



Leadership 101: Lessons from a Construction CEO

Balfour Beatty

Agenda

- Today's purpose
- Why is leadership important?
- What is leadership?
- Competencies of a successful leader
- Advice to leaders
- Application to safety

Who in this room leads?

- **Leadership is situational therefore we all take on a leadership role at some point and time.**



Why are we here today?

- **To get Doug's practical perspective around leadership and how it impacts the safety of our industry**

Why is leadership important?

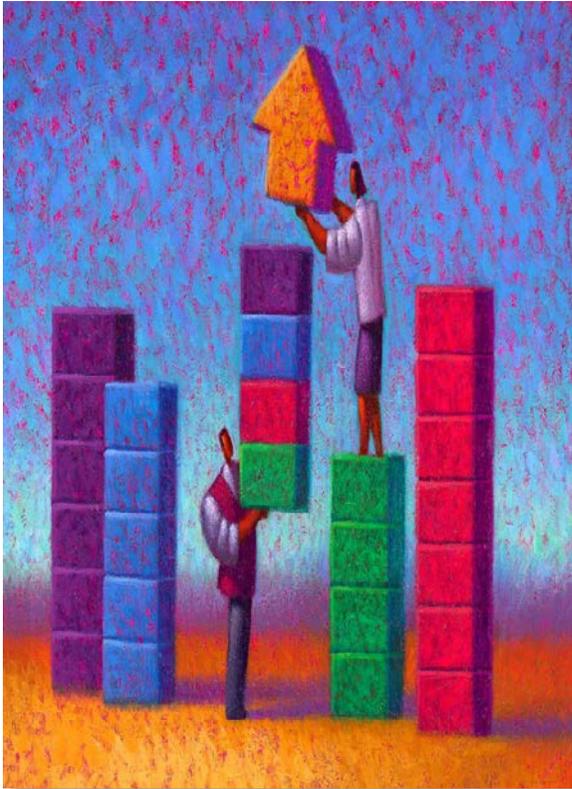


Leadership pays off.

Organizations judged to be in the top 20% in terms of leadership talent beat the average by **22%** in return to shareholders.

(Michaels et al., McKinsey War for Talent studies)

Why is leadership important?

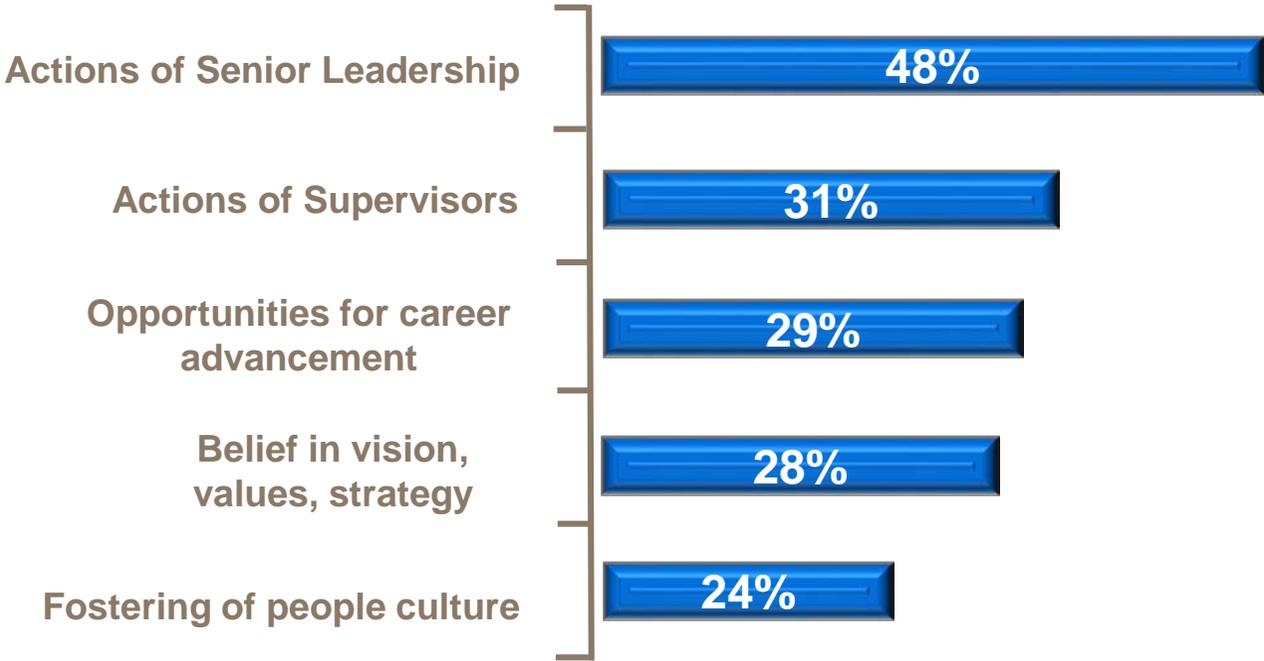


(Day & Lord, Journal of Management)

Differences in the quality of management talent explains as much as **45%** of an organization's performance

Why is leadership important?

What engages employees?...



One example of leadership...

what does good leadership look like?

What is leadership?

Wikipedia defines it as...

Leadership has been described as "a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task". For example, some understand a **leader** simply as somebody whom people follow, or as somebody who guides or directs others, while others define leadership as "**organizing a group of people to achieve a common goal**".

Successful Leadership Competencies

- “Smart”, reciprocal trust
- Courage
- High EQ / “people smarts”
- Ability to inspire and motivate others
- Ability to fly at the right altitude



Successful Leadership Competencies

- Humility
- Ego?
- Ability to lead self and others through change
- Dealing with ambiguity
- Learning agility

Successful Leaders Should...

- Build collaborative teams
 - Coalition of trusted advisors
 - Complimentary skills

- Be confident
 - Courage to be wrong
 - Okay not having to be the smartest person



Successful Leaders Should...

- Be a coach
 - Constructive feedback
 - Positive recognition
 - Develop others

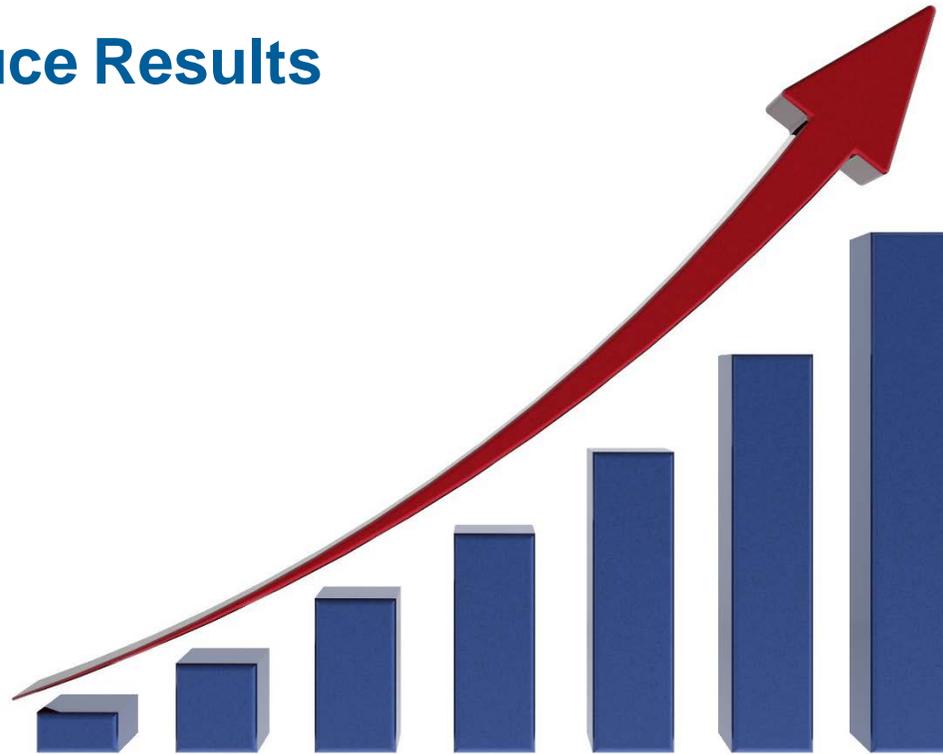
- Inspire followership



Successful Leaders Should...

- Most importantly....

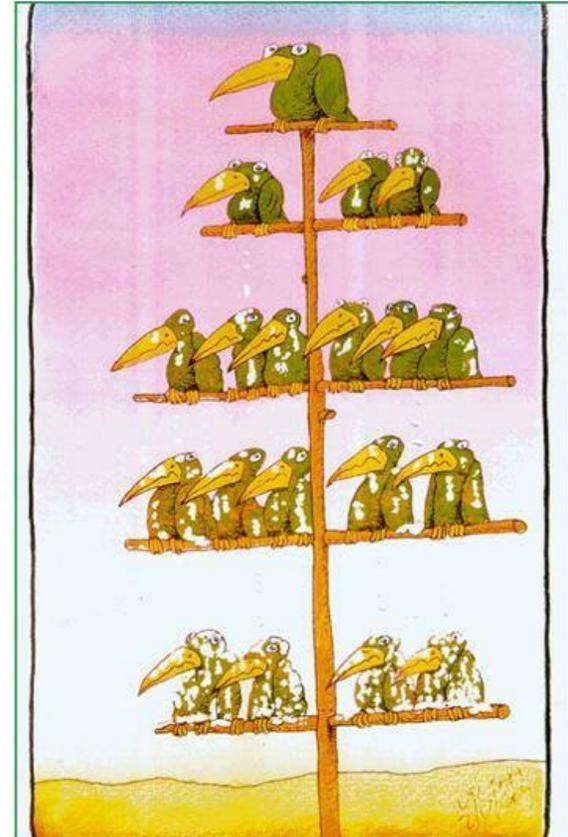
Produce Results



How does leadership impact safety?

Case Study

- Fatalities
- Post Mortem
 - Paradigm shift needed
 - Leadership shadow
- Changes Embedded
- Results



Watch the shadow you cast!

QUESTIONS?

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Construction