



CONSTRUCTION LEADERSHIP COUNCIL

Who's the Boss? Meet 2014 CLC National Steering Committee Chair, VJS' Jason Schneider

Q1 2014 has revealed exciting new opportunities for the CLC. Thanks largely to the dedication and focus of our past chair, Ryan Abbott of Sundt Construction, groundwork has been laid that will enable our group to continue its growth and success in AGC. We have much work ahead but the following initiatives will help take CLC to the "next level":

- Increased visibility of CLC at national events such as the AGC Building Contractors Conference. CLC members presented at that meeting last year and will build on the experience to present at other division meetings. AGC executive leadership has never been more dedicated to getting CLC members involved.
- Bigger, better, stronger CLC Leadership Development Conference (formerly Fall Working Weekend).
- Leverage social media for better communication by and between our members. CLC social media platforms gain 10 new followers per week and total 1,700 and counting. The next generation of construction leadership has never been so well connected, and we must develop ways to improve this network. Our goal is to connect with every CLC/YCF affiliate out there to improve sharing of information.
- Collaborate with AIA's Young Architects Forum (YAF) to create new opportunities for knowledge exchange, joint resource development, and joint programming.
- Increase involvement/recognition of student chapters. We want all AGC chapters to know that we exist and can offer exciting opportunities for college graduates.
- Increase our scholarship fund with a goal of offering a CLC Student Scholarship in the next five years.

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- Build on the successes of the National Charitable Events Subcommittee and increase recognition of chapter stories nationwide.
- Launch a CLC-led Mentoring Program designed to better integrate CLC members with AGC of America leadership and to develop broader participation.

Most of all, let's have some fun this year!

Featured Columnist: Chuck Greco's Insights on Team Leadership

Editor's Note: It often is said that "Leaders don't create followers, they create more leaders." The CLC Steering Committee was pleased to see so many high ranking AGC members attend our meeting in Las Vegas. To share their insight with the CLC community, each Leadership-LINK this year will feature a column by an industry veteran. This issue features 2014 AGC of America Senior Vice President Chuck Greco, Chairman of Linbeck Group.

Leadership experience can elude a developing executive. Your job usually does not come with a manual explaining how to be a leader in your daily tasks. It is critical to recognize when leadership opportunities present themselves. They will allow you to practice and refine your skills to become a more effective leader. Such opportunities can be abundant on interdisciplinary teams.

Leadership is a complicated concept that balances those empowered by title or opportunity with a person's aptitude for leadership. In my experience, there is seldom a specific attribute or style that adequately captures this highly nuanced form of human interaction. Organizations, project development groups and jobsite teams feature individuals with differing abilities and, more importantly, different personalities. No matter what the composition of these groups may be, leaders emerge. Some are more effective than others, but nonetheless circumstances will present opportunities to us all to be team leaders if we are willing and prepared. A "leader" in these situations can be defined simply as the one which others follow.

Now back to the real world where influence and contracts play a significant role in how leaders are empowered. As a constructor, we see many agreements empower an owner's representative, architect, or engineer based on relationships developed long before we arrived on a project. Often an owner positions itself as leader by defining expectations and hand-picking the project design and construction team. It expects this new team to deliver

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Subcommittee Updates

AGC of America Executive Board Committee

Committee: Miller, Schneider, Snow

Update: Efforts are underway to evaluate and adjust the Mentorship Program, designed to encourage CLC member networking with AGC of America leaders. Steering Committee members were assigned to divisions

Chapter Communications & Social Networking

Committee: Kelley, Myers, Osbron, Walker

Update: Our multiple channels of social media (LinkedIn; Twitter; Facebook) will be evaluated and refined for consistency and maximum user impact. Bryan will serve as editor of the CLC Leadership-LINK newsletter.

Charitable Events & Scholarship

Committee: Oakes, Pennington, Travis

Update: In 2014, Stuart will lead charitable events efforts and Kyle will lead scholarship efforts. Upcoming events include a community service event to make care packages for overseas soldiers. Scholarship efforts will refine and launch a strategic plan to double the corpus in five years.

Events

Committee: Abbott, Apodaca, Tabeling

Update: Planning efforts are underway for the committee to present at the Building Contractors Conference in Austin and CLC Leadership Development Conference this fall.

Industry Liaison

Committee: Pollard, Vivio

Update: Organized a March 12 TweetChat with AIA's YAF (see p. 3). Future events with YAF and/or CURT's Young Professionals group to follow.

Mentor Program

Committee: Tabeling

Update: Collecting results after a pilot program paired seven CLC Steering Committee members with mentors from Sundt, Tarlton Corporation, Holder Construction, AR Daniel Construction Services, Choctaw Transportation, Barton Malow and Dynalectric. Thanks to all mentors!

Executive Leadership Council Liaison

Phil Thoden, President & CEO AGC of TX, Austin Chapter



Future construction industry leaders gathered in Las Vegas for AGC of America's National Convention, where the CLC hosted college students for a "meet and greet" event featuring AGC of America President Al Landes and Turner Construction's work on the Burj Khalifa tower

Recap: CLC and YAF TweetChat

On March 12, 2014, members of the AGC of America CLC and the AIA Young Architects Forum met in cyberspace to discuss how to improve collaboration in the often intense construction environment. Topics included ways the construction industry could create efficiencies for better control of project destiny, how to balance risk mitigation with better collaboration, how contractors and architects might better understand the pressures of their respective professions, how to improve cross-discipline knowledge sharing, how collaboration might define areas in need of research and development, strengths and weaknesses of our next generation of industry leaders, and how to maintain value in an era of more aggressive cost control.

When the dust settled and keyboards cooled, it was clear both groups support earlier collaboration, information sharing, and 'win-win' solutions – proving contractor and architect conflict is, like many stereotypes, an exception to the rule. All agreed to host similar events in the future to promote better collaboration and continue a respectful, mutually beneficial dialogue. The next joint tweet chat will be July 16, 2014. Be on the lookout for more details.

Check our LinkedIn page for upcoming events. If you have an idea for a future session, email gallegoss@agc.org.

Chapter Spotlight: WA Future Leaders Forum

Early-to-mid level professionals are a dynamic part of our construction industry. But how can we use that potential to accelerate professional growth and encourage active participation in groups like AGC?

AGC of Washington Future Leaders Forum ("FLF") took on that challenge for 2014. Calling upon multiple industry segments, professional speakers, and dedicated sponsors, FLF created its "2014 Leadership Series" – a five session program. Featured topics are:

- **Leaders Learn from Mistakes**
- **Leaders Strive for Win-Win Solutions**
- **Leaders and the Art of Communicating**
- **Leaders Manage Time Effectively**
- **Leaders Get Involved** featuring AGC of America President Al Landes

Each topic is presented by an outside consultant and the last session features a panel of national and local AGC leadership to emphasize the importance of getting involved and staying involved in issues that impact the entire construction community. FLF members can register for all five sessions at discount, or for individual sessions at a slightly higher rate. In future iterations, those who complete the entire series will receive a certificate and FLF pins to identify them at AGC events.

Congratulations to the AGC of Washington FLF for a job well done!

Let us know if your chapter has a similar success story and we'll share it with AGC and CLC members across the country in a future issue of Leadership-LINK.

Join the National CLC's Listserve

Want to receive more news and information from the AGC National CLC or share what your local CLC is doing? Join CLC listserve! Login or create a profile and check the CLC eforum box. For more information, email Sarah Gallegos at gallegoss@agc.org.

You also can find us on LinkedIn (AGC Construction Leadership Council) and Twitter (@AGC_CLC).

Greco on Team Leadership (cont.)

a unique object, on time and on budget as a minimum, meeting all owner expectations on the first try. If ever leadership was important, this is a classic example.

The leadership opportunity I refer to is not when an individual is anointed by contract or relationship but by situation. Most project teams will encounter roadblocks; rarely is an anointed leader equipped to guide a team in all situations. All projects need a strategist, process manager or developer, provider of encouragement, and risk taker (to name a few). As a team member it is your time to lead when you have the answer or skill to solve a shared problem. Team leadership is ceasing the opportunity to help just your company or group and solving a broader issue that impedes the entire team's progress.

This is when those not yet anointed as leaders can show their abilities to those who do the anointing by sharing knowledge of global project issues, practicing interpersonal skills, or selling an idea. The key is to be prepared. To be respected, you must be more than competent in a particular skill set but understand issues that drive the entire project's success. Most of all you must be willing to speak up and engage senior team members on a professional level.

These kinds of opportunities defined my leadership trajectory and are why I believe promoting someone to a leadership position should be an acknowledgement of this type of demonstrated leadership, rather than the idea that you need a title to be an effective leader.

CLC Leadership Development Conference 2014: Will you be there?

Save the date! The 2014 CLC Leadership Development Conference will be co-hosted with AGC of San Antonio in San Antonio, Texas on October 23-25, 2014 at the San Antonio Marriott Riverwalk. If your chapter is interested in hosting in 2015, visit www.agc.org/clc for more information.

How to Feature Your Chapter

Want to showcase your chapter? Email articles and photos to gallegoss@agc.org for the next Leadership-LINK. Articles must be less than 250 words and any photos in high resolution with proposed captions. This newsletter runs quarterly and includes as much great content as we can squeeze into three pages. We hope to hear from you!