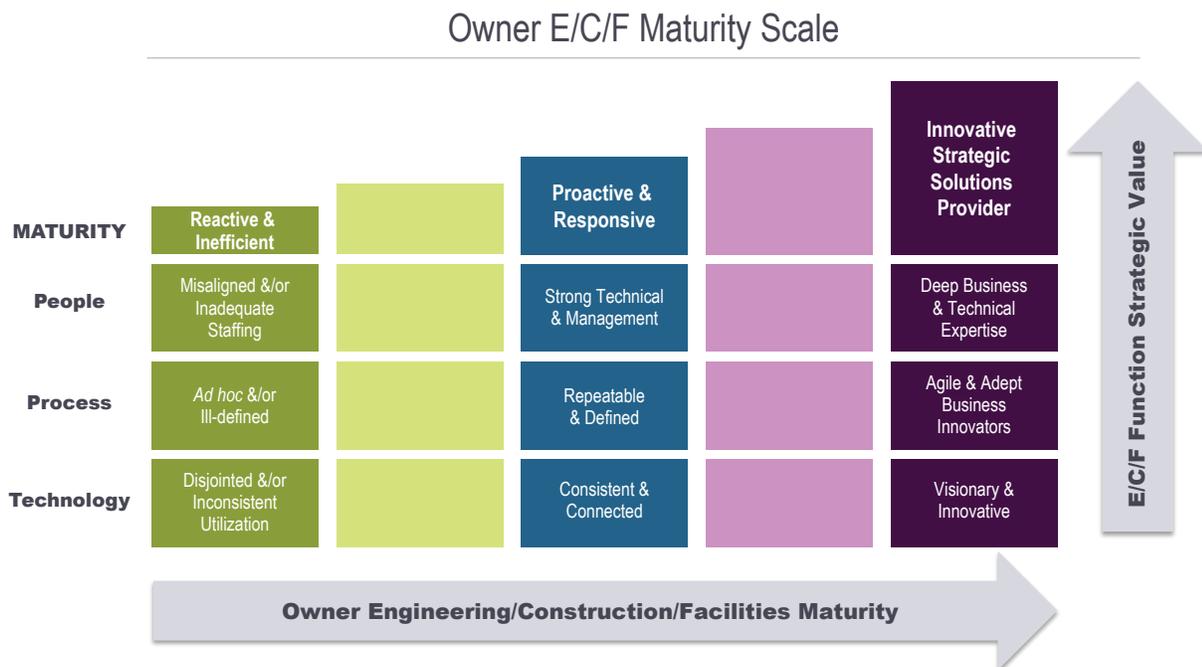


Order Takers or Value Creators?

Engineering, Construction, and Facilities Groups as Critical Drivers of Organizational Performance



Order Takers or Value Creators?

Tips for Positioning E/C/F Groups as Critical Drivers of Organizational Performance

The following tips are provided to each attendee of the CII–Continuum Advisory Group Presentation and Panel on Engineering, Construction & Facilities (E/C/F) Groups as Critical Drivers of Organizational Performance at the CII 2016 Annual Conference.

These tips are intended to help guide your journey toward achieving highly aligned, collaborative, strategic relationships with the organizations you serve. You can begin implementing these straightforward strategies immediately upon returning to the office.

Develop a realistic strategy with prioritized tactics.

- Rome wasn't built in a day (but many of its structures have stood for thousands of years) – set realistic goals, expectations, and timelines for accomplishing your goals.
- Prioritize – determine the two or three actions you and your E/C/F organization can tackle now to have the most impact over the next three to six months; then identify another two or three actions that would yield results in 12–18 months.
- Don't become frustrated with the pace of change – change is one of the hardest things for people and organizations to do.
- Celebrate and promote successes! Give credit to everyone who contributed.

Articulate the E/C/F value proposition.

- Understand the corporate goals and objectives.
- Determine how your group supports these goals and objectives.
- Know your value proposition. “If we had to compete with outside firms to perform the work we do, how would we differentiate ourselves? How could we articulate our value to the business?”
- Develop a strategic plan and business plan directly aligned with the corporate strategic and business plans.



Build a culture of innovation and value-creation, and then communicate and reinforce it to the organization.

- Define the culture of your E/C/F department and ensure it aligns with the corporate culture.
- Talk the talk and walk the walk to begin shifting culture. Where can you apply the language of strategic innovation (i.e., “solutions“ versus “service“)? Which “quick successes” can you achieve and use as stepping stones to bigger, more impactful changes in your organization?
- Value and reinforce the need to innovate by publicly celebrating innovative ideas, even if they fail.
- Document and measure value-creation and innovative successes – build a case for value-creation and continuous innovation.
- Understand how, why, and when to bring innovative solutions to the table, and be prepared to explain and/or quantify how they will drive overall business performance.
- Support a culture of appropriate risk-taking.
- Invite yourself to the table and contribute!

Drive financial understanding, education, reporting, and continuous improvement at every level.

- Understand the corporate financial “dashboard” and how E/C/F can influence these metrics.
- Develop E/C/F metrics and your own “dashboard” to provide visibility and to serve as a tool for reporting and taking timely actions that positively influence corporate financial results.
- Educate, at every level, how each person's actions support key corporate financial, quality, and safety performance metrics.