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Leadership Development in the Construction Industry

Your Path for Growth in 2016

April, 2016

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Leadership Development in the Construction Industry

A White Paper by BenchMark Learning International

Carson had been an excellent Superintendent for J.T. Smit Construction for seven years. He had multiple successful projects under his belt – including schools, factories, and office buildings. He managed his subcontractors well and had an excellent relationship with his customers in every project.

This past spring Carson was promoted at the annual company meeting. He received praise from J.T. himself and was told that he would be the Project Manager for the new dormitory project at Horizon University. But, after six months it was clear that he and the project were headed for failure in a number of areas he was overseeing.

A closer look at Carson's situation showed that he was severely lacking in five competencies critical to a Project Manager: Decision Making, Commitment to Quality, Conflict Management, Teamwork, and Communication. He was also having difficulties in at least six other leadership competencies.

We see this often in our consulting business, especially in the construction industry. A person can be excellent at their job and aspire to get promoted. But, after the promotion they fail miserably. There is a simple answer as to why this often happens: The newly promoted person is not given the opportunities or tools to learn and develop the leadership skills and behaviors required in the new position. Leadership skills and behaviors are rarely taught in schools and entry-level leaders are typically the ones who need it most but least likely to receive effective leadership development.

This has profound effects on a construction company. Leadership development is a strong catalyst for organizational growth. On the other hand, not only do poor leadership skills and behaviors often lead to personal failure, but they have a negative impact on the company – project failure, poor interactions with owners, employee retention, and difficulty in achieving project quality and schedule requirements.

Introduction

The construction industry is highly competitive. Senior leadership must constantly focus on acquiring and retaining the best people, especially for customer-facing leadership positions. The best organizations that will grow and prosper are those with the best front-line leaders.

Aspiring leaders must have a path for growth and the opportunities to learn the skills and behaviors needed for advancement. If not, the company will suffer by losing their best talent and damaging their competitiveness in the construction industry marketplace. To win the war for talent, the organization must identify and develop their high potential talent.

The purpose of this white paper is to provide a solution to this problem based on our proven 30-competency Leadership Compass Model. By using this model, senior leaders in a construction company can help their emerging leaders succeed, for the benefit of the company, the individual, and owners. Think about how much your emerging leaders will value a system to prepare them to succeed in their future positions of leadership. Consider how your owners will respond if your project managers and superintendents demonstrate excellent leadership skills and behaviors in the field.

***Lowest Scored
Competencies (over
2500 respondents)***

- Influencing
- Talent Management
- Communication

In this white paper we briefly discuss each of the leadership competencies and describe their value to construction company leaders, especially those in the field such as project managers and superintendents. We also share the results of our extensive client research to show what competencies are the most critical for each construction company leadership position. Creating a leadership culture is also critical and we offer tips on how to integrate leadership organization-wide to be a critical part of your organization's culture. We also provide examples of effective leadership development programs and prescribe what construction companies should do to improve the leadership qualities in their organization.

Competency-based Leadership

Every job and every leadership position in the construction industry is comprised of a set of competencies – skills and behaviors that are required for the job or in the position. After years of study and consulting with large and small companies focused in the construction industry and universities, we have developed a model based on 30 competencies grouped into four “P” areas – Persuasive Vision, Positive Results, Personal Character, and People Skills. Senior leaders must provide field leaders (project managers and superintendents) and others with the training and tools in every leadership competency required for their current and future positions.

The following gives a brief description of each of the “P” areas and the associated competencies with each.

Persuasive Vision

Leaders must create a persuasive vision for their team or organization. Without a vision, planning cannot take place. Without a vision, it is difficult for a leader to be inspiring. Without a vision, the team will be unclear as to what direction to go and what their priorities should be. The vision for a project may come from the owner and architect, but it is the company leaders who must communicate the vision to the teams in the field.

Simply having a vision is not enough. The vision must be creative and serve to motivate and inspire others. It must be the result of strategic thinking by the leader and other stakeholders who have input into the vision.

Persuasive Vision Competencies

- Creativity
- Influencing
- Inspiration
- Motivation
- Planning
- Strategic Thinking

By persuasive, we mean that the vision itself will influence others to follow. But the leader must also use influencing tactics to maintain momentum and to “sell” the path to achieve the vision. A persuasive vision must also make sense. It must be tangible and understood by others, and the benefits to the organization and people must be apparent.

Business development leaders in the construction industry may excel at creating a vision when they are presenting a proposal to an owner. While they may be successful at communicating the vision and influencing others, they may very well have difficulty when reality strikes and they win the project.

Thus, having a persuasive vision (and excelling at the competencies that make it up) is not enough. The vision needs to be attainable and more importantly, the leader needs to know the path to achieve it and lead those in the organization through the specific actions to reach the vision. For example, in his 2008 campaign for the presidency, Barack Obama set a vision of “Hope and Change.” While many would say they liked the vision and it inspired and motivated them, others would say that the vision was too vague and did not provide enough clarity on its meaning and what specific actions were needed to get there.

The key message is that a persuasive vision can be incredibly powerful and rally others. However, that is only part of a leader’s responsibility. An organization’s vision has to have clarity and be followed with specific tactics that are clearly communicated, understood, and achievable.

Positive Results

Effective leaders produce positive results. They achieve the goals and objectives of the project. Strong leaders are focused on results, one of the competencies which support this category. In addition, they are strong in the technical skills required for their position and are well-respected as being an expert in construction.

Leaders effective in this category are also committed to quality in all they do and produce. They are not hesitant to make informed decisions, and they manage their time well. If tasked to find new business for their organization, they do it well and are customer focused.

A prime example of an effective leader who produced positive results is the late Steve Jobs with Apple. Jobs coupled his extreme skills as a visionary with the competencies to create positive results – customer focus, technical skills, business development, decision making, and financial management. He led his team to produce his visionary products by staffing his leadership team with people very similar to himself.

Positive Results Competencies

- Business Development
- Commitment to Quality
- Customer Focus
- Decision Making
- Financial Management
- Focus on Results
- Technical Skills
- Time Management

Personal Character

The most effective leaders excel in this category. We can think of many leaders who have been strong in the other three categories, but a failure in character brought about their demise, such as Richard Nixon and Ken Lay (Enron). Most character failures bring about the resignation or reassignment of the leader, such as in the examples above. Some, however, take a long road of rehabilitation to regain their reputation to leave a positive legacy (Bill Clinton, Michael Milkin). You can probably think of some examples you have seen in your career. Leaders must do what is right to gain the trust of others and establish their credibility.

Personal Character Competencies

- Courage
- Credibility
- Followership
- Initiative
- Integrity
- Stress Management
- Trust

Credibility (personal and professional) is based on honesty and the ability to do the job. It is the foundation that every leader builds their organization on, day in and day out. Owners, peers, subcontractors, and team members must trust an effective leader. Without trust, there will not be followers for long.

Leaders are also followers, and must show their humbleness to be good followers. Everyone has a boss – even a CEO must report to a Board of Directors or shareholders; politicians are accountable to their constituents; and construction industry leaders must meet the needs of their owners and other stakeholders. While some leaders may not always be in the role of a follower, they set the example in their organization by listening to the input of others, acknowledging mistakes and taking responsibility for outcomes of their team. They do not shift the blame to others.

Leaders must sometimes be courageous and make a hard decision or solve a difficult problem. Often, doing the right thing versus taking the easiest or most profitable approach takes a good deal of courage, especially if there is opposition. The most effective leaders do not hesitate to be courageous and demonstrate their best talents in difficult situations. They also know how to manage their stress level so it does not become infectious and create anxiety in others. They excel in managing their work-life balance and have interests outside of the workplace.

Probably the most important competency for a leader is integrity. The most effective leaders do what is right and are anchored with a strong set of ethics. They hold the bar high for others they lead or even come in contact with. An effective leader never compromises on their integrity – never.

As a final note on personal character, it is often minimized as an important factor to leadership success. However, a leader's character is often mirrored within the organization. So for example, if you have a bully type leader who allows dishonest practices on the job site, others within the organization are likely to follow these behaviors. Not only will the workplace become difficult for people to work in, the organization itself will suffer greatly. Outstanding personal character in a leader really does matter and this is why it is part of the Leadership Compass and is supported by other relevant competencies, such as trust, courage, and integrity.

People Skills

Leaders need people who willfully and aggressively follow their lead to achieve success. People skills are essential, but unfortunately, the lack of skills in this area leads to the demise of many leaders. The competencies in this category cover a wide range of skills and behaviors related to leadership in the construction industry. Many leaders do well in some competencies, but are weak in others.

Effective leaders have good interpersonal skills, meaning they are liked and people enjoy working with them and for them. They are considerate of people's

needs, especially those of the owner. They manage people well, care about their individual goals, and accept the responsibility to develop the talents of others. They also provide positive feedback when a job is done well and constructive feedback when a person needs to change a behavior.

Teamwork is an essential competency in construction that requires people skills. Team members can be vastly different and have competing interests. Consequently, teams can be complex to lead. Effective leaders know how to build a team and focus their energy on achieving the team's goals. When conflict arises, the effective leader challenges it and works toward the best outcomes, whether they are involved in the conflict or it is among team members.

Effective leaders embrace change and realize that it is their responsibility to craft the outcome for people. They proactively communicate the change and manage its outcomes. They lead through the change using effective communication, patience, and have an understanding of the difficulties that people transitioning through change experience.

**People Skills
Competencies**

- Change Leadership
- Commitment to Diversity
- Communications
- Conflict Management
- Interpersonal Skills
- Negotiation
- Problem Solving
- Talent Management
- Teamwork

The most effective leaders are adept at negotiation. Whether with an owner or resolving an issue within their organization, the leader strives to achieve the best outcome of any negotiation using ethical negotiation tactics.

Effective communication skills are required for any leader to be successful. Leaders know what to communicate (and when) and are skilled in influencing how others receive the communication. It is critical that the leader effectively listen and display body language that confirms to the receiver that listening is taking place.

Finally, leaders look at individuals as people who bring talents to their team regardless of their background, ethnicity, religion, or other orientation. They are considerate of others and seek out diversity, including differences of opinion and ideas.

Leadership Competencies and Their Value to Leaders in the Construction Industry

The following extensive chart shows our 30 leadership competencies and how development in each brings value to leaders and companies in the construction industry. Consider what we present from the perspective of an emerging leader (such as a Superintendent or Project Engineer), developing leader (such as a Project Manager) and senior leader (such as a Project Executive).

Persuasive Vision

COMPETENCY	VALUE TO LEADERS IN CONSTRUCTION INDUSTRY
Creativity	Creativity means you look at unique ways to do things that achieve better results. The most effective problem solvers are those that are creative in developing approaches that bring value to an owner.
Influencing	Project managers and superintendents spend much of their time influencing others – owners, subcontractors, team members. The best leaders ethically influence others using influencing tactics. They pay attention to what tactics work with each person.
Inspiration	Although most applicable to senior leaders who must inspire their teams to achieve the project’s goals, project managers and superintendents also must inspire team members and subcontractors to do their best. They also must maintain this excitement for the life of the project.
Motivation	Project managers and superintendents must be skilled at motivation. The success of a project depends on team members and subcontractors stepping up to do their best, and this is gained by the project manager and superintendent knowing what motivates each team member.
Planning	Projects require extensive planning and all leaders assigned to a construction project must be skilled at planning, including team members such as architects and subcontractors. The project manager and superintendent are guided by the plans that they and their collaborative team members have created to meet the owner’s needs.

Strategic Thinking	Leaders must look at the big picture and understand the consequences of their decisions and solutions they provide to the problems that the work teams run into. They must consider these consequences in light of the whole project, not a “quick fix.”
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Positive Results

COMPETENCY	VALUE TO LEADERS IN CONSTRUCTION INDUSTRY
Business Development	Leaders must understand the business development processes and know their role in getting new business for the company. Those in the field, such as project managers and superintendents, must realize that they have a major impact on the growth of their company because of the work they do at the project level and the critical interfaces they have with their owner.
Commitment to Diversity	The best leaders understand the importance of diversity on a team. Diversity includes assembling the best team that brings a diversity of thought, creativity, experience, and behaviors regardless of race, cultural background, religion, or other attribute.
Customer Focus	Construction company leaders at all levels must have institutionalized customer focus. The future of the business depends on how well customers are serviced and how well the project is completed with a happy owner.
Decision Making	Project managers and superintendents make project-critical decisions every day. Senior leaders must ensure that their field leaders know how to quickly make the best decisions based on all the alternatives. Subcontractors and owners will especially appreciate field leaders who make quick and right decisions.
Financial Management	The success of a project, from all perspectives, is largely assessed on the financial outcome of the project. Field leaders must ensure that all efforts are cost effective and a spirit of financial stewardship is part of the work team’s culture. Field leaders set the example in this critical competency.

Focus on Results	Leaders must always help their team members focus on what they are tasked with achieving by motivating them and providing the tools to achieve success. Field leaders must supervise work and ensure that results are achieved by all team members.
Technical Skills	Project managers and superintendents must have an understanding of how the project needs to be built. Because of internal hiring and promotion, this is typically not a problem; but it is critical that all leaders are encouraged to stay current in the new methods of construction.
Time Management	Leaders must not only be aware of how they are managing their time, but also those on their teams. We all know that sometimes projects take more time and effort in certain phases or if changes occur. Leaders must manage their time to compensate for this and achieve a respectable work-life balance. This ensures that they are at their best when on the job.

Personal Character

COMPETENCY	VALUE TO LEADERS IN CONSTRUCTION INDUSTRY
Courage	Leaders at all levels in a construction business must make hard decisions and sometimes have difficult conversations – with team members, owners, subcontractors, and senior leaders. These responsibilities often require courage, along with other competencies, on the part of a leader.
Credibility	Credibility is both professional and personal. Usually a leader in the industry has the professional credibility because they have experience in the field. Personal credibility is more focused on leadership attributes such as talent management, communication, and interpersonal skills. It is critical that project managers and superintendents focus on developing their skills in these areas to establish personal credibility.
Followership	Leaders are also followers and must report to senior leaders or even to owners. Project managers and superintendents set the example by being good followers and fulfill the expectations of their leaders and customers.

Initiative	Field leaders who take initiative demonstrate their value to the organization and create a culture where followers will step up and do even more than what is expected of them.
Integrity	Leaders at all levels must demonstrate the highest integrity. Followers look to leaders to see what is permissible and what is not. Leaders must call out breaches of integrity and ensure that high integrity is part of the company's culture and recognized by owners.
Stress Management	Field leaders, in particular, are subjected to substantial stress because of high expectations, problems, interactions with owners, and managing team members. To be most effective, leaders must be aware of stress and how to handle it, along with being proactive in identifying stress issues with team members.
Trust	Leaders must work hard to establish and maintain trust with their teams, colleagues and with owners. Relationships are built on trust and leaders must make an effort to not damage trust with others. Trust takes time to establish, but can be lost in an instant.

People Skills

COMPETENCY	VALUE TO LEADERS IN CONSTRUCTION INDUSTRY
Change Leadership	Changes constantly occur with construction projects. Effective leaders communicate changes and help team members understand the change and smoothly transition to the new situation.
Commitment to Quality	Project managers and superintendents are the insurance that companies have to ensure the best project possible. Field leaders must know the quality standards established by the architect, regulatory agencies, and owner. Your organization's health depends on achieving quality standards.

Communication	Communication skills are very important to all leaders, but especially to those who serve multiple constituencies, such as project managers and superintendents. Excellence in verbal communication, written communication, and presentation skills is essential to all leaders, but especially to those with continual customer contact.
Conflict Management	Conflict occurs on almost every project because of stress, competing interests, or miscommunications. Field leaders need to be good managers of conflict situations so that issues can be resolved and teams can continue to make progress.
Interpersonal Skills	No one likes working with or for someone who has poor interpersonal skills. Leaders must exhibit excellent interpersonal skills and model those behaviors for all team members, especially when interacting with the owner and other stakeholders.
Negotiation	Negotiation takes place every day for field leaders. It may be a simple event such as interpreting an issue with a subcontractor, or it may be more formal in a contractual discussion with an owner. Regardless, leaders need to recognize when negotiation is taking place and the tactics to create a win-win situation that does not impact the project.
Problem Solving	Leaders are problem solvers – it is expected that leaders will recognize problems, gather information, and establish solutions as quickly as possible. Owners and team members must feel comfortable in bringing problems to field leaders for the right solutions.
Talent Management	Many field leaders do not realize that they have talent management responsibilities to their team – coaching, mentoring, hiring, discipline, motivation – all must be part of the leader's repertoire. This is one of the top three competencies that require the most development in emerging leaders.
Teamwork	Projects are accomplished by teams and leaders need to understand team dynamics and how to create a high-functioning team whether it is with a team of direct reports, a team of peers, or a wider team that includes the owner working toward project success.

Most Critical Competencies for Each Construction Company Leadership Position

Although we believe that all of the 30 leadership competencies in our model are important for construction company leaders at all leadership levels, some competencies are more critical than others. It should be stated that every position in an organization requires skills in some, if not all, of the leadership competencies.

The following lists the most essential 5 competencies for construction company leaders at each level based on our extensive research and interviews (not in order of importance).

Executive Leadership (CEO, President, CFO)

- Inspiration
- Integrity
- Strategic Thinking
- Motivation
- Communication

Senior Leadership (Vice Presidents, Directors – Operations, Sales, etc.)

- Integrity
- Credibility
- Business Development
- Financial Management
- Focus on Results

Administrative Leadership (Office Manager, Safety Manager, Technology Manager, HR Manager)

- Followership
- Interpersonal Skills
- Commitment to Quality
- Technical Skills
- Initiative

Project Executive

- Customer Focus
- Talent Management
- Teamwork
- Conflict Management
- Credibility

Project Manager

- Customer Focus
- Negotiation
- Problem Solving
- Focus on Results
- Planning

Superintendent

- Commitment to Quality
- Customer Focus
- Technical Skills
- Interpersonal Skills
- Problem Solving

Project Engineer

- Problem Solving
- Commitment to Quality
- Technical Skills
- Initiative
- Interpersonal Skills

CREATING A LEADERSHIP CULTURE

The most successful construction companies create and maintain a leadership culture. What is a leadership culture? First, everyone in the organization must realize that they are a leader and their performance is based around a set of leadership competencies appropriate for their position. A leadership culture is one that has core principles based on skills and behaviors that bring out the best in leaders at all levels.

The following are attributes of a leadership culture in an organization:

- Senior executive leaders provide a culture that enables leaders to excel and practice the skills and behaviors needed for their success.
- Senior executive leaders are supportive of leadership development and engaged in establishing the program and participating in it as either a participant or facilitator.
- A formal leadership development program that is reflective of the needs of individual leaders and the organization as a whole.

- All leaders are provided a pathway to rise to more responsible leadership positions within the organization.
- Leaders collaborate with their leader to create a Personal Development Plan to improve in their leadership skills and behaviors.
- Integrity is emphasized at every level of leadership. The definition of integrity in the organization is understood and consistent across all leaders.
- Leaders and team members have a common competency model to guide their actions and are provided with tools to help in competencies such as problem solving, negotiation, business development, decision making, time management, and so on.
- Leaders are held accountable for their individual leadership behaviors and the actions and behaviors of their team members.

There are many benefits to creating a leadership culture in a construction company. We have found that the greatest benefit is the retention of top employees (loyalty) and attraction of the best talent – people want to work for your company because of the emphasis on leadership development.

LEADERSHIP DEVELOPMENT PROGRAMS

Many large companies have invested in high-end leadership development programs. However, the approach they have taken usually focuses on development of senior leaders in the organization and not leaders in the field or those having significant customer-facing responsibilities.

The high-end programs may be good for those in senior positions, although our experience has shown that these programs are not strong in day-to-day leadership skills and behaviors required by leaders in the construction industry. Rather, they take a more theoretical or strategic approach, which leads to different results. There is a place for this type of development, especially at the most senior levels.

Leadership skills and behaviors provide benefits at all levels of the construction company from the CEO down to the “boots on the ground” project

We believe leadership should be cost effective for small businesses and targeted to the specific competency development needs of individuals and the organization’s mission.

and administration team members. Renew Leadership has always taken the approach that leaders “on the ground” so to speak, should be the focus of leadership development because it gives leadership tools to those who use them constantly and their skills and behaviors have an immediate impact on the project, stakeholders, and the organization. Leadership development should also be based on a measurable Personal Development Plan.

It is also critical that any leadership development program has the engagement and support of the company’s senior executives. The leadership development program should be part of the organization’s performance review program and constantly be reinforced by senior leadership. The purpose of the leadership development programs is to not only improve the leadership skills and behaviors in the company, but also to provide growth opportunities and create a learning culture that retains and attracts the best people to the company.

On the next page, we present options (in increasing order of complexity and investment) that any construction company should consider in order to institutionalize leadership development in their organization.

LEADERSHIP DEVELOPMENT OPTIONS

OPTION	DESCRIPTION	BENEFITS
Individual Learning	Provide each leader with a copy of <i>The Leadership Compass: Mapping Your Leadership Direction</i> for self study. Senior leaders must follow up with other leaders to ensure that program is being completed.	<ul style="list-style-type: none"> • Self paced • Learner focuses privately on developing skills and behaviors in most needed competencies • Low cost solution
Team Learning	Each leader is provided with a copy of <i>The Leadership Compass: Mapping Your Leadership Direction</i> and the associated Study Guide with individual and team exercises. Team selects competencies that need focus and meets weekly to discuss individual work and team exercises.	<ul style="list-style-type: none"> • Team environment provides accountability • Study Guide provides individual and team exercises • Study Guide provides development recommendations for both individuals and teams. • Low cost solution
Targeted, Customized Training	Leadership development needs are assessed via interviews and surveys; customized training and exercises designed to provide skill and behavior development in highest need competencies in the organization.	<ul style="list-style-type: none"> • Team environment • Focus on most needed development • Program consists of workshops, readings, Skype and conference call sessions, individual and team exercises • Mid-level cost solution
High Potential Leader Development	Identify high potential leaders (those who are the best talent and have the potential to move quickly into higher leadership positions. Create a comprehensive leadership development program based on 360 leadership assessments and interviews to fast track high-potential leaders.	<ul style="list-style-type: none"> • Prepares the company's future leaders • Targeted to meet the leadership development needs of participants and the organization

Summary

The most successful construction companies are those that give serious attention to leadership development. In this white paper we showed how leadership is based on 30 leadership competencies and the value of development in each competency.

In summary, consider the following benefits of a leadership development program in your organization:

- Improved performance at all levels of the organization in the competencies that make a difference
- Greater differentiation from the competition
- Greater employee retention
- Opportunities for leadership to delegate and empower with confidence
- Top notch candidates seek out your company
- Better relationships with owners
- Fewer problems that need resolution by the highest levels of leadership; problems are solved by those empowered to take their leadership responsibilities seriously

Make 2016 the year that your company institutionalizes leadership development and, as a result, enhances its reputation in the industry. Create a leadership development culture that brings the best people to your organization and produces the level of quality that makes everyone proud.

Renew Leadership Products and Workshops

Products (books available on Amazon)

- The Leadership Compass: Mapping Your Leadership Direction.
- Time Management The SID Way: A Self-Initiated Development Workbook for Managers and Leaders
- Customer Focus The SID Way: A Self-Initiated Development Workbook for Managers and Leaders

Leadership Workshops

- Introduction to Leadership (1-hour PowerPoint or Skype program)
- Time Management (4 hours onsite)
- Customer Focus (4 hours onsite)
- Business Development Principles for non-Sales Personnel (4 hours onsite)
- Effective Influencing for Leaders (4 hours onsite)
- Leading through Change (8 hours onsite)
- Leading Teams to Success (8 hours onsite)
- Effective Presentation Skills and Behaviors (8 hours onsite)
- Negotiating to Win (4 hours onsite)
- Coaching for Leaders (8 hours onsite)
- Talent Management for Leaders (8 hours onsite)
- Project Management (16 hours onsite)
- Difficult Conversations for Leaders (4 hours onsite)
- Decision Making for Leaders (8 hours onsite)
- Problem Solving for Leaders (8 hours onsite)
- Written and Verbal Communications for Leaders (8 hours onsite)
- Conflict Management for Leaders (4 hours onsite)

- Stress Management for Leaders (2 hours onsite)
- Motivation Techniques for Leaders (4 hours onsite)

Business Development Workshops

- Introduction to Business Development (1-hour PowerPoint or Skype program)
- Creating Winning Proposals (16 hours onsite)
- Winning Presentations (16 hours onsite)
- Key Account Planning (16 hours onsite)
- Sales Leadership (16 hours onsite)
- Technical Business Writing (8 hours onsite)
- Behavioral Differentiation for Your Business (8 hours onsite)

For information regarding any of the above workshops, customized workshops, or business development and leadership consulting services, please e-mail Ben at ben.m@benchmarkli.com .