






The SpawGlass Way 

- Have pride.
- Produce a profit.
- Go the extra mile.
- Be professional at all times.
- Take individual responsibility.
- Make things happen; be in control.
- Be firm but fair in dealing with others.
- Establish and maintain good client relationships.
- Have a personal commitment to make projects successful.
- Be business oriented; properly handle all financial matters.
- Meet commitments; complete projects on time.
- Maintain a spirit of support and cooperation.
- Be quality minded and safety conscious.
- Have a sense of urgency.
- Be loyal and unselfish.
- Be people oriented.
- Never quit.



SpawGlass

SpawGlass University

*2010 AGC Education Excellence Award
Project and Executive Management Training*

SpawGlass University (SGU) 

More than a training program, SpawGlass University is a leadership development program.

Vision

- Produce a continuous learning organization and culture for all SpawGlass team members

Mission

- Assist and support all SpawGlass regions in achieving their goals
- Provide resources for individual growth and advancement
- Enhance and reinforce existing skills and leadership capabilities
- Develop exceptional SpawGlass leaders for the future



SGU Courses Available 

- Minimum of 32 hours per year/per employee
- Course Categories – 100 Topics
 - Business and Communication
 - Management and Leadership
 - Construction Management
 - Legal and Insurance
 - Safety
 - Computer Applications
- 14,206 hours of team member training logged in 2009
- 168 team members with at least 32 hours of training on 2009 Dean's List
- SGU Online








LtT and Next Generation


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Leadership through Teamwork (LtT) and Next Generation (NG) Beginnings 



- SpawGlass LtT vision – Began in 1995.
- Key senior leadership – First to attend LtT.
- Philosophy – All SpawGlass team members are leaders.
- Strategy of being a learning organization.
- Train your replacement.
- Commitment and continuous learning.
- Looking ahead to future generations.
- Coach and develop.
- Chairman/CEO – Coaching of regional/division presidents.
- Grow your people, or they will leave.









Leadership through Teamwork (LtT) 

- Cornerstone of SpawGlass education
- Week-long leadership and management training session led by outside consultant
- 28 sessions/over 500 team members trained to date
- 16 people/2 teams per session
- Team members learn leadership skills and how to work/communicate effectively in group settings
- Teams address a variety of real-time SpawGlass issues in a case study setting
- Based on:
 - "The Seven Habits of Highly Effective People" by Stephen R. Covey
 - "Good to Great" by Jim Collins (Level 5 Leadership)
 - "The Five Dysfunctions of a Team" by Patrick Lencioni
 - "Team Effectiveness Criteria" by Sandy MacIver
 - "Leadership That Gets Results" by Daniel Goleman

Sample Implemented LtT Initiatives 

- SpawGlass University
- Lessons Learned (L2) database
- Opening stock ownership to hourly team members
- Payroll deduction for stock purchase
- Leadership training for hourly supervision
- Paid vacation for hourly team members based on years of service

Next Generation (NG) 

- First session in 2005
- Group of 8-10 young leaders per session
- Two, two-and-a-half day sessions
- Focus on Level 5 Leadership and six leadership styles
- Six-month action learning project (ALP) development
- Sample ALP Topics:
 - Expansion of SpawGlass Building Services Division
 - Performance appraisals
 - Brand identity in the marketplace
 - Green jobsite office
 - Vendor evaluations and qualifications
 - Electronic project archiving




Results 

- #1 Best Place to Work in San Antonio for 2009 by *San Antonio Business Journal* (large-sized companies)
- #2 Best Place to Work in Central Texas for 2010 by *Austin Business Journal* (medium-sized companies)
- #5 Best Place to Work in Houston for 2010 by *Houston Business Journal* (large-sized companies)
- #95 in *Training* magazine's Training Top 125 for 2009
- Retention for 2009 – 8.7% (salary team members)
- Average tenure – 10 years
- Hired 82 new team members in 2009
 - 41 – new college
 - 41 – industry
- Internship positions (compatibility for full-time)
- Doubled revenues/tripled profitability



"We don't just build buildings. We build people." Louis Spaw 

Questions and Answers