participation look like to this group?

I don't really know what that means.

From a safety person perspective or from a leadership perspective?

I think from a leadership perspective.

Yeah, I think he said look at it through the lens of our positions.

Yeah, so connectedness, leadership behavior, trust.

I mean, presence in the field.

Yeah, like attending PTPs and just getting out and walking the job and talking to people, getting a sense of what's actually happening in the field makes a huge difference. But it's tough as you said, it's tougher and tougher for like executives to make time to get out and spend time on projects, right? I do think, you know, when I worked at [COMPANY], [PERSON] would come down to the projects and walk and everyone's like, oh, [PERSON] is here.

Yeah.

It does make a huge impact on the workers that people in an office actually care to see what they're doing.

Yeah. At my company we do, uh, once a month we have the executive team, we do a site safety walk and we just talk safety and when we put it on the calendar, we commit to that date no matter what comes up. If we lose a few people it's fine, but we stick to the date and that visible leadership goes a long way. Then they can talk about the challenges that they're seeing and talk through issues and see how the safety management systems are working in the field.

Yeah.

I think genuine participation is also the messaging, right? Like owners that message safety but don't truly buy in, it's very apparent. You can kind of tell that it's like a buzzword that they need to get in there but it's not part of their constant like message to the field.

Yeah. Well yeah I think for us in the past year we've initiated a program where it's called the first hour, uh, morning routine. So we require an all hands meeting essentially every morning where all the crews and all of our team is supposed to participate in that morning routine first hour. So what I think we've been intentional about is that when senior leadership goes to the job, they don't get there at 9 o'clock after the job has been launched. We're getting there at the morning routine to demonstrate that they're connected to the job and we are going to participate whenever we're requiring the job to also execute. So I think leading with your feet to your point, um, showing up when it counts is critically important. For us that's showing up when it counts because we're engaging in the what we're prescribing as a critical moment in the day where we're launching the job the same every single day. So if leadership can't be there, then leadership isn't demonstrating that it's of value, then why is the team even doing it?

We do all hands meetings similar at all of our locations every single morning. Like if we have a project with 500 tradesmen out, they all show up to a laydown yard and they're there at 6:30 just to kick off the thing and having someone from leadership get up early and get there for 6:30 shows so much respect for what those men and women are doing every single day. And getting there at 9 o'clock just to visit with the crews, you see everyone, you have five minutes to talk about some thoughts you have or whatever, everyone gets motivated for their day, like it definitely goes the extra mile.

Absolutely.

I think the with these types of meetings, we all do our pre-task planning, we all have our ways of doing it, but it's I think the importance of being visible is definitely something that but then just listening. You're not there to dictate, you're not you shouldn't be there to dictate and you know do this, do that and all this. If you're there actively listening and just hearing what's good, what's not good and helping them out, it goes a long way with these folks. They feel like they have a voice in what the outcome is.

Yeah. I think another important one too, um, I think oftentimes like when I walk a job I could just point and delegate, like point someone go and take care of that or talk to that person or our senior vice president do the same thing just point and delegate, but demonstrating the behavior that you're looking for your people to have in the field, actually seeing and then demonstrating what active engagement, productive engagement looks like and asking questions to understand why something the way it is, I think is really impactful for the team to see the type of leadership demonstrated in the field that we're looking for from our team.

[COMPANY] used to have a program where they did executive, uh, or principal walks. Yeah. So every subcontractor principal once a month they had a meeting, they talked about what was going on with the project, where they were at, um, and then they got tickets like a raffle ticket and you had to go observe one

good thing but it couldn't go to your company, you had to go to a different subcontractor and you walked the project and you had to have one coachable moment where you were interacting with somebody. It was pretty cool just to see like, you know, [PERSON] from [COMPANY] was like walking the roof telling the roofer he was doing a good job. It was pretty cool.

That is cool.

[LEADERSHIP_CONNECTEDNESS_REPORT_OUT]

[applause] [laughter] He's got a grand entrance. [laughter] Drum roll please.

Oh I know I know. I'm sorry to disappoint you. Uh yeah I was pretty disciplined about wearing a bow tie over the years but um as I uh gained a little bit more gray in my hair and um getting closer to the end of my career I just relaxed a little bit. Next time next time I'll wear a bow tie. So some really great um some really great conversations. So it's my job to talk about trade and workforce disconnect. Um really to set up you know your hard work and effort around the round table. So the let me just give you a setup. So I'm going to speak until 12:00 to try and set this up. We're going to have uh lunch for 45 minutes so we're back in seats at 12:45 and the goal is to uh have you all work in the round tables uh for an hour uh and then we'll have a conversation for the next hour an hour about um what you learned uh and what you talked about um as a as a group. Does that does everyone good with that? Okay. So I just want to speak a little bit about the trade and workforce disconnect from a just a definition maybe just to help um set the context. Critical

Eighty thousand dollars more a year than my faculty members in most cases. It's crazy, right? We all know it.

But that's not really the important part here. If you look on the right-hand side of the screen, we're growing really fast in our profession. 14%. That's roughly five times the average of other industries in the United States. Our profession is growing five times faster than the average industry in the US.

That's wild. What does that mean for us? That means we need to add 21,900 jobs in the next decade. That doesn't sound like a big deal, right? Not a huge deal until you look at this.

We only produce about a thousand students a year across all four-year institutions in occupational safety and health. So let me go back. We need 22,000 new jobs, produce a thousand a year. We have a gap, guys, and a big one.

Every time I look at this data from the BLS, it's publicly available, go look it up. It gets higher and higher. You know, at some point, three years ago when I discovered this, at some point I thought it was going to level. It's not. This is getting worse and worse. And I think that data and infrastructure is driving this with a lot of, you know, what we've been talking about the last 24 hours or so, and that's these ratios.

We need one safety professional to 25 or one to 35 or one to 50 or whatever it is. We need more people. But we don't have them. I just want you guys to understand, [LOCATION] could double, we could triple, we could quadruple, and we still won't make a mark. Schools around the country could double, and we still wouldn't make a mark. So just think about that.

And I'm not sure if you guys know about this. Some of you have probably seen my LinkedIn posts about it and my growing concern for it, but we are facing a demographic cliff in higher ed. We're going to lose about 15% of all college-age students that go to college by 2030. There's a graphic here in a second just to see just how dramatic it is. We're not going to see the number of students that we have right now at least for another five years. It's going to continue to go down.

So I want you to start picking up these breadcrumbs as I'm moving along here. This is not an organizational problem. This is an industry problem. We can no longer think in organizational silos about our strategy for the future. We have to think about what's right for the industry as we move forward. Remember that graph I mentioned? Here it is.

It is a cliff and it's going down. This data comes directly from EAB. It's one of the primary sources of college data out there. This is right from their website. We're losing 15% of college-age students. [LOCATION] is not immune to that. Occupational safety and health programs around the country are not immune to that. You all will have 15% fewer students to select into your entry-level roles by 2030. Imagine the problems that you're having right now.

And then there's this. You know, we've talked about this a little bit. Actually a lot of it. We're a QAP program. I get it. But we don't need that. We need qualified people that are very good at what they do on a technical level, on a social level, and on a systems level, most importantly. These people are not going to exist though. So what are we going to do about it?

One thing I'd ask you to consider here and as I put you guys out into your groups, how are we going to influence owners here? Not as a single organization, not from DPR or Turner or Shawmut or Quanta, right? How do we move forward as an industry to coach our owners so that what they're asking for is actually achievable with what we have available to us, right? This is a problem.

I'd also ask you guys to engage with the idea of artificial intelligence. We talked a lot about it this morning, we talked a lot about it yesterday, right? This is the reality of work as we move forward as I see it anyway. I mean, it's my personal view, but we have to understand that we're going to not have as many people. It's going to get more and more dramatic as time moves forward. We need to find efficient tools to help with our strategy.

We can use AI for predictive risk. Now, is it going to say we're going to have an incident at this particular time at this place and all that good stuff? Absolutely not. But can it drive indicators for past based on previous work and previous data? Yeah, it can. Real-time hazard detection is already a thing. I know you guys have cameras on projects. At least some of you, I know that you're working with different AI tools. It's here.

And it's just going to keep getting better and better. What I'll say there though is watch out for your culture. If you have Big Brother supervising you all day long, you better use that tool the right way and not one that spies on people. This is a huge problem I'm seeing especially in manufacturing right now. Some of the biggest manufacturers, especially in food and beverage, bought into this early on and they have killed their site cultures. Just be mindful of it.

Faster reporting and documentation, I think we know, relying on some AI, it's going to become better. I think we're going to get smarter and smarter in our investigations. [PERSON] brought this up this morning. You know, at some point in time, we're going to have some form of agent that sits along every conversation that is about an investigation. We're going to have really personalized training where reading isn't a thing anymore. We're going to have customized videos that come out in seconds, not minutes.

Things that we can deploy on a micro level in the moment with the craft, not just in a formal training center or area in a trailer or something like that, right? This is real-time deployment of micro training that actually affects the point of work. And our continuous improvement cycles will continue to get better and better. It really will. I'm super hopeful for it. What I'll say about AI is we need to consider human in the loop.

We can't just rely on it to do everything. Not all the time at least. We still have to have the human interaction with the technology. So all of this combined, you know, I'm going to leave these questions up on the board. I

have them on your packet that you have in front of you. I want you to think about all the things I just mentioned and how that affects your answers that are up here. I wanted to leave this quick and short on my part because I'm not an expert on what goes on day to day in your industries. I'm an academic, guys. I see it from a 10,000 foot view. You guys live and breathe it every single day. You tell us. You tell us what the reality is.

So with that, I'm going to let you guys break out into your groups. I have asked [PERSON], [PERSON], and [PERSON] to step in a little bit during our conversations here because I can't be with you in the moment right now. So they'll help you to drive some conversations here, but with that, you know, go for it, guys. I hope you all have a great conversation.

Alright, so this mic works pretty good. Ready to hear me too? Alright. Yeah, I got you.

Okay, so one thing I'll tell the room is I've been blessed and fortunate to have been having this type of conversation with [PERSON] for the past year now trying to think about what this forecast looks like and what the labor market's going to look like from a safety perspective. If you can't tell, he's passionate around the topic and you're not listening. Super knowledgeable, super dialed in to what's coming. He's been a little bit quiet in the first kind of half of our conversations through the day so far. This is a topic where I'll tell you you don't want [PERSON] sitting quiet. So what I'll tell you is he's having a hard time hearing the tables talk as we kind of speak.

So what we're going to do a little differently on this one is when we have the tables report out, we're going to have folks come up to here so that [PERSON] can hear and engage with us on the conversation. So just a little bit of a mix up in terms of how we've been doing this one so far. So [PERSON], that work for you?

Perfect. Thank you guys. Cool.

I gotta head out.

Hey, how do we get more kids to [LOCATION]? Bring back the parties. Yeah, bring back the [EVENT]. Bring back the parties. That's the main point. Step one. I can't tell you the amount of kids like interns I'm like, how is it? They're like, there's nothing to do. If you're not 21, there's no house parties, there's no fraternities.

There's a noise ordinance. There's a noise and after 10 o'clock, if you get a noise ordinance violation, everyone's name on the lease gets a fine, which is your parents. And it doubles every single time. 300, 600, 1200, 2400. That just keeps on going? On campus or in town? In town. So like... Does that defeat the purpose? Every day. The basements are locked in every single house in town. You cannot use a... they're literally...

And private equity came in and bought up all the houses and they're like slums now. Wow. I'm telling you. Talk to some of the students. It is a different school. You go around on like a Friday night and you can't tell. No kidding. I went I was here last job fair because we were doing interviews on Friday and I went to [LOCATION] on a Thursday night until 11 o'clock. I saw 15 college students in that bar.

Wow. It's dead. That's why enrollment's in half of what it used to be. Like I literally got recruited to play football at seven, eight schools. I chose here not to play football because I wanted to come party and have a good time. Like literally. Not lying. That's gone. That's boring.

So, if we're going to get the pipeline back... Unlock the basements. Bring it back to Alpha. Bring back the... in a new building. At the same spot. I'm surprised people didn't get more infections coming out of that building. From just touching the walls. You'd like drop a beer and all the water would run to the center of the house

because it was all like sagging.

Oh, it was so bad. Get dripped on by weird pipes and things. It was I mean it was Animal House. We got the house in '02 and I was there in early 2000s. The place was decrepit. Did you live in it? Yeah, two years. I lived in the saloon on the third floor. Anyways, sorry.

So our questions, I'm not... who's taking the lead on this one? Unfortunately I gotta go. Nice to meet you guys. See you tomorrow. I'll be back tomorrow for the internship. Nice. I can read out if you want. I want to know how I walk out the door and the top three things we can't...

I think the constructability knowledge. After someone understands the sequence, the process, the building, to train them and get them up to speed on that takes years. Anybody working with superintendents dropping, like losing superintendents an issue? Losing superintendents is the biggest issue. Yeah. I mean... The availability of superintendents is becoming more of a problem than this in my opinion. Because that has a direct effect on us. Because once you get...

Because that has a direct effect on how work is physically executed. The logic behind the building process, the ability to properly plan, good logistics, selection of equipment and the right crane and you talk about safety, that directly affects our ability to...

The also the I've seen superintendents at 27 running projects and it's like because there's no major response like you'd never ran a project before the age of 32 and you needed to be sharp as nails to do it. You started off as an assistant. Now you've got like a $300 million project with like a 28 year old.

Yeah, I had two jobs before that were relatively low volume. Now we have $500 million projects being run by someone that's 28.

Yeah, we have a young superintendent running a like a $40 million job. He's 28 years old.

Yeah. That's old. I'm 28.

28?

28 years old.

Okay.

I'm 28. Just kidding. I'm drinking.

I know. It's just so crazy because when I first started even a decade ago, it was like it was like you didn't run a job unless you had 10, 15 years experience.

So, so what are we saying? What no the report out. Let's let's do the report out. And read instead of doing the seven questions because we won't get through those. So think about read through the seven questions and then let's go to the report out.

Oh, okay.

I'm sorry to interrupt. Is every are we still recording?

Yes. Yes. Yeah.

Thank you. Just wanted to make sure. Thank you.

All right. So our biggest pipeline risk, where it breaks. Where it breaks.

Well, I mean there's so many openings and there's very few people to fill them.

There's that and I would say this like I it hasn't been in recent years it hasn't been bad, but I can't tell you how many times I go to a job fair and the kids are walking around in a sweat suit. We need like professionalism as teachers. It literally like they're sitting in a crowd getting credit from the professors to go to the job fair. Like there was no job fair when I was in school. I had paper resumes and I mailed them out to 45 employers posting for safety positions. There was no employer coming to me. And the fact these kids don't understand that they have their pick of where they go.

Oh yeah. Yeah.

This is the only program where you literally if you go present, good conversation, you can go to any industry, any employer. Yeah. Clamoring for people to fill safety positions.

There is a small subset of 10 to 15 students that I've interacted with over the past five years, each graduating class that you're actually like, ooh.

Yeah. Great.

The rest are standing in the corner and then they pick their three places they want to go and that's it. I just don't the opportunity that the students have in the market. Safety people are making as much or more than PMs and superintendents.

Is that right?

Our scale is the same. In EHS and in operations. Just so we can attract the talent.

I mean, we hired a kid two years a year and a half ago right out of [LOCATION]. We paid him 83 to get him. I made 34 in 2004 working for a roofing company in [LOCATION]. Yeah. I couldn't I ran up a credit card at [COMPANY] because I couldn't afford to live in the city. Exactly. Yeah. I mean there is a ton of opportunity. If you elevate in the first five years, getting to 120 is not even a question.

No, it's not.

I don't know. I just I guess it's on a pipeline. I just don't I don't see the kids fired up about the opportunity.

No, I think so they take it for granted now. It's just come out and go anywhere.

I think the pipeline for construction is the attractiveness of the industry because you have to wake up early, you're in the field, you're in hot weather, you're in cold weather, gotta work long hours. So just the industry in general compared to other more predictable, stable, indoor type of environments. It is it takes the right kind of person who's familiar with the practices.

Yes. But have you ever worked in a manufacturing setting? It is the worst thing. I I'm not I did markup down here at the printer manufacturer. They literally Loctited a hole, screw, put on a tray. Loctited a hole, screw. I mean, decades, same task. Right. It is very, very boring. The one thing that construction does have is it's ever changing and unique challenges come up every single day.

100%. Right.

I think that's good. But but they don't know that if they're coming out of school and if they don't have the construction experience so they can understand or relate to that, it's going to be all about what am I going to be asked to do? What is my experience going to be? Do I have to get up early? Do I have to be outside right now? No, it may not be attractive.

What if we set up a pipeline for [LOCATION] students to get union internships over the summer? Right? As a freshman you can sign up to go work with the laborers and see what the challenges of the field are.

I don't think we leverage those things that you were mentioning enough in the construction industry. Like being outside, like no day is ever the same. Like those things aren't talked about. It's all the negative things that are highlighted and exposed to them.

I could see eventually maybe it's more geared towards larger companies or contractors. Instead of people going to universities, the employers actually become the university where they get hired out of high school and you have the curriculum to develop writing skills, reading skills that you would in a university, but it's in the context of employment where you're also developing a trade and developing a skill at the same time. And you're getting paid instead of the educational system. Like the way the market's going is why do you go to school?

I mean, it's funny. I mean one of the uh it was a [COMPANY] project my friend works he's uh head of risk management for [COMPANY] and he was saying that he was on a site in [LOCATION] and one of the [COMPANY] directors was uh sitting there and had a conversation with an electrician and the electrician was like debating with her on something on a Friday and he was like, you know what? I gotta get out of here. I'm going to my beach house down in the [LOCATION]. And she the she was sitting there she's like, why does this guy have a beach house? And the superintendent's like, that guy clears 250 plus a year. Like I don't think people understand what trades make. Right.

Yeah. I'm not trying to defer what we're talking about safety professionals, but like year 10 you'll make more in the trades than you will in safety or even as a superintendent.

I do think the college aspect is important because people coming out of high school are 18 years old. There's a lot of development between age 18 and 21. You learn a lot about yourself. There's value in that. Sure. But I think like when you're in high school, like we're talking about college, but I think it even starts below that. Educating people in high school what the opportunities are in the industry. Like speaking personally in my high school, like construction was kind of like looked down upon because it was like, oh, you're not going to go to college. But you're not exposed to the opportunities that are actually in the industry.

The other thing is the outreach opportunities at a high school level because we when I was at [COMPANY] we did a lot of local high schools where like myself, a superintendent, a project manager would go talk to the high schools, talk about the opportunities in management in construction. Super talk about the schools that have programs, talk about [LOCATION]. Like that is when you can pipeline people into that doesn't mean they're going to come back to you at the end, but...

All right. So what's our our biggest pipeline risk? Is it so many openings in a small pool or is it the long hours, work-life balance or are there other that we pulled out of that?

I don't think you're going to get a kid out of college working 65, 70 hours a week. No. It's not six days. I don't think it's going to happen anymore. They will find who's not asking them to do that.

That's exactly right. You go see it in more of a static manufacturing type environment. You know it's less

interesting work, it's more predictable, they have a life outside of it.

I mean when I first started in [LOCATION] I was in at five, left at six and I worked every single Saturday for a decade. Oh yeah. Like you I worked two jobs just to just to make myself stand out. Yeah.

Um things have changed though. Very much so. People value I mean people have lives outside of work.

The problem is is when you have a project running 50, 60 hours and a safety person working 40, their credibility is out the window. Oh it's gone. Yeah. It is out the window. Yeah, you can't be the first one to leave.

So back to your question, biggest pipeline risk.

Well I think it's I mean long hours, work-life balance. I mean quality. Like I I feel like 50% of the kids are actually engaged in what their life is going to be after college. And that's not just safety I guess, but like I'm shocked at the like I used to joke like I was going to stand in the walkway in front of our table and throw my pen at kids so that they have to look at me. Like they would look and I'm sitting there waiting to shake their hands and they just walk by. They're trying to find a way to not make eye contact with you. Yeah. Dude, I am hiring. Yeah, yeah. Right here. Yeah. I'm talking to you.

I I think one of the I guess it's not the biggest, but one thing is like the student engagement in in what life is after college. I don't know how to word that.

What was that?

Like student engagement in in what their professional work is going to be like. I just feel like every year I come here and I have kids every year the same ones come and every year the same ones walk by. It just frustrates me. Like again, we had an intern. I said to him, you have your pick. Literally, you want to go to [LOCATION]? Go to those four booths. You want to go to [LOCATION]? Go to those six. You want to do insurance? Go to those four. You have your pick. As long as you present well, they will 100% make you an offer.

Well and then just from my experience at [LOCATION], you're not required to do an internship. Which is so valuable because you can take all the education you want, but if you don't have the hands-on experience, it's not good use of education.

Well the other thing are there many are there many that don't do co-ops or interns?

There are kids. There are kids that don't. Yeah, they are.

The other thing is there's no format there's formatted structure for the student or employer to submit like internship details only if you're getting credits for it. A lot of kids don't want to get credits because they don't want to pay for it. So there is no formalized process of like actually documenting what how the student did at the internship and giving the student feedback. I think

# Leadership Connectedness Report Out

When we were putting this together I'm like, oh is that going to take, is that going to take that long? I don't know about you but when we went through the three pages, I don't know how thoroughly we went through the three pages, but we certainly got to our biggest challenge, connectedness gap, one behavior we will start or stop, and one 30-day experiment we will test. I'm not going to report on it but I'll start with our table and then I'll kind of go around and have a representative talk about that and hopefully we get something out of that. Okay to speak from here? We're good? Thank you.

First of all [PERSON] and [PERSON], students, seniors here, thank you for joining our table. It was humbling to feel how old I was. Some of the comments, but it's also great to interact with everybody. And same thing with [PERSON], knowing that he is going from entry level to manager to now empowering to lead the way for a leader. I mean that's, I think that was a great takeaway for our table.

So we're going to get to the report out. One of the biggest connectedness gaps that we found was listening with intent. Not to listen to answer, but to listen with intent. And then also understand a leader will look at everything that the person's doing when they're communicating with you, including body language, where they are when they're speaking with you, and where they're looking around. I think if you need to take a course, it's called Art of Interviewing by Wicklander-Zulawski. It's one of the coolest things. It's free online. But that helps you with body mechanics and posturing and what they're doing. Because people get nervous, they may trip on their words, but their body language tells a great story. Again, where they are with you.

One of the behavior traits that we're going to start or stop, one of the things we came up with was slow down. Pause. Have some direct intent of receiving that information and then again, maybe digesting it. And then we also said we're going to start saying no a little more. It's a hard pill to swallow, right? So your yes will mean more when you say yes if you start saying no or pick and choose. And I'll share, I think that's one of the traits of a junior safety professional into a safety professional into a leader. A leader may start to say, okay, why are we doing that? It's not a no yet, but why are we doing that? What's the impact on that financially, operationally? And then we may get to a no or we may get to a different type of a yes.

Our 30-day experiment, man, this was a fun one. I think we just kind of all clicked together. We're going to practice that listen with intent with one particular person and to see if my cadence works, the intent of listening works, see if I need to hone in on my skills a little differently. So we're going to beta test it. And then we said, hey, we interact with a lot of different safety committees and on-the-job type of committees. Maybe we bring that to that and we look at that bigger crowd. We start building habits if we start making it part of our leadership toolbox. And then what we need to do after that is solicit some kind of feedback to say if it was successful or do I need to change my approach or if I go to listen with intent like this, you know, like one of those. So we got to look at all that and then that was pretty much our piece for 30 days. I know it's going to be harder for the students, but you can probably, you know, do that with significant others. Practice differently. Practice with your friend groups. Say no to going to keggers because you have a test in the morning. And then get a 95 and realize your no was impactful. Thank you.

Nice. I'm going to go to [PERSON]'s table here.

Cool. So we only made it through the first four questions. So the first question, where does connectedness break down most often? So an interesting conversation we had at this table was actually related to technology and how sometimes people are too reliant on technology and that kind of breaks down connectedness. So a

good conversation we had here was using technology and AI to enhance the job, but still having those human interactions, not hiding behind technology, dealing with hazards you see in the field, reinforcing positive behavior and those sort of things.

Another challenge that we talked about was metrics versus true project challenges. From the executive level, a lot of companies look at metrics with project health and I think that creates a lot of friction between a field team and an executive team because metrics don't always give the full picture of what the challenges are on a project and really it erodes that trust between the field and the executive team.

Number two, what leadership behaviors build trust and credibility? So we talked about setting KPIs. Holding people accountable to those really helps build teamwork, helps hold people accountable to those things. And following through. I think it was talked about yesterday with the words that mean things. If you don't follow through with things that you say you're going to, that trust is eroded.

Number three, back to the eroding trust, kind of talked about it a little bit, but having ineffective safety management systems is a huge way to lose trust with the field. When you're trying to shove programs down people's throat and they know it's not effective, it's just adding work, it's not making a difference, that creates an erosion of trust. Pushing out programs without buy-in. I think we've all seen that when you want to roll something out but the field teams aren't fully on board and it's not fully baked and you push it out, that never has a good result with the teams.

And then finally number four, what would genuine participation look like this month? So we talked a lot about visible leadership. Being out in the field, observing work, demonstrating active engagement. So getting out into those teaching moments, meeting in the morning, showing what we expect of people, demonstrating what we want to see out there in the field. And showing up when it counts. Being there first thing in the morning at 6 o'clock before work starts. Not showing up at 9 o'clock after all the pre-planning's been done and the work's already started. Showing up when those times are busy and people are doing all this pre-planning and getting involved and listening to understand I think is really important. So that's what we had.

Excellent. So listening and to understand, that's the second time that came up and a lot of really good deliverables there that you guys came up with. And one that really hit home to me was the metrics too. It's probably not the only organization that goes through performance and how are we doing on the metrics, but that's the what and not the how we got there, right? So focusing on that. So good stuff. So we'll go to this table here.

Yeah, so we did have a couple people recording. I was one of them and actually used StepoAI to see what it would take with the transcript of what we talked about and generate some report out bullet points. So I think kind of like the table back here, we didn't make it all the way through the prompts. We kind of hit a barrier on the first page and just kept diving into that. But ultimately I think we ended up touching on other prompts within the packet without even needing to, just because they were set up so well.

But one thing that we saw or that we all agreed on was that we build trust through consistent one-on-ones with our direct reports and showing that we care about them not just for their work performance but as people. Because a good generalization would be that the most important person to everyone is themselves, with the exception of some family at home for a lot of us. But showing that care for that person or that person also extends to their family. So you can definitely generate a lot of trust that way.

Another thing we saw was approachability matters. You know, some of us at the table are military veterans. We come off as very direct and blunt sometimes, which can be a psychological barrier or an interpersonal barrier

to trust developing with people who aren't used to that. Especially when there's a power dynamics involved of a supervisor to someone who reports to them.

Behaviors and models to improve. So we generally think that we were modeling consistently to be present and visible. Listening to ask questions. And [PERSON] brought up a great point to be a student of the game. And he brought that from the sports arena, but you know, the game, if you guys didn't know it, the game is leadership and influence. That's what allows us to move the needle. So be a student of the game. If you're not learning, then you're not a leader. You're stagnant. And if you're not moving forward, how are you going to move forward the people who are underneath you?

We definitely, some of us, particularly the veterans, were saying we need to soften our delivery. And we're going to work on softening that. Not because what we're talking about isn't important, but because of, you know, you have to take into account the audience. If me and [PERSON] are in a one-on-one and one of us are giving feedback, we have a common military background, same service even. So we understand the directness. We understand that it's not a personal attack. And we appreciate the bluntness. But we've definitely seen that that can be misconstrued by people without that background.

Let's see, candid feedback and response. Don't be defensive when you get feedback. And lead with questions like, help me understand what's going on here. [PERSON] brought up a specific incident where he realized one of his direct reports was intimidated. I don't think he realized intimidated, but seemed to act like when he came around it was something to be nervous about and a sort of attack on them or their project. And he realized he needed to have a one-on-one because that wasn't going to be a productive relationship going on. And he approached it with, what have I done to damage this working relationship? And he got great feedback and was able to, it sounded like, repair that and make that a productive relationship, which is amazing.

And with feedback and, you know, just not losing sight of accountability because we're trying to be softer, kinder, gentler, right? Or caring about the individual. But accountability still matters and it matters greatly. And that is, I'll leave one good quote from [PERSON] that his team is keeping in mind when they interact, when they have these kinds of interactions. It's, no one comes to work trying to do the wrong thing. So figure out why the wrong thing happened and correct it.

That was a great summary there. Thank you, Stepo. All right. We'll go to the next table right here.

So as a group, what we identified some of the biggest connectedness gaps are, do you really know your people? So if you were asked today who rides in the back seat on evenings or Saturday and Sunday, could you answer that question on your team? Children, husband, wife, that type of stuff. So do you really know the people and you say you care, but do you actually care? So when you're taking that time, that one-on-one, spending a few minutes to understand that person at a deeper level so you can actually answer that question. So that's one connectedness, that knowing your people and actually when you say you care, what are you doing to show that you care.

And then one other thing that we identified, just one behavior that you will start or stop. One thing that we identified that safety professionals kind of have been getting into this place of identifying the problem and then needing to fix the problem. We as a group don't necessarily believe that we are the ones that need to fix the problem. It's getting the right group of people together to understand that problem and creating the atmosphere for that fix and then that system to continue to operate. So far too often we're seeing safety professionals, hey, yes, identifying it, but then needing to be the fix. And I think you lose some of that credibility too with your groups and your super and you're directing work when not necessarily that's the position or your role depending on how your organization works. So that's something we want to see as a group, want to say stop

and really making sure that individual is, yes, confident and then having the system in place to report it. So when you put your head on your pillow at night, you know you've communicated to the right individuals at the right level and done the right thing that you can with that.

One thing we're going to start is making sure that you do know the people in your room. So or in the car or with your group, so you understand that. And then the other idea that we talked about is on a 30-day experiment, finding the pack leader. So if you're a safety professional and you're going job site to job site, who is that person that influences the field office? Who is that wolf, that pack leader? And how can you work to interject yourself to work to have a better relationship with them to use their influence with the crew to get the outcome you want, whether that be in the field office, the job site, or the crew. So really getting that relationship and understanding who can influence the pack and that's really from understanding the group, caring about the group, and understanding how they operate.

Excellent. Excellent steps right there. We'll go to the next table right here.

I'm being volunteered. We had some great discussion. I think our biggest connectedness gap, we felt that there was no replacement for personal connection. We feel like we talk often about using the technology to our advantage and I think we've seen this happen since COVID, right? We all had to adapt to the environment, which was use the tech to get together, to communicate, to do the business that we needed to do. And I think it's turned into a bit of a cost savings. People don't meet in person as much. And so realizing that the environment that we're creating can damage the personal connection. So that's kind of the connectedness gap that we're seeing is people leaning into the tech and the tech and the tech and never setting aside the time for those human interactions. Especially like those cadence moments that now is just a virtual call that I have on my rotating calendar forever. Challenge yourself to maybe make that in person.

One behavior we will start or stop. The start was simply saying thank you. Appreciation. We talked about how some of the things we do around recognition is incentivized or like C-suite level like, oh, we have this great recognition program. It's a program. It's a thing. It's a system. How about just saying thank you locally to the team and meaning it. Again, personal connection. One thing we even talked about is like a thank you card. When's the last time any one of you in this room received a handwritten thank you? If you're saying I don't know or thinking about how the last time you got one it felt really nice if I remember it. I remember the last one I got. It's different.

And then stop. Stop doing all the widgets. Lots of different things. Like I know we're talking about StepoAI, probably wrong to say that. Like we have a lot of systems and things, so making sure that we're actually communicating to the front line and we're not, the new widget that we're looking to add is actually going to be the correct solution. I think there's a piece there we got to stop, recognize, make sure it's a fit before we just do it.

30-day experiment was have at least one moment of recognition for doing just a good job, right? The thank you piece. I was kind of challenging ourselves to do the thank you. And then also just having a consistent cadence of in-person connection. So challenge yourself to have that meeting that you have cadenced virtually indefinitely, have it in person. And I think the last one we had was asking for feedback. We talked about that we had a few themes where feedback came up both from asking feedback on yourself from the field, but also higher up from your leadership, C-suite, etc. And I think what we realized is that we wait for the moment where the feedback's driven by some sort of management review, a six-month review, year-end review, etc. Having a conversation and just genuinely asking, making sure checking in is done, but asking for the candid feedback just because. I think that was a good challenge that we had right there.

Thanks. Excellent feedback there. We'll go to the table in the corner.

I was lucky we had a really diversified table. We had tech guru, we had people with field experience, we have alumni, we have people that are kind of fresh into the industry. So I really appreciated the round table feedback we had. I thought that was excellent. A lot of the same stuff I think that we talked about. We had a major focus on AI because that's what we're all talking about now. So I don't want to repeat what's already been said. I think the engagement part is really important. We talked about how AI can actually help that, right? So it's not that it's becoming a barrier or technology is taking over our job. We still have that face-to-face engagement which has to happen every day whether it's at 6:00 a.m. boots on the ground where we're with our people in the field. But it can help in the sense of hey, I don't need to be looking at my phone or iPad doing an audit, taking pictures and typing everything in, right? AI can help me with that. I can be speaking, the discussion can be had, and it can kind of collaborate all that and I can be looking the person face to face in the eyes and having a real conversation, right?

So we talked in that respect too about hey, do we have to worry about people's conversations being recorded? Are they concerned about that? So having some early on conversations about AI and where it's going to be in our organization I think is going to be important with our foremen especially, and with our unions because we, for us as a company, we're throughout New England so we have unions in [LOCATION] that are super receptive to everything we do. Maybe we go to [LOCATION] they're not so receptive about some of the things we do. So I think talking to those union reps ahead of time will benefit for sure.

And then just a couple more quick things because I don't want to repeat what everyone else said. I had some good takeaways in terms of actual technology pieces. [PERSON] mentioned Plaud microphone, P-L-A-U-D. I had never heard of it. Guess it's a little microphone that sticks to your phone, does a great job picking up what you say, super unobtrusive. Great. [PERSON] talked about Google Lens. I've never used it. He says he's walked jobs with it and it's a pretty amazing product that can help identify hazards, kind of record your whole walk through without you having to like write a lot of stuff down. So that was cool. And then he also mentioned a book called Humble Inquiry which is just hey, how do you listen effectively? How do you ask the right questions to people and be really engaged and sincere about that. So that's what we took away.

Great, great, great tips. Thank you. Go to [PERSON]'s table there. [PERSON] has got that for us.

So we kind of, we kind of approached this with like eating the elephant, looking at the connectivity and the connectedness between like within our own organizations and then how do you break that down and helps build it between us as GCCMs and our trade workers. So a couple things like within organizations that create challenges with connectedness are when departments and different disciplines within our organizations become siloed. And you're not having that communication and one department isn't having enough interactions with another. The other thing we found that really breaks down a lot of that connectivity is a lot of times we're spread awfully thin. And you just don't get enough touch points with your project teams and as a result of that or with the trade workers and the people that are, you know, actually getting the jobs built for us. Another one we identified was company growth. A lot of our companies are growing pretty damn fast and they're expanding a lot and as you bring a new personnel in and other personnel leaves, it's hard to maintain that culture and it takes time to build a relationship where there's trust. So you got to, you know, get through that.

Some of the solutions we came up with, I can't remember if it was maybe [PERSON] or [PERSON], but like they started having meetings led by the COO and bringing the different disciplines in and different departments to kind of break down some of those silos so that there's that one-on-one actual face-to-face communication

within the organization. One that [PERSON] brought up that I thought was an interesting perspective is diversity of training. So getting people trained in different elements of, you know, different disciplines within your organization and getting people kind of out of their comfort zone also helps kind of build some of that connectivity.

And then a couple things we talked about that are just really kind of, they should hopefully happen organically, but things we've experienced, the jobs where we've got some of the best teams are the ones that eat lunch together. You have to have a place, have a conference room where you can come together at noon and you're talking about the job but you're also talking about your kids' soccer team, you're talking about all that other stuff and you start building those relationships. And then finally another tip that we talked about to help build some of that connectivity with the trades is something as simple as having a label maker in your field office and when people go through orientation, put their names on their hats. It's a lot easier to talk to somebody and build that relationship when you're actually calling somebody by name. It's one of the simplest, cheapest, easiest ways that you can get some mileage from it.

So a few things that we talked about like for experiments, we're going to, when we visit jobs, try to pick at least two workers per project and when you go out there, have a real conversation with them. Again, I know [PERSON]'s like the importance of shooting the shit. And taking that time and talking not just about what they're doing and the work they're doing, but again, have a real interaction. But then the follow-up to that is the next two to three times you go to that project, seek out that person or seek out those couple people and have a follow-up conversation. And then when you go back again, have another follow-up conversation with them. And again, I think it was [PERSON] said it's like one of the beauties of that is when that project's done, you move on, everybody, you know, we all go our separate ways. But then it's maybe six months later you run into that same person again on another job and there's nothing that's kind of as exhilarating as when you see somebody that you haven't, one of our trade workers that you haven't seen for a while and it's a handshake or a hug or a high five, hey, how you doing? And you build that start right there. And that's going to help build that up. So we're going to experiment with that, try to do that over the next couple months.

And then the other one that we talked about, when we talked about that, you know, connectivity and building trust, go out when you do your next safety inspection and what we're going to try to focus on is just go for a walk where you're looking for nothing but positive. And walk around and unless there's an imminent danger situation, that's a different, you know, different story, you got to stop and correct it. But go out there with the view of what's going right on this project, talk to the workers and just basically go out, shake hands and say thank you.

Some excellent points there. Thanks for that. Thanks for that group. We'll go to the corner over there.

All right. So we basically said everything that everyone else was saying in this room, but just a few things. So where we have found that connectedness has been lacking is at the very beginning of the project during buyout, when it comes to safety, it always feels like safety is kind of cut a little bit or we're trying to makeshift with the money that we can. And we're not appropriating labor within a direct amount of money or our carpenters or anything like that. So that really sets the culture in a safety way for the project. So somehow figuring out how we can allocate enough money to safety in that first few moments of the project.

And then also just within our project field team, we talked about it yesterday, but safety is not just the safety manager or safety professionals' responsibility on the site. It's everyone's. And as a young professional, I'm starting to try to figure out how I can change that and I think we're all trying to figure it out. It's not a unique situation and we're all trying to deal with it and we've all had those people where we have to try to change their

mindset. So we don't have an answer for how we can, but how can we innovate their thought process, how can we change what they're doing in the field to help us out? Because I made the example like there might be a day where I'm not on site because I have to take PTO. How can I make sure that orientation is being done? How can I rely on you? And I'm sure you guys all have some great tips that I would love to hear. So.

So for one behavior we will start or stop, we were talking about it because we have [PERSON] and myself, we're both a few years in the field so far. So we were getting some great tips from them, but just keep asking questions and don't be afraid to ask questions. That's something that I'm really trying to promote for myself. I think it can be a little nerve-wracking going up to someone and say, hey, why does your work happen this way? Why don't you do it this way? Because you don't want to offend someone or whatnot. But keep asking the questions because that's when they gain your respect, you gain their respect.

And then just immerse yourself in the actual construction process. I think for myself, I did the construction safety and construction management degrees here and I hate to say it and I know this is a safe space, I didn't pay as much attention in my construction management classes as I did in my safety and I'm kind of kicking myself now for that. So asking your superintendents, the engineers on your site like, hey, can you show me how a submittal is? Because now when there's a challenge, you can go and look in the submittal and see, oh, this material is this way, this is where the SDS sheet is and stuff like that.

And stuff that we're going to stop doing as an industry is just we all know stop blaming the worker when an incident happens. Instead educate and learn because we all know the bloody pocket theory, bloody pocket syndrome. Once you start blaming, no one's going to tell you stuff. So how can we stop changing that narrative from blaming to how can we prevent this the next time and getting that worker's input since they are the experts at this work.

And then just lastly, we all know stop being a safety cop. Be just a normal human as you guys have all been saying. Just be approachable, be reliable, always stick with your word and show up for those workers when they need you. And the 30-day task, just like everyone else has been saying, just start talking to at least one new person a day and learn about who's sitting in their back seat, what they're doing on the weekends because that is going to make your day so much better because they trust you and you can have just like normal conversations. It doesn't just have to be about work because work is not our life. We try to enjoy our life outside of work and they do too. So yeah, that's everything everyone else was saying.

Oh perfect. I'm glad to get the emerging leader perspective because obviously we can continue to learn from you. We'll go to [PERSON]'s table there. Who's going to lead?

I'll take it. We didn't exactly follow all the rules at this table. Surprising. The dynamic was a little different here. There was four of us at the table and three of us are managers and more leaders in our organization and [PERSON], you know, was giving kind of the other perspective for us. So I think one of the things that we talked about with the barriers to connectiveness, which I didn't hear a lot of people talk about too much is this remote hybrid situation that we're dealing with. At least, you know, from my perspective, I think a lot of people cover a big area and are not on site with their people all the time and like losing that context about what's going on. Sometimes my team will call me and ask me a question. I'm like, I don't know, can you send me a picture of what you're talking about? And I feel like this disconnect between us if I don't, you know, get out to see people as much as possible. And even meeting with my team, you know, everybody's spread out so meeting over the computer, it's like really such a big disconnect. So trying to overcome those things is a constant struggle, getting to in person and people more often as much as humanly possible is really important.

And then something that certainly I brought up, I think I hope other people feel the same way, a big thing with

trust is conflict avoidance. You know, as a manager and the military people over here spoke about how it's very easy for them to, you know, be up front and have the tougher conversations. It is like one of the biggest barriers I could probably have to overcome as a safety professional. First of all, it's tough to walk up to people and be like, hey, can you stop what you're doing? You know, it's tough to walk up to a construction worker and stop what they're doing or, you know, I've worked in labs before, people with PhDs, they don't want to hear what you have to say to them, you know. And as a manager, you know, having tough conversations with people is a really tough thing, but I've noticed avoiding those tough conversations does kind of affect the trust of the rest of the team, right? If somebody is not pulling their weight or making the job harder for everybody else, if I as the manager don't address that behavior, my team starts to lose trust in me as their leader to kind of like help them through that thing. So I'm sure that's something that other people in this room have dealt with. And just competing priorities, right? Like as a manager, we're in meetings, we have our own jobs, and then we have all these people that we're trying to support and really focusing on our teams and not getting so sucked into the things that we have to do all the time.

It's a big thing that we talked about and [PERSON] actually, he said to [PERSON], this is something that you were talking about, that he has a reminder on his phone like every three weeks to just like thank one of his employees. Like it's nothing specific, but just a reminder to like tell your people that they're doing a good job. I know I tell my team all the time, like your job is way harder than mine is. Like you guys are the ones in the field doing the work and, you know, and I certainly I've been there before, but that job is really hard. So saying thank you is really important. So that's something I'm going to start doing is like putting a reminder on my phone to tell my team that they're doing a good job and that they're helping me out because I probably don't say it enough even though I certainly mean to.

You know, and other things that people mentioned, being siloed, being glassed into the conversation. You know, I work at a pretty big organization where safety is still sometimes brought in last and it certainly affects productivity and things like that. So trying to overcome those things is a constant struggle. [PERSON], am I missing anything?

We talked about, and it was mentioned at several of the tables, but we talked about cross-discipline meetings at the project level. You know, not, we're meeting with the design team, we're meeting with the project managers of our partners, we're meeting with the crew leaders of our partners, but we don't always create that team lunch where we're catching up with one another personally, but where we're also talking about the struggles and challenges of the job. You know, it's not easy getting, being the middle between the design team and the builders, right? It's not an easy position to be in. So I think it's helpful to be in that, you know, cross-discipline to have a meeting with your project team around lunch, but also to include a feedback loop with the folks that are executing the work. It's so important to keep a real understanding of what's going on on the project.

Excellent. So that was the last table. Right about two hours where you listen the exact amount of time. Obviously we heard a lot, leadership, connectiveness, human... give [PERSON] the opportunity to kick us off on trade and workforce disconnect...

# Trade Workforce Disconnect Report Out

Heard some great conversations at the tables. Appreciate everyone spending a little time talking about the trade and workforce disconnect. We're going to take a half an hour just to go around and go around each table... Who's ready to lead us off?

I'll go.

Thank you, [PERSON].

So section one, where do our current commercial decisions, fee, schedule, contracts assume that the field will absorb all risk? Um, really starts with the contract negotiation. I mean, once you have signed contracts, um, executed, there is opportunities based on what those contract terms are for negotiation of change orders or unforeseen risks, but the ship is kind of set sail and you are, um, you know, impacted by that. Um, and then what messages do the workers hear from different CMs, GCs? I think that's tough to say because working for different GCs, like the culture is different, how subcontractors are treated is different, the business relationships are different. Um, you know, it could be night and day where people like working for a contractor and they're working for them because they need the work, right?

And then we also talked about like, you know, a harder or softer construction market. There is bare in work, people are bidding jobs at 13 months instead of 15 months to get it. And unfortunately workers are the ones feeling the, the schedule constraints that happen well before they were even earmarked for the project. Um, and same thing like taking the job at 1% or less, you're hoping that you make money and there's no unforeseen challenges or risk and everything goes smoothly, but the workers are the ones feeling the stress of that.

Um, and then we asked where, where are we asking people to perform at a level where we have never trained them before? Uh, foreman level. We think the leadership training at the foreman level, I think everyone said at our table is, you, the best electrician gets promoted to run the electrician crew, right? Never gets any formal leadership training. We talk about it a lot, but there are very few formal programs that I've come across where trade partners are actively taking foremen out of the field and doing leadership training, training them how to lead and motivate, uh, people and handle situations so the stress of the job is due back at the worker level. Because once the foreman goes south on a project, uh, the entire crew hears all of the stress and frustrations of that individual.

If I can just comment on that. Uh, [UNIVERSITY] School of Public Health, [PERSON] runs that school and, uh, she's been working with a research team focused on the military, on military, uh, leaders. And they found a really great connection between increasing leadership skills at the crew leader level, uh, and the wellbeing of the crew. So I appreciate, you know, what you're saying very much. Uh, that school also has an online training program and they follow you for I think a couple of weeks after you take the training.

And then section two, we kind of listed the stakeholder and, uh, the group, and I think it varies. If you're rating what your client relationship is, talking through like how many subcontractors don't think the GC knows what they're talking about and they don't understand the subject matter expert of an electrician and they're asking us to do something that's unfeasible. I think those levels of relationship vary from like, you might have a project with a really strong superintendent and everyone's bought in and there's a great relationship. You could have a client that has a ex-project executive in a construction company running the project so they get the

constructability of things. Um, or you could have someone that is a rep that is just making sure that the schedule hits the mark and there is a huge disconnect between those. So I think the variability on the stakeholder and the relationship is really project specific based on the personalities and experience of those people in those positions.

And then kind of our to-do items, we kind of latched onto that foreman, um, leadership training. 30 days, evaluate the current state and identify what, what a benchmark would be. Um, six months, establish the deliverables and understand exactly what that program looks like and how you would roll it out to multiple trade partners and get buy-in. And then, um, also have the, the one year is have structure built, um, industry review and everyone on board that this makes sense and we're all going to commit to the, the training levels to get that foreman level elevated. Um, it will help with obviously safety, productivity, quality control, all those things. Um, people managing and leading is different than people cracking the whip and getting the work done. So that's kind of what we had.

Awesome. Appreciate your thoughtfulness. Who would like to go next?

I'll volunteer.

We really only got through the first three sections. Uh, you know, we had a lot of good discussion. Uh, there were two main points I'd say that we kind of kept going back to. Uh, you know, the first was training, you know. I think that, uh, that's something that can really help, you know, align us and break that or help mitigate that disconnect. You know, if we're able to train the employees, we're able to, you know, have them understand what we're looking at to make sure that, you know, they understand our expectations when we go out in the field. Um, you know, I think that a lot of things that come down to that is we talked about, you know, general contractors, them training on their expectations, you know, making sure people understand exactly what, you know, they want them to do as soon as they come to the job and make sure those are being enforced consistently. You know, a lot of times, you know, our, [PERSON] here discussed, you know, they go through an hour orientation at the beginning of the job and then, you know, they go out in the field and it's not being enforced. You know, so that's something again, talked a lot on this is, um, you know, just having that consistent enforcement across different sites, different GCs and being able to see that. So making sure people are trained on that and then additionally it's enforced out in the field.

Um, you know, from contractors, you know, [PERSON] talked about prioritizing training, you know, with his field staff. So like as certain tasks are coming up, you know, that field staff just communicating with each other and reaching out to the safety department and saying, hey, we need this training. You know, we need these people to understand the hazards of what they're going to be going through. Um, again, so we don't have a disconnect there and they understand exactly what they're getting into. We also talked a lot about the unions. You know, the unions, uh, different unions have better training programs than others. Uh, making sure that not only they're training the apprentices and those people, but training people as they continue to go through the field, you know, as they're journeymen. You know, whether it's taking a week, you know, to have a specific safety training. And, uh, you know, [PERSON] brought up the point of, you know, the unions don't necessarily pay them, they'll get laid off for that week, uh, what did you call it? Fund employment? As they take a week. Unemployment. Unemployment, because they're not getting paid. Um, you know, so whether it's the union picking up that slack and the payment that they're getting, uh, making sure that, you know, they're getting that continued safety training as they go through in the field and they go through with their career.

Um, another constraint that we talked about a lot was, you know, um, constraints to clients. You know, clients and schedules as we're bidding jobs, you know, making sure that we have the ability to, uh, bid safety, you

know. The things that go a long way, you know, are, you know, putting the extra stuff, like [COMPANY] does a great job putting bathrooms for people, having an active caring program. That's something that we talked about a lot, you know, making sure that we have the ability to go out and show the workers that we care, you know, whether it's through a wellness trailer, whether it's through, you know, incentive programs, you know, making sure that people understand and recognize safety, you know, and that it's being seen in a positive light, not a negative light. And some clients, you know, won't carry a budget for safety or they'll cut it out of the contract immediately. Um, you know, not because they don't want it, just because they don't want to carry it in the contract and they want to cut that out to reduce costs. So that's something, you know, that we could mitigate by getting safety involved earlier, which can be difficult just because we're all very busy. Obviously adding another thing to our plates isn't easy. But also coaching up our estimating departments and other people to make sure that they're looking for safety and adding safety in the budget and not just taking it out as extra fluff.

So I have a quick question. We're supposed to be like challenging and saying crazy things in here, right? Does anybody have any confidence that the unions are going to be able to do the training we need them to do?

No. We talked about this.

Yes. So, so what are we doing about it?

I would say yes. But the challenge is who's going to pay these people to go and get the training? The halls aren't open on the weekends. They might do some night time training, but people, you know, there's so much demand for these for individuals nowadays, right? Talk about schedule compression, budget constraints. We talk about mental health. When does the individual have the opportunity to go get trained? So the halls, the unions can deliver it. Never mind, we talked a little bit about piece workers, which is a thing in America, and non-union. But specifically to the unions, they do have the resources for the most part, I think, to deliver adequate, effective training. But how do they get butts in the chairs? It's a major problem.

So there's, there's a couple different things that I would throw out there to that I think we can challenge ourselves to think on. And we're going to have to, we're going to have to partner together to get this done. But I think we can help the unions get there. But you talked about piece work a little bit. They hate that. Like they hate that. I'm telling you, well, at least in the, you know, on, on, for the IBEW and the outside lineman work, trying to tell them that I need to build a lattice construction lineman, I need to build a wire lineman, like they do not like that idea. They want generalists. We can't build the infrastructure tomorrow doing that. I can't do it. So like, how are we going to partner together to have those difficult conversations with the labor unions? Like this is a strategy that we have to deploy. Like it's, our customers' problems are our problems and our problems are the unions' problems, right?

So here's the reality. The money's there. The money's there today on the data center side of it, because the investment community, the conversation the investment community is having with these data center builders is what's your certainty around construction? Like you're coming to me with a big beautiful plan. You want to build a three gigawatt data center, you got generation strategy, you got all this stuff. Who's going to build it for you? And that's the conversation the investment, they are not triggering the, they're not hitting the funding until there's a labor strategy that they have. Which gives us an opportunity to say, here's what we need, let's partner in this to do this, right? And like, there's no shortage of money on the data center side. Like you see it, like it's, sometimes it's mind boggling with some of the things that they're willing to do. If we can be transparent about what our issues are, because our, again, our issues are their issues. And we have to have that conversation. And so how do we have that strategic conversation today with them and say, hey, here's our strategy and plan, here's the forecast and the needs that we're going to have. This is the added cost on that. I, like, I think they're

going to be willing to, I know they're going to be willing to do that. But you got to get it to them before they go to the market for capital. Because once they get that capital, they're locked in, right?

What I see is going to happen is that's going to transition to the commercial side. Because what's going to happen is data centers and generation are going to draw all this labor, right? Because there's, there's more money there. And we're going to have a labor strategy to develop people in those sectors. The commercial side is going to have no choice but to follow suit in a couple of years. So how do we start thinking about that today so we can have those conversations with our leaders and our organizations? If we don't get aligned as a, as a community with this strategy, like we're going to be doing it fragmented and we're going to be chasing our tail. A lot of what I hear is like, it sounds like almost conventional thinking. Like we got to think way, way, way, way out of the box.

So, so why don't we just change the way we're delivering training? You know, why do we need to get people out of the job into a seat at a union hall? Why, why can't we do little reels and, and, uh, uh, and make that at the job site?

Yeah, I think to your point a little bit earlier, absolutely, we can set it up. I hear what you're saying. But you're asking a worker to take what part out of his day to do that? And you're asking a client to say, I'm going to allow you to give that worker up for that part of the time. And you're asking all the builders to say, all right, we're going to stop what you're doing and allow that training to happen. It's a ripple effect. I agree with you. We have to think different, but we're going to have to think differently strategically together. Right? And it's not going to be this group that's saying that. It's going to be our CEOs. It's our owner reps. It's getting in front of them saying, here's the challenges we're having. If we want to do this, this is what we need to do to make this happen. And so I think this is probably a great starting point, but it's going to have to be some people above us to get engaged with those conversations.

A thousand percent. Like this is a CEO level conversation. But I think it's our job to take this conversation to them. Because if we have CEOs that aren't thinking that way today, we need to, we need to get this conversation to them. And again, I think for folks, you know, we have a scale that allows us to kind of run independent, but not all of us have that. Like, I think the industry is going to have to figure out how do we get alignment to solve some of these problems. How we, how we create leverage by joining together.

Well, so you have a lot of in-house employees. I can see the training and putting their butts in the seat and paying for it. But at the same time going, I don't have any electricians that work directly for us. But isn't that what the union's doing for us? They're making sure these guys are trained or is this a training that's specifically outside what they're, what we expect them to get where we pay for it now? Because the unions have always been really good about training their guys. I don't know if this is...

Depends what area you're in, right? Some unions are really on point. Some unions are struggling to find people to, to man up and fulfill their seats and needs. And they're just hiring apprentices off the street and saying, all right, you're going to this job site. And so it just depends on what region or what area of the country you're in.

That's very true.

So I'll take one, I'll take one more comment and then I'm going to just, just ask maybe we put this in a parking lot. Who's responsible, who's, [PERSON], [PERSON], who's responsible to, to, uh, train the employee?

One word. The employer.

There you go. So that's the reality of it too, right? And, and we talked in this group around, you call the union hall for some help, some labor, whatever trade they are. And you say, these are the expectations I have. The next individual shows up, knocks on my door. You don't get that person, you get the next in line. And now it's the employer's responsibility to train them up. So there's a major disconnect between all that. Obviously setting the solution, but, uh, as far as kind of micro learnings on job sites, but that's, I don't know, that's a great outside the box.

It's one, it's one, one concept, right? What helped us is on the transmission distribution side, we've been here for several years. Like this is, we've been living this labor shortage for several years and we've had this development cycle. So we, that's our model. Like we can't rely on the unions to train our folks.

Right.

I mean, they are, I'm not, I'm not throwing stones, but they're training their folks, but like to do what we do, we have to add on top of that, right?

I don't know about anyone else, but any owner I've talked to that's a union signatory company, they expect union employees to come out trained because they pay into the fund. Exactly. And anytime you're trying to do training above and beyond what the union's providing and taking them out of the field, ownership is, I pay X amount of dollars into the training fund. I expect trained, that's why I'm signatory, to get that trained craft labor out of the union. It's not the reality of what's coming out, but that's what the owner perspective is.

It's a great conversation, right? I mean, it's a great conversation, great theory, but it's dodging, it's really dodging the issue.

All right, all right. Sit still and be quiet. Let's go. His legs...

If you know me, I can't sit still. Um, the unions do have a responsibility to train. Unfortunately, in my opinion, uh, through their apprenticeship program, they don't get the training while they're learning on the job. Right? So they, they, the unions do do a good job of training, but they're not doing it fast enough. Right? They may have a four-year apprenticeship program that they're going to acquire all this training in, but they're on the job today, on day one, month one. That's the first comment. The second comment is, is as a company, you employ these people. Who do they work for? If you ask this person, who do they work for? They're going to answer you, the union. Local X. Local X. I work for the union. Right? We have to get away from that mindset. If a company is employing this person, that person needs to live and breathe the ideology of that company. So what onboarding do they get for that company? What investment is that company making in that individual on soft skills, leadership training, what the company's passion and vision is? This is how you're going to operate. Your sticker is on your helmet. You represent us. This is what we envision for you. So that's just my two cents. I think it's a two-part. The union owns a little bit, but the employer owns it too.

You got to create brand loyalty and you do that through investing in the person. And right now the union is investing in their development, not the employer, so their brand loyalty is to the union. I agree, you got to, like, we got to figure that out.

Appreciate the conversation. I got to cut it off. Next table.

Thank you, [PERSON].

Um, so we kind of went to section four, kind of dwelled there a little bit. Pretty well accounted for. You know, the first question there was, where do upstream choices, design, completeness, constructability, contracting create

the most unsafe pressure on the field? Let me just see a show of hands. How many of you track rework in your organizations? Small, small but significant number, right? Why do you track rework? Anybody want to, want to help educate the group here?

To see whether they actually did planning before they did it, because of the accidents we're having there.

Exactly. Exactly. Rework goes so much more efficiently, doesn't it? Right? When you have to get in there and you get things done so quickly and everybody's like, wow, why don't we do it that way all the time? Right? No. It's much more dangerous. You usually have a crew that isn't familiar with the job or the work. Ten, ten other things that we regrettably find out about when we get into that, that vein.

Um, so, you know, by the other side of that same coin, you know, we, we don't really contemplate what is going to put undue pressure on the field typically. We don't do that directly. We don't say, well, we just want to put more pressure on the field. It's just kind of built into what we expect from the different trades that are working on any of our given projects. And I'm very lucky my, my group here came from all different walks of life here. We got wastewater treatment, we got vertical building, we got civil, we got, uh, leadership development. We had a lot of great input here.

But we, we thought that that rework was, was definitely sort of an indicator of, you know, how poorly something was planned or the lack of planning or the lack of even beginning to contemplate what stressors are going to influence the field before we even decide to take on a project. And, and on the back end, [PERSON] did a great job. She, she pointed out something I thought just blew my mind. She's like, well, why don't we have a committee of people that decides whether or not we're going to take on a project? You know, a balance of, of management and labor to look at a project and say, with the resources and the people that we have right now, do we like this project? Is it going to be good for us? Is it going to be good for us culturally as an organization to determine whether or not we go forward?

Um, uh, psychological hazards show up on your jobs. What do your current practices teach people about wellbeing? Um, you know, bad subs and bad contractors create a domino effect that lasts long beyond even that job that they're on. You know, people get a bad taste in their mouth and they move on down the road to the next job and the next job and the next job and it kind of, kind of poisons the well in, in a way. Um, and as you mentioned on the outset, [PERSON], you know, everybody knows, not, we don't know, we're hearing from you this percentage, that there's already a 20, 23% you know, number of people that are actively suffering day in, day out from an industry that's typically been slow to nurture and care for its people. You know, the, the feeling was there's always another group that's going to come in and take up where others will leave. We can always count on more people coming to this nation in one way, shape or form to come here to, to earn the life that they hope to attain in coming here. And, and that, that's always been there for us and it's not really there anymore. And, uh, that, that combined with the, uh, retirement of a lot of people that have already put a lot of time into our industry and our world, it's created a perfect storm for us we're trying to manage now.

And it's great somebody referenced that in [LOCATION] a lot of you are doing mental health stand downs. I mean, what a, what a, what a great opportunity. I mean, we, we went through the fall protection piece. Everybody's been doing those on an annual basis, but now the fall protect, or the mental health component is starting to spread out a little bit as well.

If, if we had the capacity, what would we change first? And I think, you know, around our table here, we, we got a little bit into the emotional aspect of what we're doing because emotions aren't just something that affect our here and now. It's things that impact you on the job you're going to take home with you even if you don't want to. Things that are happening at home you're going to bring to work with you and each convolutes your, your

decision making capabilities. So if, if we could change that, if we had a magic wand, if we could influence that work-life balance somehow, that's, that's where we decided we would, we would start. Uh, because it impacts everything else. You know, retention, um, you know, accessibility of people coming into this industry. You talked about the washout rate a couple of you mentioned in, in the union environment. It's, it's all interconnected. And, and then again, if, again, if we had the magic wand, you know, we, we might add a little time into projects so there's not this constant pressure of the schedule bearing down on everybody from management all the way down to the lowest person on the end of a shovel. Um, is it, is it a question of do we need more time or do we need more people to accomplish what we're trying to build in the time that we have? So somewhere that, that's going to add cost that we're not enduring right now, but that's, you know, there again, it's another place that we would, we would add resources or flexibility to.

Um, in terms of our, uh, personal commitments, you know, we, we talked previously about listening and engagement and being present. You know, I, I love the expression of an old guy that I worked with in [LOCATION]. It was a California-ism. Some of you California guys can appreciate this. He was like, no matter where you're at, man, be there. Wow, that is just, that's like golden advice from a guy you would least expect to get it, you know. Just be there. Be present in the moment. Be listening. Be engaged. Uh, [PERSON], I think you made a bunch of points about that earlier on.

Um, you know, certainly looking out that 30, 60 day approach to this, you know, I think universally our table was in agreement with I think the prompt behind this question, which is, you know, we need to in the first 30 days engage in an awareness campaign. You know, is everybody calibrated? Are we all in alignment in our respective organizations that, you know, this, this is putting undue pressure on our people and we can control that. We can control their emotions a little bit by giving them some relief, giving them a sense that they help to control their own destiny instead of us just bearing down on them all the time. Got to get the job done, got to get the job done, right? We always have that pushing us all.

Uh, and then, then working in the six month band towards more management change. Trying to influence your senior leadership that, you know, some, somebody said in here that this, a lot of what we're talking about is really a CEO level issue. But as many of us have learned over time, even though we're not the CEOs of our respective organizations, we can influence those people. And they're the people that need to hear from us. And it's sometimes a hard message for us to send because we're not dealing, used to dealing with people at that level, but it's critical in terms of our future success.

And then, you know, again, I'd already mentioned, you know, on the one year we're, we're trying to hopefully put in place this pre-bid committee, you know, pre-construction group to advise our estimating teams and project management team about whether or not we should pursue a job. Because maybe it's too far out of our normal radius. And so we're going to lose a whole bunch of people that are just going to say, well, I'm not working for them anymore. I'm not going to travel two hours where I was traveling 20 minutes. I'm not going to [LOCATION] uh when I'm used to working in [LOCATION] or [LOCATION]. I've been through that. I can tell you that was, that was a bad adventure.

Um, and, and if we're going to do pre-bid, then why don't we do post-mortem? You know, while the, while the pile is still steaming, let's analyze it a little bit. And, uh, talk about the things that went poorly. Really identify the things that went really well. Look for ways to expand those, but also try to minimize those things that are shooting ourselves in the foot. So that's probably enough out of me.

Thank you very much, [PERSON].

You bet.

In the interest of time, the remaining tables, just the most salient point they'd like to bring forward please.

Thank you, [PERSON]. I actually already planned on just kind of repeating a lot of what other people said. Um, looking at one aspect of our conversation and that was there absolutely is a disconnect between the GCs and CMs and the field workers. Um, and, uh, just the dynamics of our table, um, we had a bunch of GCs and CMs, uh, and then we had one person who's, um, spent around the last few years, uh, working for some of those same GCs and CMs. And, um, the GCs and CMs recognized that, uh, one of the, one of the quickest ways and most reliable ways to lose the, uh, connection with the craft worker and lose their trust is to have a disconnect between, let's say your site orientation and what you, uh, preach at that. And then if we're talking about messaging, and messages aren't just verbal, and then the messages that they receive trickle down, um, while they're actually performing the work. And, um, it takes, it takes, you know, one time for that disconnect to impact that worker. And if you, and you lose that worker, and you probably lost that whole crew. Um, and then because we work with the same people a lot, those workers are going to go to your next job and your revamped, uh, orientation is going to fall on deaf ears because you lost them on the last one.

Um, and, and we identified, uh, one way that I think as a group we thought, um, we could affect that. And it wasn't actually the relationship with the craft worker. It was, um, we were looking at, you know, a lot of those issues that lead to that mixed messaging are right there, the schedule pressure, the cost pressure, um, what have you, uh, you know, not, not direct safety pressures that are causing that. Um, but going to that upstream relationship and, and trying to have, let's say, you know, we asked, what's our relationship like with the design phase stakeholders? And even from some companies that, that seem to do really good at it, the answer was a one or a two. If you don't have a good relationship with those upstream stakeholders, then how are you going to affect the downstream consequences?

Thank you. Next table.

Make it quick. No, so, uh, just kind of a, you know, common theme here is just wellbeing, schedule, uh, things of that nature. So we're talking about training. To me, the most useful training is hands-on training. And I don't think we allow our schedules, or our schedules don't allow our, our foremen or our lead people to have the time to mentor the individuals in the field. Uh, and we have unqualified individuals mentoring new, new people to the trade. So, um, schedule affects a lot of different things, whether it's revenue generated type stuff, but, um, schedules demand large amounts of people to work long hours. Um, I'm just using an example, a job I was on, we had over 200 iron workers. I guarantee 60 of those iron workers were really good iron workers. And then another 140 that were whether they were brand new to the industry or, you know, subpar performers. Um, and again, we didn't, it didn't allow enough time to mentor those individuals. So some of those individuals on that project, they were there six months. They probably, the only thing they learned how to do was stuff a TC bolt in a beam. You know what I mean? So, um, I think that schedules drive a lot of different things. And then we talked about design. Um, sometimes we're building buildings before they're designed. Like the foundation's designed, go. And it doesn't allow boots on the ground to see the constructability of that, of that building and plan, uh, correctly. So, made it quick.

Thank you very much.

All right, I'll go next. Thank you, [PERSON]. I wanted to stay on section four, uh, number two, the psychological hazards showing on your jobs. So one thing we talked about was, you know, training supers, supervisors to, uh, be able to identify when people are having a tough time. You know, we talk a lot about mental health, we tell workers that, you know, we have all these resources available.

You know, you hand a, you know, give them a handout, post something up on the, uh, you know, safety board

there. Uh, but I think, uh, just another point is to kind of train the supervisors to kind of know when to check in, you know, with people who look like they might be having a tough time on the job. So, um, you know, getting that information, whether it's, you know, uh, a ton of rework, you know, schedule constraints, things like that. Uh, you know, you're walking the job, youre seeing someone who looks a little too stressed out, uh, knowing to go up to them, check in with them. Because, you know, a lot of the times they're not just going to come up to you and be like, look, I'm having a tough time. Uh, sometimes just, you know, putting yourself out there, even if they're like, look, I'm fine. And then you check with them, you know, next day they say they're fine again. At least you're kind of doing your job there. Uh, because, you know, on that one chance that someone's like, you know what, I am having a tough time. Um, you know, it's going to be very meaningful and, uh, to be able to catch that before it turns into an action. So that's all I got.

Thank you very much. Next table.

All right, I can go super quick. Uh, below that, I will go totally off script, kind of piggybacking off of, uh, [PERSON]'s ideas. You know, not only ask the question every day, but be vulnerable too. Don't be afraid to be yourself. Um, and kind of, you know, be approachable and those kinds of things. And then one of the things we came up with for one of the time-based actions, shot in the dark, kind of outside of safety, was just, you know, collaborate with, you know, owners. Get the owners in front of the workers and ask them, you know, have informal discussions about, you know, their day-to-day and all that stuff. Same thing with architects, engineers. So they can see the ground actually, the boots on the ground, seeing the work put in place. Um, I know it happens infrequently, but everybody has a checklist, it's very fast moving. Um, but...

That was one of our outside the box ideas.

And if I can just go back, you're talking about the project owners, not the owners of the subcontractor, for example.

Correct. Yeah.

Okay. Thank you.

And kind of with the architects and engineers, you know, a lot of that's project manager facing, you know, kind of not take them out of the equation, but get them out in the field and try to understand the hands-on work.

Thank you.

And just to this table's point, I assume, uh, you know, for, for foreman training and stuff, there's the foundational safety leadership, um, that's built into the 30 hour. That's a basic, I don't know if you guys talk about that or more than that.

Yeah, the FSL from CPWR.

Uh, next?

I think I'm the only one left.

Oh, last two, but go ahead.

Okay. Uh, so just one point that I'll touch on real quick, I'll be brief. Um, it has to do with the, uh, misaligned incentives, unsafe pressure in the field, who owns the gap between, uh, your design and your constructability, right? So one thing that I'll just add to that, um, it's a new program, I don't think there are any [COMPANY]

people left in the room. We do a lot of work with [COMPANY]. [COMPANY]'s a part of this program too, but, uh, they're, they're taking a new approach that, that we're looking forward to. It's something called a, a strategic sourcing partnership program where, uh, the idea behind it is they have a lot of major underground construction projects coming out. And rather than following the traditional model of competitive bid where, you know, there's a half a dozen or more contractors all, all bidding on the same project, what they're actually doing is they're partnering upstream with select contractors who get paid to then work through the design and constructability phase to help see around some corners. So, uh, what were collectively trying to get through that is a better understanding of true cost on the project, uh, what it's actually going to take to get the job done, flush out some of those design and, and, you know, conceptual design versus constructability differences. Uh, ultimately limit change orders, which, which can lead to other sorts of issues including safety downstream on the project. And maybe even engineer risk out of the job where, where it's possible. Talk, talking about underground construction, uh, you know, looking at opportunities for, uh, for trenchless installation, um, whatever it may be. Earlier research, partnering with, uh, subsurface, uh, investigation companies, right? Um, who, who specialize in going out, doing early research, getting you better data, better subsurface reports, uh, to, to plan your duct bank routes, right? And that's important. So it's still a new program. Um, you know, we'll, we'll see what the results of it are in, in a few years here, but we're personally looking forward to that as a self-performing contractor and subcontractor who, who doesn't have a ton of control typically over the, the design phase of the work.

Thank you. Did you say [COMPANY]'s here? Congratulations on your recognition last week.

Thank you. Appreciate it.

Yeah. Um, so I didn't take a lot of notes, so I'm going to try and go off of memory here. Um, one thing that we talked about, and I don't know if this is just my personal experience, and we talked a lot about training, which I personally don't think is the answer to a lot of the problems that we're having. Not that I have the answer either, but, um, I do find that I feel like a lot of workers don't get training in hazard recognition or control. Right? We throw all of this kind of general training at people, but then when they're out in the field, I find, you know, I'll, I'll see conditions and I'll point things out and, and guys almost just like don't even realize that, you know, that's what the big risk is. They, they recognize some things that I think are more basic, but when it comes to some of the more complex hazards or risks, risks on a job site, you know, they're, they're focusing on a million other things and maybe don't realize, um, you know, some of the things that are more obvious right in front of them. So I think that's a big thing, you know, training people in the field on hazard recognition and control of those things, you know, could maybe go a long way. And I, I don't know how to get that done, but, um, just a gap that I'm seeing.

And then the, the psychosocial part of it and the mental wellbeing, something that wasn't mentioned that I would like to talk about is, um, getting programs in place to help workers with like their nutrition and fitness and that type of stuff. Helping, that, that goes a long way with, uh, mental health and wellbeing. And I see a lot of the workers, I work in [LOCATION] primarily with mostly union construction workers, and a lot of them are, you know, 50 plus years old, um, have different types of ailments. Some of them, you know, are, are really overweight and they don't sleep a lot and they smoke a lot of cigarettes and they're, they're really unhealthy. And then the jobs that we do, work mostly at wastewater treatment plants, really don't help with, with any of these things. And I would love to see, you know, unions and, and contractors and, and owners even support, uh, some of those, you know, nutritional and, and, you know, physical fitness things to help move those things in the right direction. And I'm sure it's a generational thing as well, but, um, you know, just another thing to throw into, to the mix.

Thank you.

Yep.

I know we left some stuff on the table. Um, unfortunately in fairness to the third, uh, section, we just, we just needed to move past that. Um, I know that the AI, uh, will capture that rigorous conversation, well-deserved conversation. I would, I would challenge maybe [PERSON] with the CURT, using the, uh, Construction User Round Table. Maybe this is a conversation that if we coordinate the effort through the, um, conversation that we had here today, maybe it's worth exploring having a conversation with the Construction User Round Table, which are really the project owners, right? Maybe it's, maybe that's an opportunity using, you know, sort of leveraging [COMPANY]'s relationship, uh, with that group to have a conver- a bigger conversation. So I really appreciate the thoughtfulness of your remarks. Uh, and, um, why don't we take 10? 10 minutes.