

SAFEBUILD ALLIANCE



ZERO INCIDENTS THROUGH COLLABORATION



CONSTRUCTION
SAFETY WEEK

May 2nd 2024
Member Meeting

acme 
construction supply co., Inc.

Meeting Agenda

Welcome & Announcements – Steve Clem

Presentation – John Strickland & Nichole Guilfooy

Building Respect for People

Sponsor Presentation – Acme Construction Supply

Closing Announcements & Networking

Safety Week Kickoff



CONSTRUCTION **SAFETY WEEK**

May 6-10, 2024

Visit [ConstructionSafetyWeek.com](https://www.constructionsafetyweek.com):

- Planning resources
- Daily topics, videos & toolbox talks
- At-home family activities
- Spanish-translated materials
- Submit your own success stories
- Social media toolkit and promotional materials & graphics

SafeBuild Alliance Golf Tourney registrations are live!

Scan the QR code to register.



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BUILDING RESPECT FOR PEOPLE

SAFEBUILD ALLIANCE & LCI CASCADIA

MAY 2, 2024

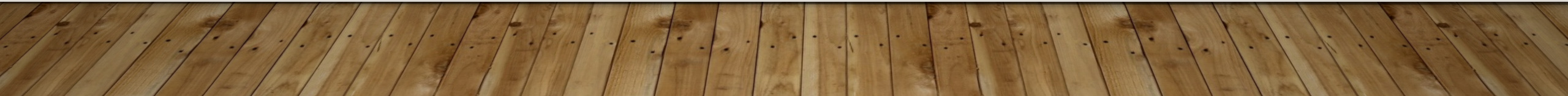


TABLE DISCUSSIONS DURING BREAKFAST

- Names
- Prior Experience with SafeBuild Alliance
- Prior Experience with Lean Construction Institute
- Prior Background on “Respect for People” Concept
 - Something you’ve heard before?
- Favorite Special Occasion Restaurant or Venue

- [Link to Slido](#)



slido.com
#2516 209

TODAY'S TEAM



Sean Graystone



Nichole Guilfoy



John Strickland



TOPICS FOR TODAY

- Respect for People – More than being “Nice”
- Business Case for Respect for People
- Total Worker Health

SAFETY MOMENT – “PSYCHOLOGICAL SAFETY”?

- Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”
 - Amy Edmondson, Harvard Business School
- Google *Project Aristotle*
 - best teams weren’t created by assembling the best players
 - “the whole is greater than the sum of the parts”
 - psychological safety, more than anything else, was critical to creating high performance teams
- How about Psychological Courage?
 - Speak up – respectfully

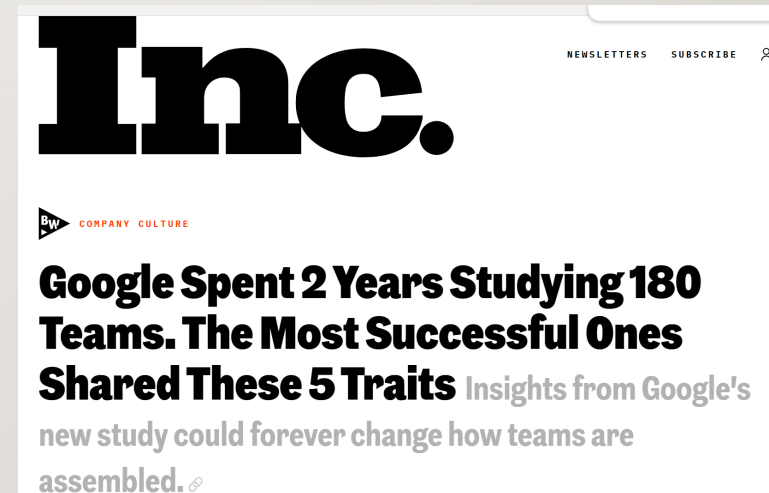
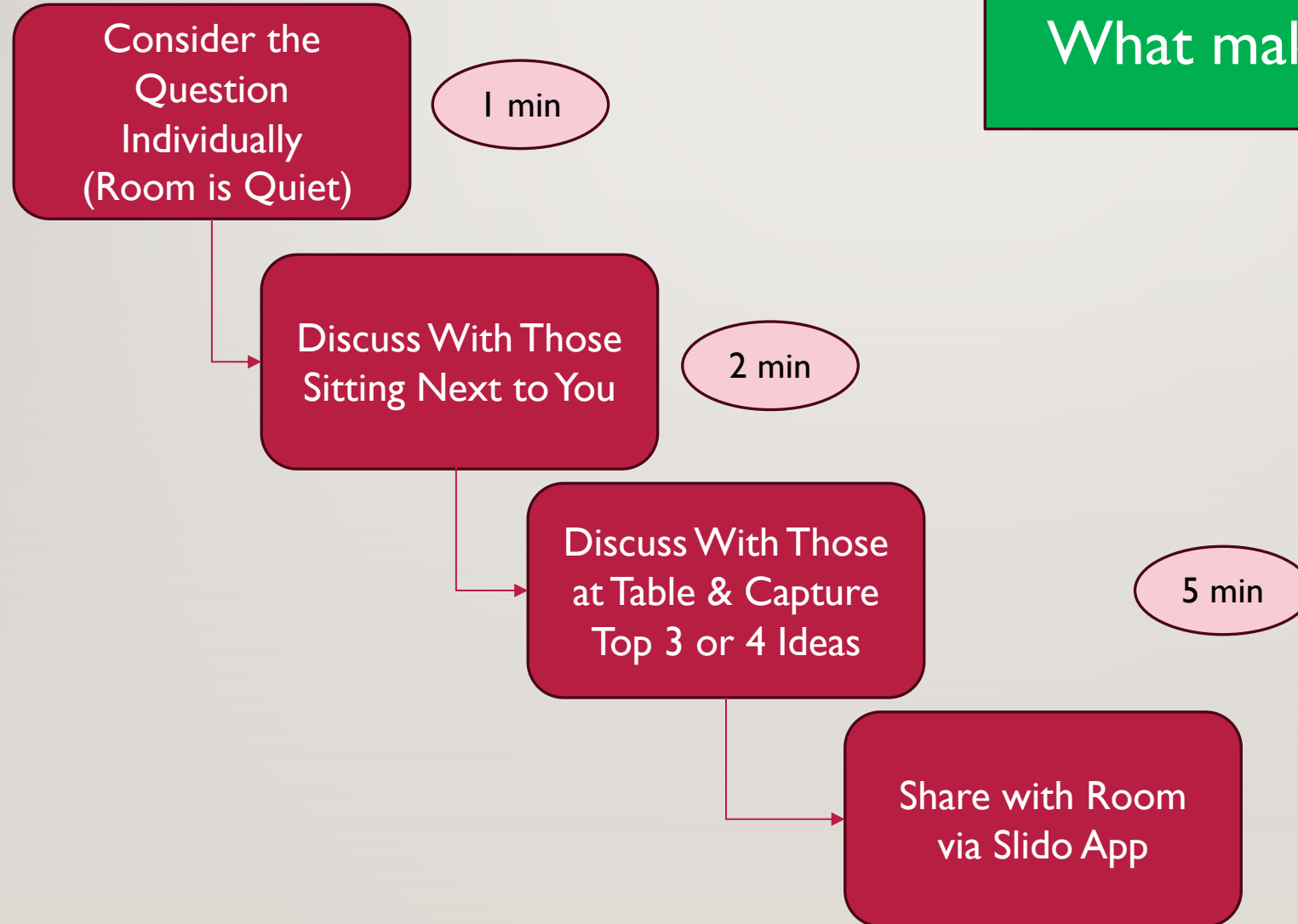


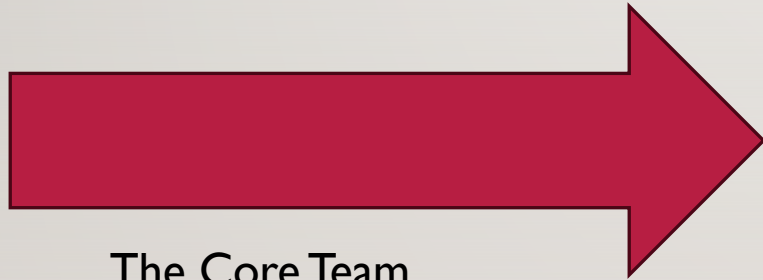
TABLE DISCUSSION:



What makes you feel respected?



The story of the Mechanical design/build partner's BIM Engineer...



The Core Team
towards the end of the
Permit Design Phase







“The Whole Is Greater Than The Sum Of Its Parts”

Respect for People is more than:

- The Golden Rule – Treat others as you would wish to be treated
- The Platinum Rule – Treat others as they wish to be treated

But Extends to:

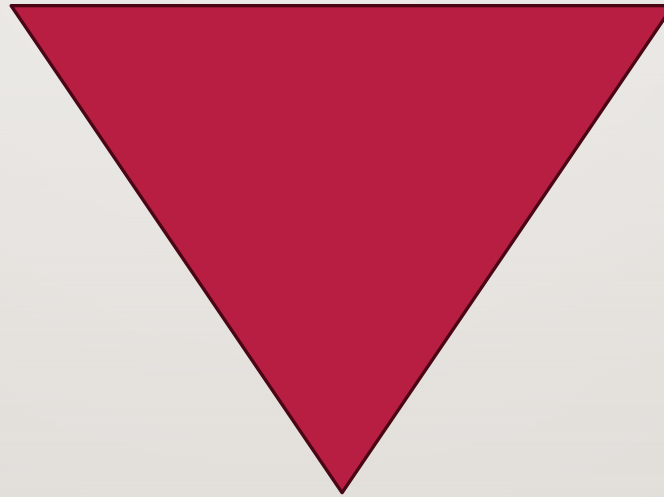
- **“Holding *precious* what it is to be human”** – people err, practice understanding and forgiveness. There are no ‘mistakes,’ there are only “learning opportunities” enabling continuous improvement.

THE HONESTY, TRANSPARENCY, AND VULNERABILITY



HONESTY

TRANSPARENCY



VULNERABILITY

Honesty and Transparency require Vulnerability. To be Honest, we risk being wrong, judged, or misunderstood. To be Transparent, we risk being shamed, criticized, or humiliated. To take either action requires us to be Vulnerable and courageous which then creates the opportunity to expand our own understanding and change our perspective to one of Empathy, Compassion, and Understanding. This is what feeds human relationships. To me, this is real

RESPECT FOR PEOPLE

RESPECT FOR PEOPLE IS MORE THAN...



- Practicing the Coaching and Learning Katas – where the manager/coach guides the “problem solving practices,” and employees/co-workers are challenged at every step of the way asking for more thoughts, facts and discussions, along with the development of mutual respect (Womack, 2007)
- Understanding that if the student is failing it is the teacher’s fault
- Never causing another human being to ‘lose face’
- Treating everyone with mutual dignity and respect; knowing that everyone wants to be appreciated; helping one another; and strengthening the great chain of humanity that connects us, one to another, throughout the many generations of humanity

“it’s not about the tools” - JS

RESPECT FOR PEOPLE IS MORE THAN...



- Knowing that everyone has a place to be productive and is, in some way or another, an agent of change for something better over time
- Trusting the innate good in all humans, visible or otherwise, and understanding that only hurt people hurt others
- Knowing that the group is stronger than, and more capable of solving complex problems, and achieving greater objectivity than the individual
- Practicing Diversity, Equity and Inclusion
- Understanding that...

DIVERSITY IS STRENGTH

We are all limited in our individual knowledge and comprehension – by our beliefs, views, predilections, our experiences, our teachers, our mindsets, and a host of other limiting factors. Therefore, no matter how much we try, all individual views are Subjective. The closer we can get to the Objective view, the more whole is our understanding and the more effective our derived solutions to constraints will become.

(an offshoot of “Outward Mindset”)



“You know, everybody's ignorant, just on different subjects.”

– Will Rogers

tags: autism, memoir, nonfiction, writing

MINDSETS ARE THE
KEYS TO GREATER
UNDERSTANDING

LEARN THEM...



- Outward vs Inward
- Growth vs Fixed
- Infinite vs finite
- Empathy and Emotional Intelligence
- Determination and Perseverance
- And more...

PRACTICE REAL RESPECT FOR PEOPLE



**Respect for People includes ALL of the above,
and much, much more – remember that**

“The Whole Is Greater Than The Sum Of Its Parts”

Therefore, we say

“Optimize the Whole, not the Parts.”

WHAT IS “RESPECT FOR PEOPLE?” – AN EVOLVING DEFINITION



Currently being developed by LCI’s Respect for People Task Force, this evolving definition of "respect for people" is drawn from stories, commentary, and conversations from within the Task Force itself, and members of the LCI community:

Respect for people melds genuine dialogue, empathy-driven actions, and sincere acknowledgment.

Safety, corrective measures, and holistic support accentuate it, intertwining with a celebration of diversity and unique narratives

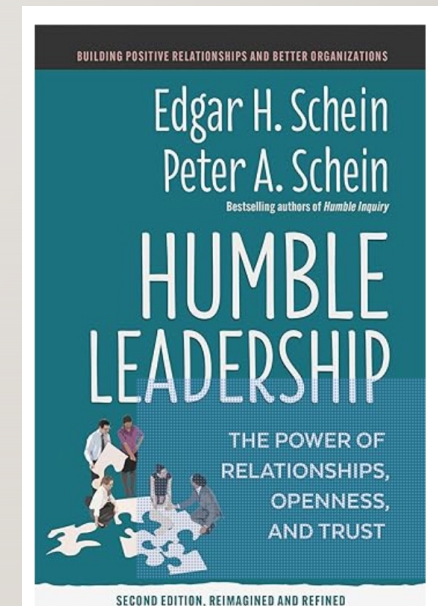
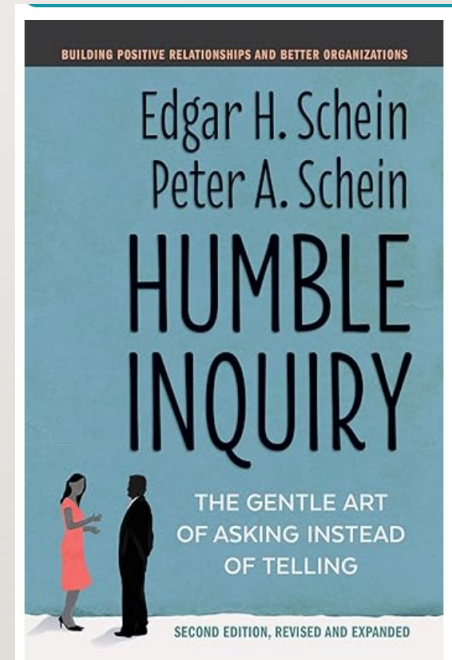
RESPECT THROUGH LISTENING & LEARNING

- Demonstrate genuine curiosity and interest in them
- Acknowledge their expertise and learning
- Demonstrate appreciation for their challenges and clever approaches
- Allow them to teach you something

TRUST AS DEFINED BY EDGAR SCHEIN

Trust in the context of a conversation is believing that the other person will

- *acknowledge me*
- *not take advantage of me*
- *not embarrass or humiliate me*
- *tell me the truth*
- *not cheat me*
- *work on my behalf*
- *support the goals we have agreed to*



RESPECT FOR PEOPLE & HIGH-PERFORMANCE OUTPUT

High performance and continuous improvement and quality are greatly enhanced when those closest to the work understand and improve the production process



Everybody prefers working in a smooth-running operation

HYPOTHETICAL SITUATIONS (?)

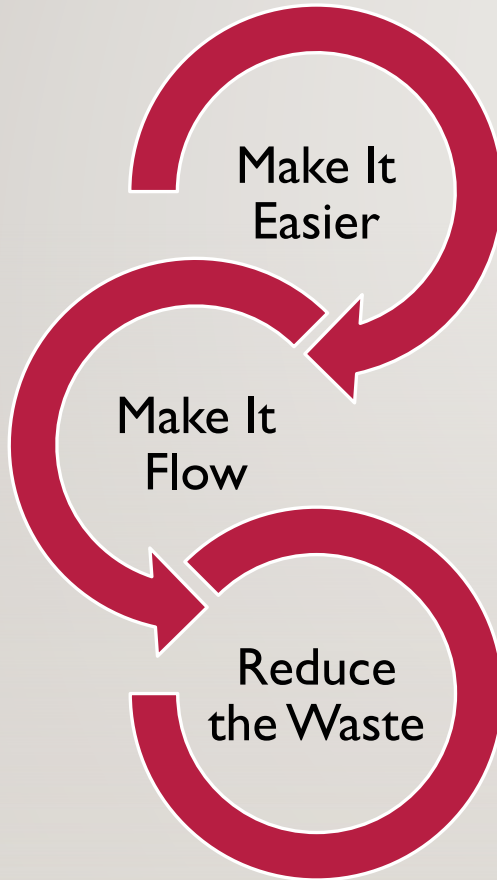
- Workers put in extra effort, at a personal sacrifice, to meet a requirement
 - The work product isn't used immediately
 - Much of it was not used at all
- More work is done than is needed to support the next decision
 - The downstream user waits for what they don't need
 - Changes require much of the work to be redone anyway



Frustration is to Waste as
Smoke is to Fire.

Just ask people what is frustrating
and you will likely find a wasteful
policy

3 TYPES OF WASTE: WHERE TO START



- **Make it Easier** (*Muri*)
 - Work that is unreasonable, impossible, too hard, awkward
- **Create Flow** (*Mura*)
 - Workflows that are uneven or inconsistent
 - Overloaded or under-utilized production centers
 - “Hurry up and wait”
 - Phantom Demand & Futile Hurry
- **Eliminate Waste** (*Muda*)
 - All effort that doesn’t add value
 - Transportation, Inventory, Motion, Waiting, Overproduction, Over-processing, and Defects

*Slide derived from author’s understanding of
Toyota Production System*

NOTABLE QUOTES

Production Guru – Shigeo Shingo



Quality Guru - W. Edwards Deming



The fact is that the system that people work in and the interaction with people may account for 90 to 95% of performance.

A leader's job is to understand his people, understand their differences; optimize their interactions, their educations, their experiences.

FLOW: SMOOTH IS FAST – AND MORE ENJOYABLE



Advanced Work Packaging (AWP) and Lean Construction: Optimizing Project Workflow

SR22-01d • Optimizing Workflow and Increasing Project Throughput:
Comparing Conventional Project Delivery Methodologies with a Flow-based Thinking Approach



Prepared by the CII AWP • Lean Joint Working Group
Principal Authors: Fernando Espana and John Strickland
Revision Date: August 23, 2023

Comparison Topics:



1. How Do We Think about Flow?



2. Work In Process



3. Pull-based Delivery



4. Uncertainty and



6. Utilization vs. Throughput



7. Decision Timing



8. Buffers



9. Response Planning at



11. Supply Chain Management



12. Team Structuring



Conventional Project Delivery

- Flow is great when it happens, but there is little specific understanding of underlying factors that create or inhibit it.
- Project managers believe flow is reflected in well-developed Master Schedules, and it can be achieved if field supervisors implement the plan.
- CM/GC generally expect subcontractors to subordinate their crew flows to support the Master Schedule.

1. How Do We Think about Flow?



How Do We Create It?

Flow-based Thinking

- Creating Flow creates great projects.
- Flow is a fundamental delivery strategy, not a happy by-product.
- Flow on projects is governed by relationships, which can be managed rather than left to chance.
- Flow on project works best by enabling efficient Flow for trade contractors and other supply chain participants.

Key Insights:

Every experienced project participant has an appreciation for smooth-flowing work – it makes everything seem easier, predictable, less stressful, and ultimately less expensive. What has been missing, however, is an understanding of how Flow is created and maintained. Using a hydraulic analogy, we can apply scientific principles to predictably shift from chaotic and “turbulent” Flow to smooth “laminar” Flow – and deliver far more value with far less effort. Go with Flow!

Conventional Project Delivery

- Front-line workers are the “muscle” required to execute the work planned by others.
- Information should be tightly controlled and issued on a “need to know” basis.
- Front-line workers are not usually capable of, and should not be bothered with, the details of planning and coordination.

10. Underlying Respect for the Participants



How do we view those who do the work?

Flow-based Thinking

- Respect for People (as in “respect for mankind”) is central to Lean thinking.
- Listening with the willingness to be influenced is among the best ways to show respect.
- Each body is equipped with a powerful mind – free of charge.
- Everybody needs to know.

Key Insights:

Lean-based thinking is based on “asking,” which is intrinsically more respectful than “telling.” Although there has been improvement in the past few decades, the construction industry retains high degrees of “command and control” thinking. Lean thinking embraces “Respect for People” as a core value. It is not naïve altruism, but rather a recognition that we need the help and imagination of the entire team to create Flow. View the project environment from the perspective of a new-hire craft employee on a major project – would you feel respected?



Supporting Your Mental Health

**Resources for Construction
and Craft Workers**

2024 SafeBuild Alliance

Presented by: Nichole Guilfooy, Health Management
Consultant, Providence Health Plan



Why are we talking about Mental Health today?

- Construction workers experience the highest suicide rate of all industries:
 - 53.2 suicides per 100,000 workers
 - 4x greater than national average
 - 5x greater than all other construction fatalities combined
- Construction workers are disproportionately prone to substance abuse:
 - Construction workers represent about 25% of fatal opioid overdoses among all workers
 - 12% have an alcohol use disorder (versus 7.5% of general population)
 - 11.6% reported illicit drug use within the past month
- 83% of construction workers have experienced a mental health issue.
 - Only 18% of construction workers feel comfortable raising mental health concerns.



Supporting Construction and Craft Workers

What's unique about construction and craft workers?

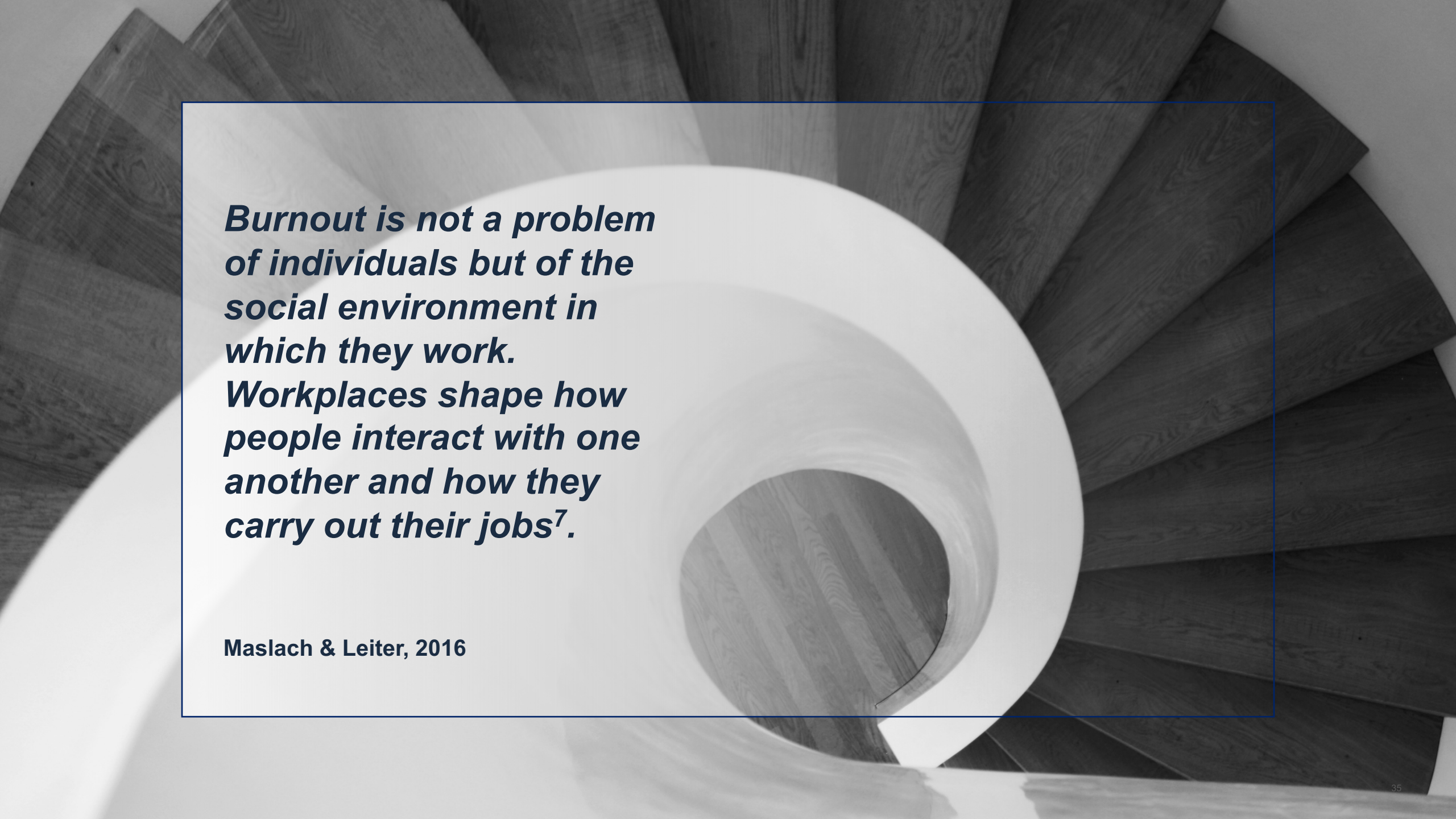
- Shift work and sleep health
- High pressure environment
- High rates of burnout
- Financial stress
- High risk for substance abuse disorders
- “Tough Guy” culture
- Precarious work
- Separation from family



What is burnout?

Job burnout is a special type of job stress – a state of physical, emotional, or mental exhaustion combined with doubts about your competence and the value of your work.





Burnout is not a problem of individuals but of the social environment in which they work.

Workplaces shape how people interact with one another and how they carry out their jobs⁷.

Maslach & Leiter, 2016



✓ Three main dimensions of burnout



- Emotional exhaustion
- Cynicism
- Decreased sense of personal accomplishment



Psychosocial Factors of Work in Construction

Psychosocial factors are social, organizational, and managerial features of a job that affect the worker's feelings, attitudes, behaviors, and physiology.

Working conditions

- High demands
- Low control over work tasks
- Lack of support from supervisor or coworkers
- Job dissatisfaction

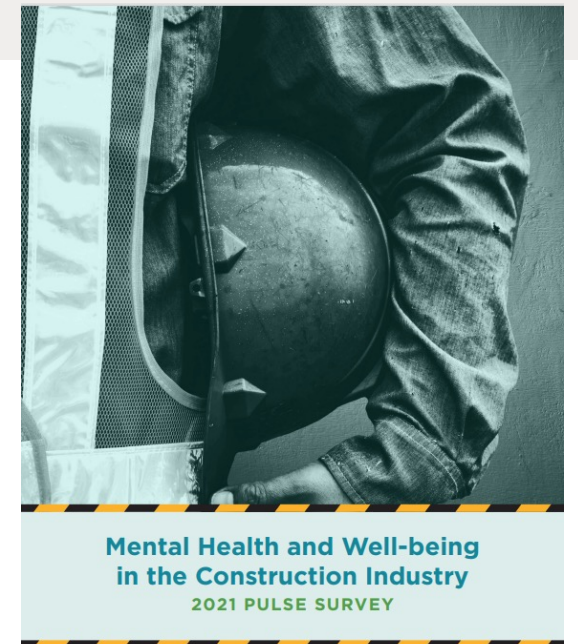
can lead to



Health effects

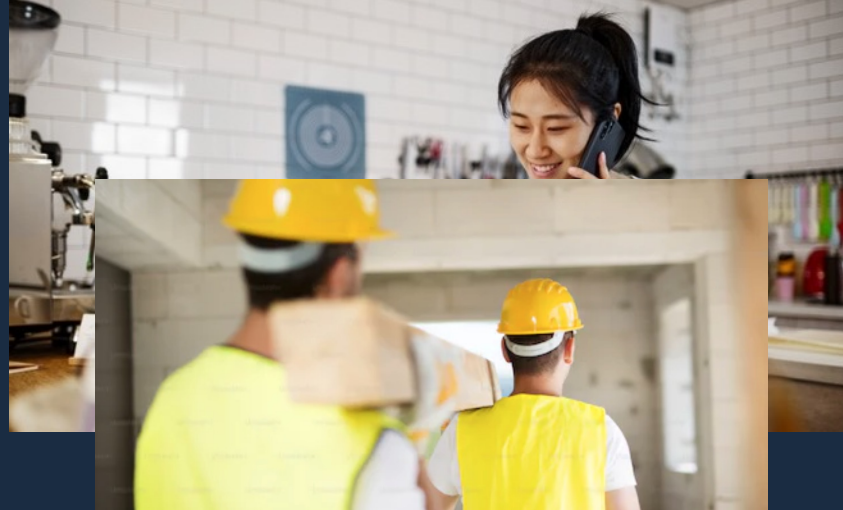
- Heightened stress
- Poor safety outcomes
- Increased risk for cardiovascular disease
- Higher susceptibility to musculoskeletal disorders

93% of respondents agree that addressing mental health at work is a sound business practice.



Acting compassionately

helps prevent worker burnout.



Acts of compassion & kindness

are rejuvenating when received and witnessed.

The compassion connection

Giving and receiving compassion

is stimulating and healing.



Workplace compassion

Promotes employee engagement, dedication, and loyalty.



Identify

Contributing psychosocial hazards and safety climate.



Assess

Which factors can be feasibly addressed. Be sure to include front-line workers in the assessment process.



Respond

Develop practices and policies to address deficiencies.



Evaluate

Review and revise psychosocial safety initiative annually.

Top Tips for Leaders



Thank You

Nichole R. Guilfoy

Health Management Consultant
nichole.guilfoy@providence.org

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Music: *Positive Ideas* by 2TECH-AUDIO | <https://2tech-audio.bandcamp.com>

And now it is time for you tell us ...



How Do YOU Define Respect for People?

What was your Aha Moment? What does it mean to You?

Please put your input into the chat! Or...

Write to me at: LeanFlow2017@Outlook.com

Tell us your story...

Give us Your thoughts...

Join the conversation!

Have a conversation!

Engage...Make a Change...Be active...Get involved

TABLE DISCUSSION:

Consider the Question Individually (Room is Quiet)

1 min

Discuss With Those Sitting Next to You

2 min

Discuss With Those at Table & Capture Top 3 or 4 Ideas

10 min

Share with Room

Topic: What are your take-aways from today's discussion?

Remember psychological courage? What risk might you now take?

UPCOMING EVENTS

Cascadia-Portland Community of Practice

invites you to

Introduction to Lean

Apr 30, 2024 | 3:30 PM - 5:00 PM

Skanska
1010 NW Flanders Street
Suite 500
Portland, OR 97209

Cascadia-Portland Community of Practice

invites you to

Lean Happy Hour

May 21, 2024 | 3:30 PM - 5:00 PM

Swinerton Builders
850 NW 13th Avenue
Suite 300
Portland, OR 97209

Street Parking is located nearby

Registration is free.

ABOUT YOUR SPEAKER



- 40+ Years Construction & Design/Build
 - Ranging from Carpenter to Program Manager to Construction Operations Director
 - “Manager of People” for CH2M Construction Resources
- Rapid Delivery on First of Kind Projects
 - Micro-electronics, Solar, Manufacturing, Power, Paper, Pharmaceutical
- Early adopter & advocate of Injury & Incident Free Environment movement ~1995
- Active Proponent & Practitioner of Integrated Project Delivery since ~ 1995
- Active in Lean Construction Institute since LCI Founding - 1997
- Launched Cascadia (Portland and Seattle) LCI Communities of Practice - 2004
- BSCM, MBA, PMP
- Active student & researcher
 - Lead role in multiple Construction Industry Institute (CII) research teams
- Licensed to deliver LCI training modules
- Extensive background in TQM, Scrum, Kanban, etc
- Key developer of Collaborative Design & Scoping (CDS) process
- Key Resource for Lean Implementation
 - CH2M/Jacobs
 - Procter & Gamble
 - Intel
 - Dozens of Trade Partners

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Next Member Meeting

Wednesday, October 2nd 2024

Member Meeting: **Innovations**

Sponsored by:



McMenamins Kennedy School

Do you have an innovation to share? Contact jason@safebuildalliance.com to learn how you can participate.

SafeBuildAlliance.com

Visit [**ConstructionSafetyWeek.com**](https://www.construction-safety-week.com) for tools, tips and ideas to plan your Safety Week activities.

Visit [**SafeBuildAlliance.com**](https://www.safebuildalliance.com) to learn about upcoming meetings and find ways to connect via social media, and for past meeting materials.

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Scan the QR code to register.

