Mindfulness in AWP Execution

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Agenda

1. Introduction and background
2. Why Mindfulness?
3. The conventional understanding of Mindfulness
4. The benefits of Mindfulness in construction
5. AWP, Productivity, and Mindfulness
6. Implementation in organizations
7. Questions
Introduction & Background
The Ultimate AWP MANAGEMENT & COMPLIANCE Solution

KANBAN IN CONSTRUCTION™

A new “People” paradigm beyond document and data centric processes

- NextGen Safety
- Resource Management for reducing Indirect Costs
- Front line focused, high performance collaboration system
Background & Recent Projects

Based on experience in Canadian Heavy Oil Sands Industrial Projects & Industry Best Practices

Industry best practices & recommendations
The Scientific Method

Many scientists are discovering that sorties into disciplines other than their own can yield rich rewards.

Tools, techniques, and methods developed in one field frequently have applications in others...


Narjis has been in the business for over 10 years and has a Master’s degree in Psychology. She has been a participant at COAA and industry forums related to construction.
Mindfulness - Why?

“We can not solve our problems with the same level of thinking that created them”

— Albert Einstein.
Organizational Culture: The DNA

- Organizational Culture
- Habits of People in the Organization
- Habit of an Individual in an Organization
- Repeated Actions
- Attitude
- Personality Trait
- Person
Bringing a Paradigm shift

It is possible to change your habits by changing your mindset.

- A New Organizational Culture
- Habits of People in the Organization
- A new paradigm: Habit of an Individual
- Repeated Actions: forming a new habit
- Attitude: A new mental program
- Personality Trait: Change the belief window
- Person: Mindfulness

As Horace Mann, the great educator, once said, "Habits are like a cable. We weave a strand of it everyday and soon it can not be broken."
Measuring Productivity vs. Managing Productivity

Measuring productivity:

Rate at which work is performed in construction = Estimated historical hours

Actual hours required to produce it

Doesn’t necessarily mean that’s how you “manage productivity”
Does micromanagement increase productivity?

Does micromanaging tasks increase productivity?
Does monitoring foremen increase productivity?
Does pressurizing craft workers increase productivity?
Does more planners doing more planning creating more planning software increase productivity?
Does workface planning alone increase productivity?
Normalization of Checklists/Normalization of Deviance

- Occurs over a long term
- Often involves shortcuts and workarounds – people begin to become complacent
- Individuals and teams repeatedly accept a lower standard of performance until it becomes the “norm”
- Space shuttle Challenger disaster – ”O” Ring damage seen as acceptable
As humans, we are wired to take short cuts...
Current Understanding

OF MINDFULNESS
Traditional Zen Mindfulness

Awareness that arises through paying attention on purpose, in the present moment, and nonjudgmentally.
Traditional Mindfulness-based Stress Reduction (MBSR)

- Geared towards MBSR and MBCT (Mindfulness-based Cognitive Therapy)
  - To release stress and anxiety
  - Alternative healing modality
Impressions of Mindfulness

- Calm, serene, grounded...
Reality at site – how will Mindfulness work here?

– Reality at site is quite the opposite
  ◦ High momentum of man, material, and machinery
Being Productive

ACQUIRING A NEW HABIT – INDIVIDUALLY & ORGANIZATIONALLY
What is lacking in the Productivity Equation?

When and what to do

HABIT

Knowledge

Skill

Desire

What motivates teams...

Trained, skilled work force

ADVANCED WORK PACKAGING

Workface Planning

Construction

Commissioning

Start-Up

Front End Planning

Detailed Engineering

Interactive Planning

CPPs

EPWs

Project Setup
The bridge to productivity supported by the pillars of knowledge and skills is weak unless supported by the arch of desire i.e. teams wanting to be more productive!
To be Productive is a Habit

Can organizations acquire a new habit – to be productive?
Mindfulness in Construction

A perpetual state of mind that focuses on the present moment while performing work, extending beyond one’s own self, shift, and job site.
True Mindfulness is Extending Beyond Your Own Self

- Extension beyond self
- Extension beyond time
- Extension beyond your surroundings

Traditionally Mindfulness is all about going inwards. It is on the contrary it is going inside out beyond self - inside out – encompassing time & surroundings.

Let’s bring completion to the way we need to understand Mindfulness!
Productivity Problem: Work vs. Waste Equation

- Waiting for resources
- Waiting for services
- Waiting for equipment
- Waiting for permits
- Waiting for issues to be resolved (RFIs)
- Waiting for decisions
- Waiting for information
- Waiting at integration points

COAA Benchmark data
Productivity: Overall Impact

Improved Foreman Availability

- Task productivity
- Better utilization of materials & resources
- Fast communication
- Efficiency in services
- Better safety
- Incident-free
- Attention to quality

“Engaging the Last Man in the Crew”™
10 Characteristics of Mindfulness in Construction
1. Mindfulness – Going Beyond the “Self”

The first barrier in Mindfulness is to break the cycle of thinking just about your own self.

The mindfulness journey is to go inside – out.
2. Mindfulness – Personal Responsibility

Construction
Mindfulness is about taking personal responsibility of how we think about ourselves, our colleagues, and our surroundings.
3. Mindfulness – Going Beyond “Now”

Mindfulness transcends beyond the present moment, taking into account how our “now” will impact others “later”.
4. Mindfulness – Creating Space between Stimuli & Response

Responding vs. Reacting
5. Mindfulness – Enhancing Safety

It’s not just about paperwork any more – when you are mindful, you are more careful!

No one should get hurt!
6. Mindfulness – Attention to Quality

No rework! Get it right the first time.

Being mindful can prevent the need for a second attempt.
7. Mindfulness – Avoiding Waste

MOTTAI NAI

Mottainai (もったいない, [mottainai]) is a Japanese term conveying a sense of regret concerning waste. The expression "Mottainai" can be uttered alone as an exclamation when something useful, such as food or time, is wasted, meaning "what a waste" or “don't waste."
8. Mindfulness – Creates a Ripple Effect

Followed & Reciprocated
“Much of the focus in determining productivity is incorrectly placed on the individual worker”.

James D. Whiteside
Construction Productivity, AACE 2006
10. Mindfulness – Leadership Can Bring an Organizational Change
7 Traits of Mindfulness: Implementation in Organizations

INSIGHTS & RECOMMENDATIONS FOR IMPLEMENTING MINDFULNESS IN PROJECTS
1. Being proactive
Kanban (literally meaning signboard or billboard in Japanese) is a scheduling system for lean manufacturing and just-in-time manufacturing (JIT). Kanban is an inventory-control system to control the supply chain. Taiichi Ohno, an industrial engineer at Toyota, developed Kanban to improve manufacturing efficiency.
Share the big picture & enable a “pull” mechanism
2. Begin with the End in Mind

Plan the work; work the plan!
Constraints Planning & Work Completion Requirements

**WORK PLANNING CHECKLISTS**

Make Safety Your #1 Priority

1. 100% of material available before manning up
2. Field material as per BOM available in warehouse and ready for site issue
   Are there any outstanding RFIs
   FLHA
   Permit
3. Scaffold Request Form submitted 4 weeks prior to scheduled start ...
4. Crane required, arrangements made
5. Welding machines required and
6. AWP (Man-lift) required and arranged
7. Isolation/Lockout requirements
8. JHA reviewed with work crew
9. Ready for Execution

Make Request
Make Request
Make Request
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Make Request
Make Request
Having full clarity by discipline to progress and finish the job

### Piping: ITEMISED DESCRIPTION OF DISCIPLINE SPECIFIC WORK COMPLETION ACTIVITIES

**Total Weightage: 75%**

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### ITEMISED DESCRIPTION OF MANDATORY WORK

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<td>Quality inspection</td>
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### Completion Checklist Attachment

Attachment(s)

[![Browse...](browse.png)](attachment.png)
3. First things first
### Clarity and Visibility of Interdependencies

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4. Think Win – Win!

Winning starts with personal victory

- Response to work
- Recognition
- Knowledge & Collaboration
A study, funded by Make Their Day, an employee motivation firm, and Badgeville, a gamification company, surveyed 1,200 U.S. employees from a broad cross-section of industries. Among the study’s highlights:

83% of respondents said recognition for contributions was more fulfilling than any rewards or gifts.
- 76% found peer praise very or extremely motivating;
- 88% found praise from managers very or extremely motivating;
- 90% said a “fun work environment” was very or extremely motivating.

Ken Comee, Badgeville CEO, concluded that workers of all ages, especially the rising millennial population, “are motivated by real-time feedback, fun, engaging work environments, and status-based recognition over tangible rewards.”
Involving People: Using Visual Media at Site
5. Seek First To Understand, Then to Be Understood

The current management systems have little to no input from workers, who are being pushed to perform.

Giving front line workers the opportunity to provide feedback and open channels of communication can have positive impact,
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<td>Likes:</td>
<td>Challenge &amp; Stimulation, Power, Wants it now! Moves fast, Everyone else stays out of the way</td>
<td>Friendly, Verbal, Optimistic, Charming, Polished, Good listener, Popular, Impress, Recognition</td>
<td>Appreciation, Predictability, Thinking time, Consultation, Earned friendship, Observe systems, Respect for personal things &amp; territory</td>
<td>Minimal threat or risks, Needs time to check/analyze, Details oriented, Well organized, Cooperation</td>
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<td>Dislikes:</td>
<td>Rules, Relations, Territory, Slowness, Groups, Quiet</td>
<td>Being alone or ignored, becoming unpopular, Conflicts</td>
<td>Publicity, Ordered around, Shared responsibility, Pushed or hurried, Liberties by others</td>
<td>Take chances, Rushed, Challenge, Solely responsible, Threatened, Change methods, Place trust</td>
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<td>Needs:</td>
<td>Diplomacy, Appreciation, Think before acting, Listening,</td>
<td>Follow through, Show depth, Attainment of goals, Be able to see ‘down-side’</td>
<td>Not procrastinate, Request not demand, Conditioning &amp; slow changes, Deadlines, Flexibility</td>
<td>Structured, Cooperation, Plenty of time, Listen him in full, Comfort for unknowns</td>
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<tr>
<td>Motivators:</td>
<td>Competition, Challenge &amp; Change</td>
<td>Social opportunities, Room to manoeuvre, Recognition</td>
<td>Private &amp; Personal Appreciation, Friendship</td>
<td>Remove threat, Give time and Cooperation</td>
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Personality Types:
Managing Human Beings Effectively

A system where crew members are not just numbers can greatly help in regards to management.
Transparent: Day-to-day visibility

Bring all project stakeholders together under one umbrella for project-wide success.
6. Collaborate & Synergize

What is Collaboration?
Two or more people working together towards a shared goal.

Collaboration at the conceptual level involves:
- Mindfulness - We become part of a working entity with a shared purpose
- Reflection - We think and consider alternatives
- Reciprocity - We share and expect sharing in return
- Engagement - We proactively engage rather than wait
- Mediation - We negotiate and collaborate together to find a middle way
- Accountability - We take ownership of our tasks and complete them
7. Kaizen – Continuous Improvement

Learn, commit, and act;
Avoid relearning!
Your New, Improved, and Productive Team
GF, Foreman, and Crew

A team working towards a shared goal, driving it in the direction of success
Mindfulness & Productivity: More Psychology & Sociology, Less Technology

If you want productivity, the tools, checklists, and systems will only assist – they are not the driving force themselves!
The Gear of Mindfulness for Phenomenal Productivity!