





C. L. LEWIS  
& COMPANY, INC.

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GENERAL CONTRACTORS  
SINCE 1929

## Decision-Making Tools

Quarterly Session – January 30<sup>th</sup>, 2009



# Overview of Today's Session

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- ▶ **Covey's Circle of Influence and Circle of Concern**
  - ▶ Proven technique to separate out lower vs. higher priorities and gaining ownership of action
- ▶ **A Practical Application**
- ▶ **The GRPI model**
  - ▶ A model to look at, and question the different aspects of effective teamwork from the perspective of:
    - ▶ **G**oals
    - ▶ **R**oles
    - ▶ **P**rocesses
    - ▶ **I**nterpersonal relationships
- ▶ **Questions/Feedback**

# Covey's Circles of Concern and Influence

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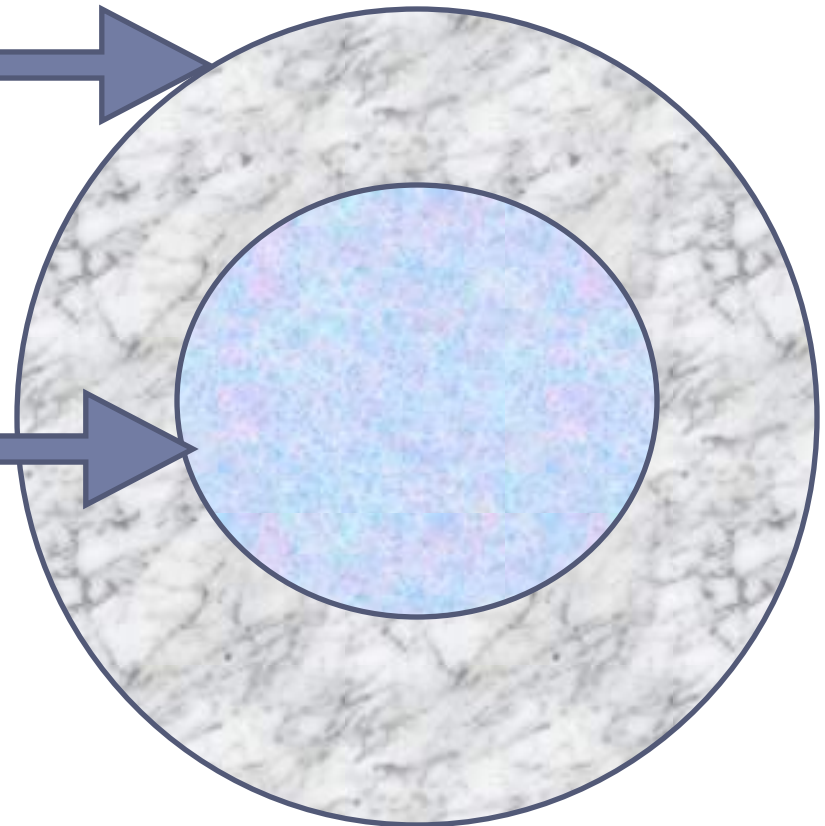
- ▶ Adapted from *The Seven Habits of Highly Effective People* by Stephen R. Covey, Simon & Schuster 1992.
- ▶ Primary objectives:
  - ▶ Separate lower priorities from higher priorities and attaining ownership for action
  - ▶ Moving people from being less **reactive** in nature and more **proactive** in nature.

# Covey's Circles of Concern and Influence

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## ▶ Circle definitions

- ▶ Circle of Concern
  - ▶ encompasses the wide range of concerns we have as humans on a day-to-day basis.
- ▶ Circle of Influence
  - ▶ encompasses those concerns that we can do something about. They are concerns that we have some control over.



# Covey's Circles of Concern and Influence

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## ▶ Reactive vs. proactive individuals

### ▶ Reactive

- ▶ Defined as those individuals who tend to neglect those issues that are under their control and influence. Their focus is elsewhere and their Circle of Influence shrinks.

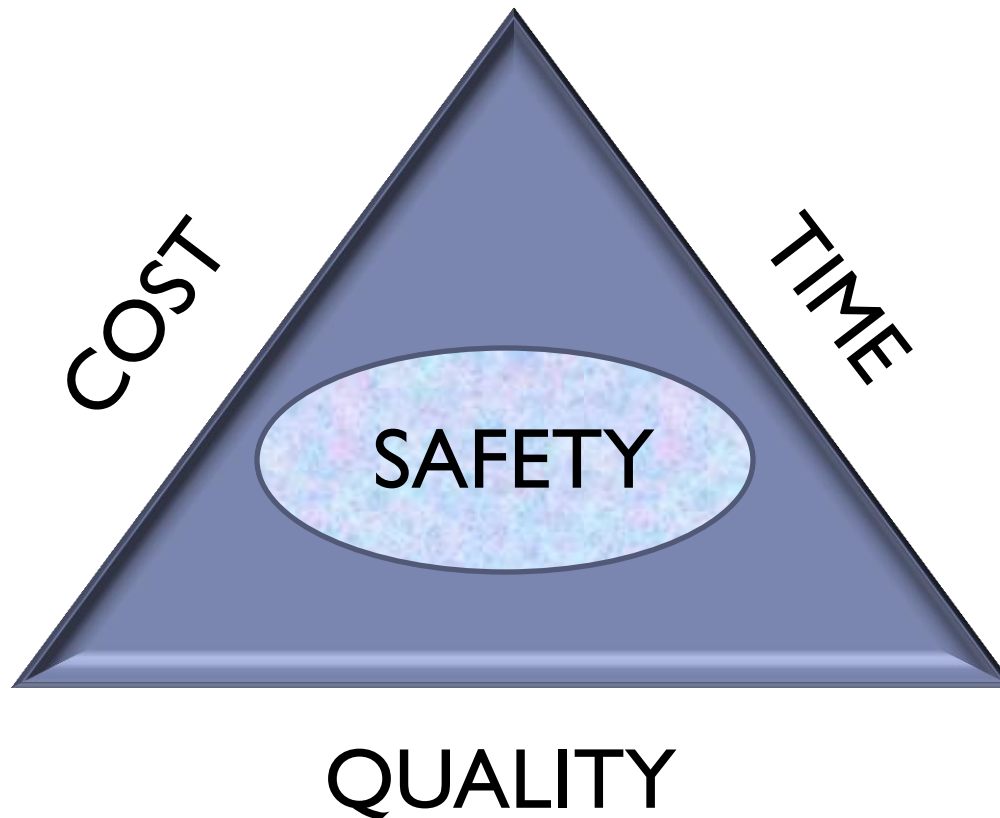
### ▶ Proactive

- ▶ Focus on issues within their circle of influence. They work on things they can do something about. The nature of their energy in doing this is positive, enlarging and magnifying. They increase their Circle of Influence.

# Covey's Circles of Concern and Influence

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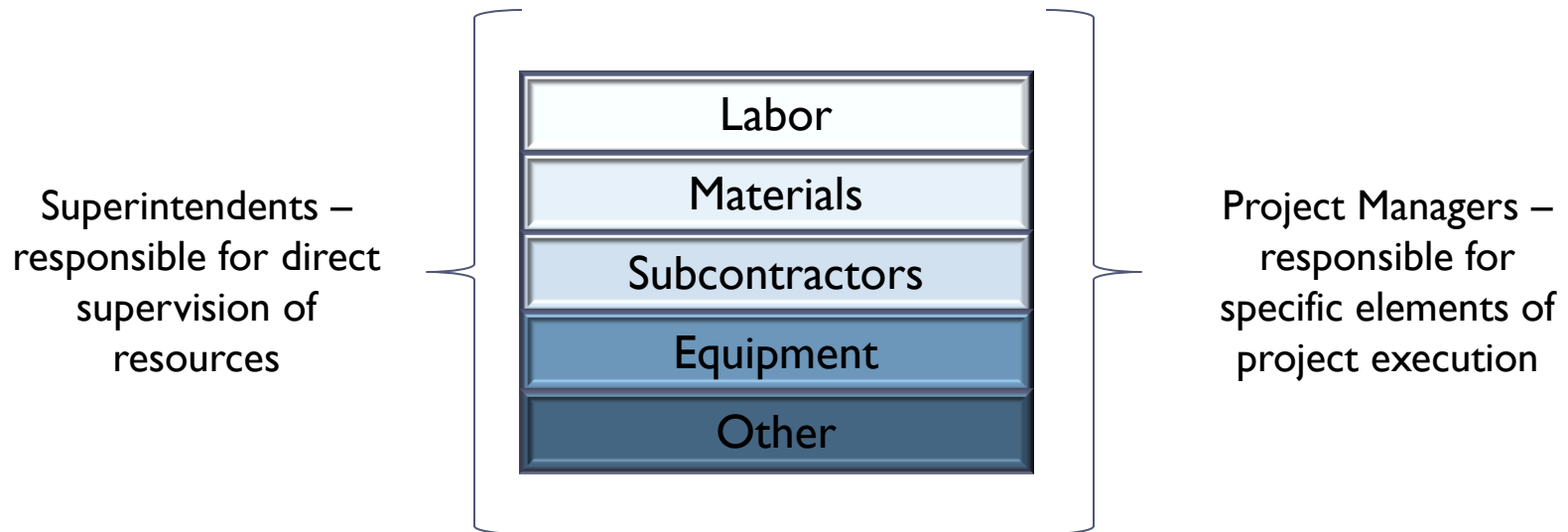
- ▶ The Project Management Triple Constraint



# Covey's Circles of Concern and Influence

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- ▶ Resources that must be governed on any given project...

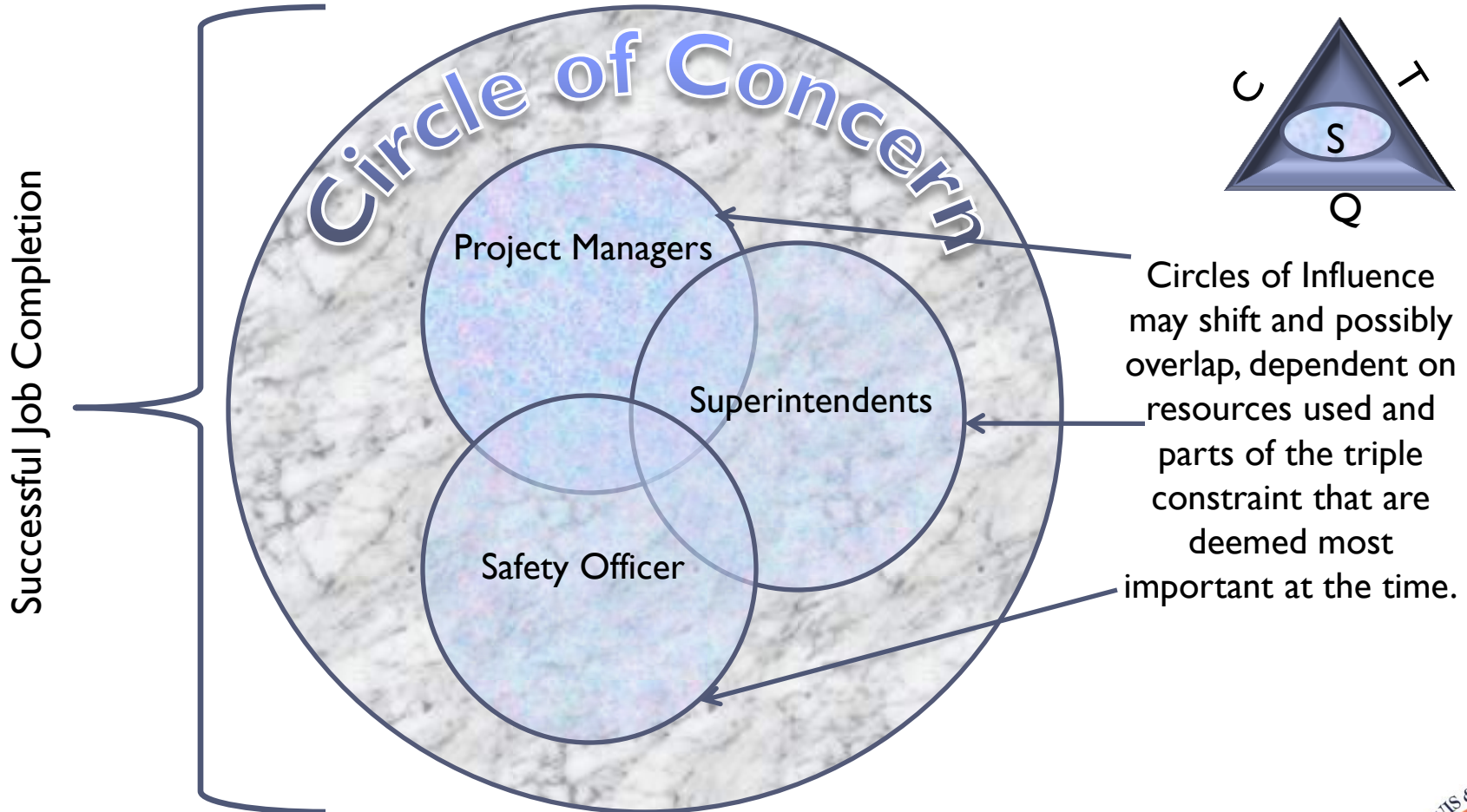


- ▶ ...can fall within multiple circles of influence



# Covey's Circles of Concern and Influence

- ▶ One Circle of Concern, multiple Circles of Influence



# A practical example...

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- ▶ **Let's plan our hunting expedition (project)**
  - ▶ What are some of the factors in the trip within our Circle of Concern?
  - ▶ What are some of the factors in the trip within our Circle of Influence?
  - ▶ What parts of the project triple constraint will we be most concerned about, and why?
  - ▶ What are some of the situations on the trip that might make you more reactive?
  - ▶ What are some situations that might allow you to be more proactive?

# The GRPI Model

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- ▶ GRPI is a model to examine and question the different aspects of effective teamwork.
  - ▶ **G**oals: clear and agreed upon
  - ▶ **R**oles & responsibility: clear, respected, and for which people take ownership
  - ▶ **P**rocesses that effectively support the team's goals
  - ▶ **I**nterpersonal relationships of trust, open communication and feedback, which support a sound working environment.

# The GRPI Model

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## ▶ Goals

- ▶ Team mission is clearly defined and objectives are established that conform to the “SMART” principle
  - ▶ **S**pecific
  - ▶ **M**easurable
  - ▶ **A**ttainable
  - ▶ **R**elevant
  - ▶ **T**imely
- ▶ Sample goal: Constructing a project sign, how do we make this goal ‘SMART’?

# The GRPI Model

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## ▶ Roles

- ▶ Have a "roles statement" that defines clearly each team member's function and the interrelationships between individual and team roles, objectives, and processes;
- ▶ What are the 'operational definitions' for each one of these roles on the job site?
  - ▶ Project Manager
  - ▶ Superintendent
  - ▶ Carpenter
  - ▶ Helper

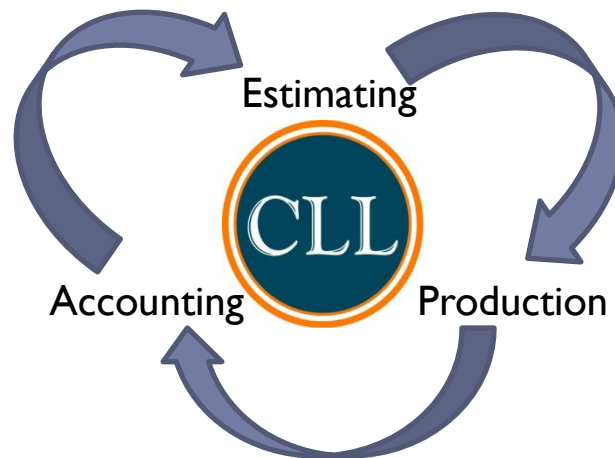
# The GRPI Model

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## ▶ Processes

- ▶ Identifies and defines processes inherent in and essential to the project (e.g., problem-solving, decision-making, etc.).
- ▶ Example: Work coding – properly accounting for all work completed.

Code	Task	Hours
006-100	Rough Carpentry	4
003-300	Regular Concrete	3
003-100	Forming	1



# The GRPI Model

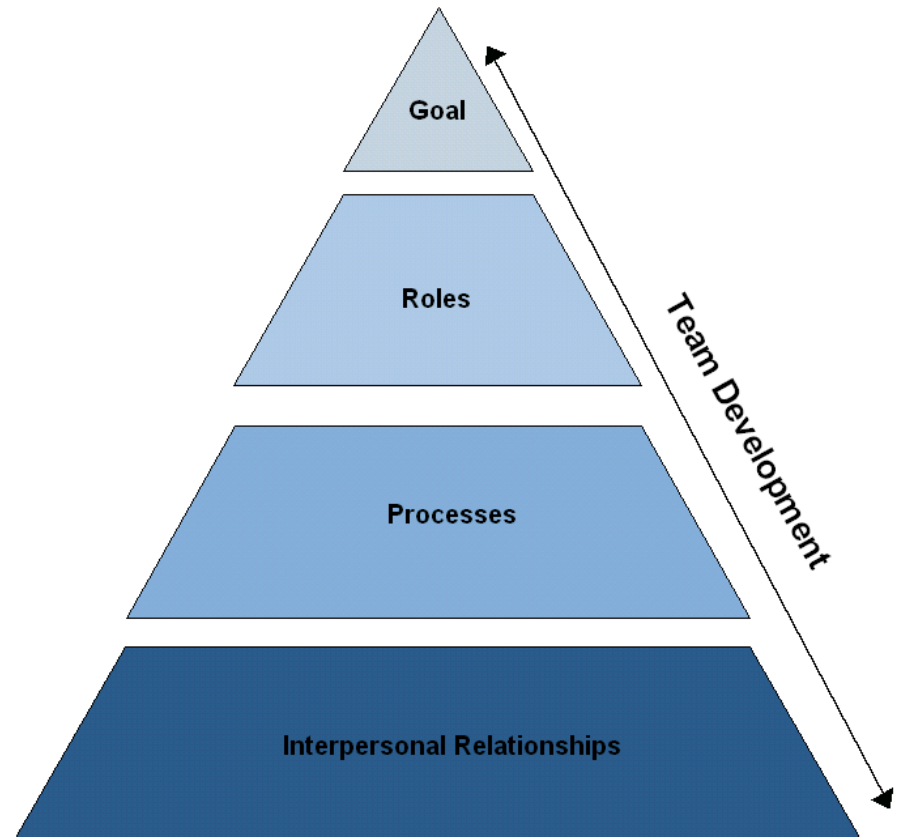
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## ▶ Interpersonal Relationships

- ▶ Ensures open communication between team members, encourages creative and diverse contributions from all members, and discourages "groupthink."
- ▶ Measures relationships across several dimensions:
  - ▶ Level of trust, openness and acceptance on the team
  - ▶ Recognition and respect of individual member needs
  - ▶ Open climate for debate and idea sharing
  - ▶ Encouragement of feedback on team and individual performance

# The GRPI Model

- ▶ **The Development Process**
  - ▶ Create more clarity and proficiency in each of the four aspects in a very 'circular' and interdependent way.
  - ▶ Start the teamwork with a very 'thin goal' and sketchy roles and responsibilities.
  - ▶ Through working together (process building) you will see goals and responsibilities take shape.
  - ▶ If responsibilities are insufficiently clear, people will 're-define' them. Redefinition allows you then to 'adjust' your processes.
  - ▶ From the resulting discussions and feedback you adapt the team's goals and develop the interpersonal relationships.





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# Questions/Feedback