

International Construction Company Increases Productivity and Accountability to Drive Business Results and Better Serve Internal Customers

“Working with McGhee has completely changed the dynamic of my team. The OAP process is driving an accountability structure throughout our department resulting in improved organization, alignment, integrity, performance, and work/life balance among all team members.”

– Chief Information Officer

Customer Profile

The Information Technology Group for an international construction management company implements solutions for more than 5,500 employees who manage over 1,600 construction projects each year.

Business Situation

The CIO wanted a process to cascade goals in a clear and meaningful way to his leadership team with a way to continuously track their progress against those goals.

Solution

McGhee’s Objective Accountability Program (OAP) provides a system for implementing and tracking individual and team objectives.

Benefits

- Alignment around strategic departmental and corporate goals
- A higher degree of personal accountability
- An increased ROI by leveraging Microsoft Outlook® as a strategic platform for maximizing personal productivity

One of the world’s largest international construction management companies provides comprehensive management services throughout the development, design, and construction phases of general building projects. With construction volume of over \$10 billion, the company ranks first or second in major segments of the construction industry with a nationwide network of offices and a staff of more than 5,500 employees who manage over 1,600 projects each year. A strong combination of building expertise packaged with additional services is a key component of the company’s ability to provide additional value to clients.


With help from McGhee, the company’s Information Technology Group implemented an Objective Accountability Program to increase productivity and drive business results to better serve their internal and external clients. As a result, the team aligned on key individual and team objectives, increased accountability, improved communication, and implemented a process with metrics for tracking status and completion.

Situation

Shifting priorities and an increasingly competitive business environment caused this construction management company to consolidate and restructure its Information Technology (IT) operations. The reassembled leadership team faced competing priorities, merged systems, and unclear objectives. As responsibilities shifted at all levels within the department, it became difficult to delegate and prioritize the most important projects, impacting individual and organizational productivity. Business results and client service weakened. The CIO and IT Group wanted a solution, but had concerns that a structured system could not address the dynamics of an IT organization, e.g. constantly changing priorities, fire drills, and reduced budget and staff.

The CIO and key IT Managers learned about McGhee from the book Take Back Your Life, written by Founder and CEO Sally McGhee, which provides methods for utilizing Microsoft Outlook® as a productivity tool to create a sustainable desktop system for managing time against objectives. They invested in McGhee’s one-to-one consulting program for the CIO and his administrator to improve their individual productivity. Managing large construction projects requires structure and the *Take Back Your Life* program linked closely to the company’s core business which requires discipline and scheduling on the job site.

The CIO then learned of McGhee’s Objective Accountability Program (OAP) which applies the same approach and principles at the organizational level to create and execute strategic plans. The need for alignment and accountability on priority, high-level goals across the department became apparent, as well as the need for a process to implement and track progress. The CIO knew this was the foundation needed for true cultural transformation.



“You cannot have chaos on a job-site and expect to be successful. And the same is true of an IT organization. The OAP helped us to get clear on what we should be spending our time on, and how we can track and manage our work while planning for the risk that is inherent in any environment. It’s never going to be perfect, but we use the OAP to guide the process.”

– Business Operations Director

Solution

An Objective Accountability Program was created and customized around the Information Technology Group's specific challenges, goals, and vision. By aligning leadership with the company's fundamental framework – Mission, Values, Unifying Goals, and Objectives – project and team alignment became possible. The team created strategic plans to translate their annual goals into measurable objectives, including metrics for tracking individual accountability and progress on a regular basis. Cascading the program throughout the organization created an infrastructure for sustained transformation. The OAP optimizes McGhee's consulting, executive coaching, and facilitating services in each of four phases.

In Phase I, **Preparing the Leadership Team for Change**, McGhee worked with the CIO to map out the purpose and intended results of the program, enroll senior management, and implement individual productivity improvements. McGhee established commitment and created excitement by presenting the OAP concepts to the leadership team within the context of the organization's goals. To create a baseline, McGhee created a customized survey to identify and track results against the leadership team's top priorities.

In Phase II, **The Strategic Team Plan (STP)**, McGhee facilitated a three-day off-site session with the leadership team where they reviewed the prior year, identified 'lessons learned', and created guidelines to ensure that those disappointments would not be carried into the future. This caused a paradigm shift to occur, enabling more effective teaming, alignment, honesty, and communication – building a foundation for growth and expansion. McGhee and the leadership team then developed a one-year Strategic Team Plan, based on the organization's three and five-year goals, inspiring the leadership team to work in alignment towards a common vision.

In Phase III, **The Accountability Program (AP)**, created a process and system to support individual and team accountability for the STP. The AP included metrics, reports, and reference files to support the plans, as well as an accountability calendar with weekly, monthly, and quarterly reviews pre-scheduled for the entire year.

Finally, in Phase IV, **The Sustainability Plan (SP)**, conducted seminars throughout the organization, positioning the OAP process to support an organization-wide cascade of the program.

For more information about McGhee products and services, please call the McGhee information line and leave a message at 1-866-400-9948 or send an email to info@mcgheepro.com.

To access information using the World Wide Web, go to www.mcgheeproductivity.com.

McGhee Productivity Solutions, Inc. (McGhee) provides consulting services, tools and education to increase productivity and work/life balance. Based in Denver, CO, McGhee integrates its proven methods and protocols with Microsoft technology to deliver innovative action-management strategies to individuals and organizations worldwide. From the boardroom to the knowledge worker, the McGhee approach maximizes technology investments, improves job satisfaction and drives sustainable productivity throughout an organization. CEO Sally McGhee is the author of the popular book series Take Back Your Life! Using Microsoft Outlook to Get Organized and Stay Organized.

Benefits

The CIO and his team became much clearer on their priorities and realized that “planning for risk” via the OAP reduced the reactive behavior that had previously resulted in a chaotic environment. Focus and the ability to adjust to the many contingencies that occur in the IT world improved. By shifting the culture from a reactive, individual-based paradigm to a proactive teaming culture, the CIO was able to create an expanded environment of alignment.

Many on the leadership team expressed initial resistance to this new way of working, citing the unique challenges of the dynamic IT environment. As they implemented this new system, however, they saw value in linking their energy and resources to priorities. The result was a system to manage the ‘unexpected’ and the benefit of additional time in their schedules for strategic work.

Now, team members work within the context of the organization’s objectives, aligning with unifying goals and values. Projects are consistently managed with clearly defined metrics to measure results. Team members have a new level of accountability and focus.

As a standard practice, McGhee collects both qualitative and quantitative data prior to and after the OAP to measure impact and ROI. This organization had the following results:

Qualitative Results

- An increased awareness of how people get in their own way and how to create different results
- An increase in unity as a team with clarity and alignment on departmental goals as cascaded from corporate goals
- A structure to build teaming between people of diverse backgrounds
- A planning process that provides a clear view of current status, allowing for renegotiation and course corrections with integrity and accountability
- Effective tactical tools for managing e-mail and day-to-day distractions

Quantitative Results

- 12% increase in proper utilization of the project process by key stakeholders
- 31% increase in the effective use of Outlook aligning workload with departmental objectives
- 17% increase in adequate lead time for key meetings
- 33% increase in readiness for productive 1:1 meetings
- 34% increase in sense of work/life balance