

The Parkland Project: Business Benefits of Investing in Servant Leadership and HBDI®

By Ann McGee-Cooper, Ed.D. and Duane Trammell, M.Ed.

In August 2007, the Dallas County Commissioners Court approved a Blue Ribbon Panel's report to build a replacement hospital for Parkland County Hospital. In 2008, Dallas County voters overwhelmingly approved the bond election. The new Parkland facility would be over three million square feet with a budget of \$1.326 billion.

Balfour Beatty Construction formed a coalition of companies, including Balfour Beatty, Austin Commercial, H.J. Russell, and Azteca Enterprises, and called the team BARA. Balfour Beatty had worked with Ann McGee-Cooper & Associates on several large projects using servant leadership as a model. They knew that in order to be successful on a project of this size, with such a vast supply chain

and a workforce of some 2,000 people on-site at its high point, an INTERdependent teaming model would be needed. On April 22, 2009 Parkland officials awarded construction of new hospital which was 2 million square feet and \$700M to BARA. Eight weeks later on June 3, 2009, AMCA met with the key leaders of Parkland,



Parkland Hospital under construction

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Parkland Hospital Project was a five-year, \$1.326 billion project and a joint venture between: Balfour Beatty Construction, Austin Commercial, H.J. Russell & Company and Azteca Enterprises.

Evidence that Servant Leadership and HBDI® Produce Significant Business Results

1. Project completed ahead of schedule by 11 days.
2. Under budget \$5-6 million.
3. Safety record is incredible.
4. Employee engagement - recent scores best-in-class in the country. The first three questions scored 100%, 100%, 100%.
5. Power Plant won highest award from Engineering Council of the State of Texas
6. National award – American Council of Engineering Companies as one of the best designed plants in U.S
7. Zero litigation.
8. Zero vandalism.
9. Co-location. We built trust in three weeks that would have taken us six months without it.
10. Retention - we've kept the commitment of so many highly talented people.
11. Teamwork with BARA, HDR /Corgan and with all our Partners is exceptional.
12. Great *esprit de corps*. No one had hidden agendas.
13. Really special to be glad about getting up and coming to work. Almost no burnout.
14. We got the best crews from the best Subs in Dallas. We had a ton of people eager to bid on this.
15. We built a \$700 million hospital without screaming and yelling at each other.
16. Together we created a great culture
17. Confidence that we now know how to create this at the beginning of any other project and build on it so now we are smarter going in.
18. Balfour Beatty's mission statement: "To differentiate ourselves so significantly that we change the industry."
19. We learned how to stay calm when receiving or delivering bad news. Longer lead time means better solutions.
20. When everyone is pulling together we can solve anything.
21. Powerful résumés to accelerate our careers.
22. Pebble Research Project. Producing major publishable research using principles of servant leadership; competitors openly sharing intellectual property, best practices, and lessons learned to enrich and accelerate the success of others.
23. In the opinion of the Client Rep., "One of the most successful public healthcare construction projects in the history of the U.S."
24. "Our legacy – transforming the face of public health in the world and nothing less."

– Kathy Harper

Data sourced from "The Parkland Project: Business Benefits of Investing in Servant Leadership and HBDI®", which is drawn from five interviews from the owner's rep. and other key project leaders.

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BARA, HDR, Corgan, and CH2M Hill. On July 16, 2009, the first meeting was held and a Vision and Covenant were created based on the principles of servant leadership. Two phrases stood out which would become the symbols of this project: “The most patient and family-centric facility in the country,” and, “Iconic, timeless, and enduring.”

The team knew there would be differences, so AMCA led the team through a process to create a Covenant documenting how they would settle differences and treat one another as they worked using the principles and practices of servant leadership.

Then the work began. Design teams met. Patient advocate groups weighed in. Technology consultants offered expertise...and the vision began to take form. The new Parkland Hospital would be a safe, welcoming, patient-centered healing environment, serving as a sustainable green resource for Dallas County. It would promote excellence in clinical care, teaching, and research and a technologically advanced and accessible environment.

Sam Moses was selected by BARA as general superintendent and construction began. He tells about the role attitude and teamwork play in creating an environment of servant leadership:

*“I am a true believer in attitude. It’s contagious. I can get excited about a concrete pour and then the next thing you know, those guys pouring the concrete get excited. In addition to the big goal at the end of finishing the project, you celebrate those many little goals in between and it gets everybody pumped up. I want that excitement and attitude not only for me, those that work around me, but also for those all the way out to the Subs, Labor, and Gate Guards.”**

Parkland and BARA knew that waves of talent would be coming on the project across the five years. It would be important to offer on-boarding classes on servant leadership to keep the teaming momentum high.

Kathy Harper, Vice President of Clinical Planning, offered inspiration to new team members as they arrived on-site and captures the essence of servant leadership on this amazing project:

* AMCA employees a best practice from Colleen Barrett, president emeritus of Southwest Airlines, to capitalize words such as Employee, Subcontractor and other titles to show respect for people.

“We have a greater vision...not just to build the best hospital in Dallas, but we are going to change public healthcare in this country, and nothing less. On the days that it gets a little hard, think about the legacy we are leaving.”

The new Parkland Hospital is scheduled to open in 2015.

Ann: “We are often asked, ‘But is there a business benefit that comes from investing in servant leadership and building shared trust? How do we know this collaborative, high-trust culture pays off?’ So we interviewed five top leaders to get answers through their eyes and experience. I started by meeting with Lou Saksen, Senior Vice President of Facilities Planning & Development, Parkland Health and Hospital Services with four decades of experience as a Client Rep.”



Lou: “This is one of the most successful public project in the history of the United States. \$1.326 billion and it will have three million square feet. Everything is coming in under budget. The safety record is incredible. The numbers are incredible. Co-location worked brilliantly to grow mutual trust and improve communications and healthy collaboration. HDR/Corgan, BARA—they will tell you the same thing. On a job of this size it usually takes six months to build strong trust, but with co-location we got there in about 3 weeks!

“Winning is getting this resource built on time and in budget while keeping everyone safe!”

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“The power plant won the highest award at the Engineering Council from the state of Texas. We are accepting a national award in Washington D.C. for one of the best designed plants in the United States.

“Another noteworthy accomplishment is the fact that we've kept the commitment of so many highly talented people. The teamwork with BARA, HDR/Corgan, and with all our Partners is exceptional.

“How did we do it when so many other people and projects have failed?”

“I believe it has been the high level of trust that we built in the very beginning with what we learned using the Herrmann Brain Dominance Instrument (HBDI®), growing a culture based on servant leadership and the Project Delivery Team Vision and Covenant. We didn't just create these together—we kept holding ourselves accountable to this very high standard of collaboration with the help of AMCA.”

Why? Our Higher Purpose

Lou: “It takes a lot of leadership. You have to be able to motivate everyone to keep doing a great job. The people on my team are absolute subject-matter experts at what they do, and there is a great love of the building. The architects designed a truly iconic design that will serve Parkland brilliantly through the coming decades. Our job has been to raise awareness that we are all a part of something that will be here for a long time. We are committed to delivering this project to Dallas County in a way that anyone would be proud of.”

Ann: “You told me a story which illustrates the financial benefits of long-term solutions versus quick fix, and a great example of servant leadership where you ask, ‘How can we help you succeed?’”

Lou: “We had a small Subcontractor who did not have the resources that Balfour Beatty or Austin has. They had gotten behind on their schedule. Instead of running them off the job, we used servant leadership: ‘Let's see if we can get the owner to give us more time.’

“We paid CH2MHill about \$15,000 to sit down with them and help them get back on schedule. The outcome is that this small sub-contractor will be better going forward. They will now have in-house capability to do what CH2MHill taught them. We gave them access to this great resource. Now they are our biggest fans. There were some weather problems in January, but now we are back on our original schedule.

“If we had run them off and gone through the process of replacing them it would have put at risk the certificate of occupancy. This potential delay would put BARA on the hook for \$60,000 a day damages. If they are a month late, that is well over a million dollars. That's in their contract. As it now stands they are going to finish a little early.

“It's about collaborating instead of finger-pointing or blaming.”

“An analogy I've used is that it's like a football game. On the way people will drop passes, fumble and make all kinds of errors. But all you need is to get the ball in the end zone. In the end, if you get in the end zone that's all that matters.

“Winning is getting this resource built on time and in budget while keeping everyone safe!”

Ann: “I've watched how you supported the team. There was no sense of we/they. Good will has just grown and grown and grown. Your first response is to help each other through whatever challenges pop up.”

Lou: “Employee engagement surveys are where you get rated by your staff. Our recent scores are the best in class in the country. Look at these. Our scores were 100% on:

7. Senior management of this organization is concerned about the Employees.
3. The necessary materials and equipment are available when I need to perform my job.
4. My job gives me an opportunity to do the things I do best.”

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Ann: “AMCA did skill building with the BARA Team Leaders monthly in their team meetings to teach and reinforce teaming skills such as conflict resolution, assuming good will, and creating Third Right Answers. Could you see evidence that this made a difference?”

Lou: “On many projects they hate each other. But here there is great *esprit de corps*. We have had no litigation. Sure, there are disagreements, but we worked together to always focus on solutions that put the success of the project first. It's really special to be glad about getting up and coming to work. It's so important to get up, smile when you are shaving, looking forward to coming in and getting things done with great people.”

Ann: “You have worked hard to treat your Subs right and pay them on time. BARA is consistently paying them within 3 days.”

Lou: “What did it do? We got the best crews from the best Subs in Dallas - people that are dying to work on this project. We had a ton of people eager to bid on this.”

Herrmann Brain Dominance Instrument (HBDI®): How did it help?



Next we spoke with Pleas Mitchell, Senior VP and Business Unit Leader at Balfour Beatty Construction. Pleas has been a Client since 1998 and grown several

project teams with us using servant leadership and HBDI®.

Ann: “As a top leader, inside Balfour Beatty and on projects, what are the business benefits through the skill building of servant leadership when we take a team through HBDI®? You invest a good amount for us to come and do Leadership Development, HBDI®, and growing high-performance teams. From your business perspective, does this investment pay off for you and how?”

Pleas: “To me, HBDI® is the foundation. I don't think you can do any of that other stuff without going through the HBDI®. It's the language. If you don't have that, then everybody's putting their best ideas up, and they're still seeing it through their preferred brain quadrant. And they expect everybody else that's seeing it is looking at it through the same prism. Where if I put something on there - and I'm a high D quadrant - a B quadrant might think, well that's the craziest thing ever, we can't do that, we've got rules, etc. But without having the HBDI® and understanding where they're coming from, the chances for miscommunicating are huge. So to me it's just a lot of talk without doing the HBDI® work and a lot of just hoping for the best.”

Ann: “What I'm hearing you say is that HBDI® helped you align your team with the Client so you could collaborate more effectively, give them what they want, elicit decision making in a more efficient, effective manner so that it literally saves time, wear and tear, it lowers stress because you're able to get things done collaboratively.”

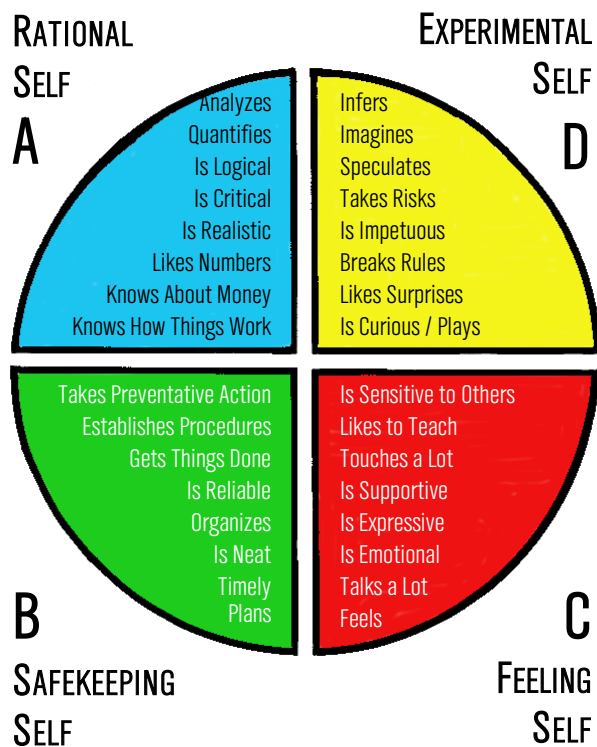
Pleas: “Absolutely. If you have people working all together you don't have lawsuits, for example. I think if you asked Austin, they would tell you this is the best Joint Venture they've ever had.

“It also takes the right people like David Graham, who is a true, natural servant-leader. With an equal partnership everything has to be consensus. I give David a lot of credit. We have had ZERO disagreements.

“There's a significant business advantage to growing a team that works at a higher level of ethics and collaboration, and that's really what we're doing.

Our Four Different Selves

The HBDI® is a carefully researched inventory which measures the thinking style preferences of the four quadrants of the brain. After completing a questionnaire, participants learn their thinking preferences (A-Financial/Objective; B-Process/Implementation; C-People/Relational; D-Innovative/Visionary). The way we prefer to think about things affects problem-solving, decision making, teaming, and all business activities.



“We’re slowing down to learn, it’s got to work for everyone, and how do we make sure that happens? HBDI® is our instrument that helps us look into how we can be respectful and inclusive of each person’s view of the world. I quickly learned if I ask David I might get a better idea.

“We’re the perfect team. He is probably more focused on the Client’s emotions, listening deeply to their concerns, and making sure we are addressing them. I can do all the other—money, keeping us out of

the ditch, and coming up with weird crazy ideas. If I were to tell you we’re building a \$700 million hospital for a county entity and we were over budget, behind schedule and lawsuits, no one would be shocked. That’s what normally happens with these big jobs. It hasn’t happened here; it’s not going to happen!”

What’s the Secret?

Pleas: “We’ve had 30 large clients come through here asking,

“‘What’s the secret?’ I tell them it’s the HBDI® and the trust we have built by practicing servant leadership.”

“It’s not about egos; it’s about supporting each other to build the most successful project in budget and ahead of schedule. You will have all the smartest people in the industry. We have them here - the best you can get. But creating a culture of mutual trust - that’s the secret!”

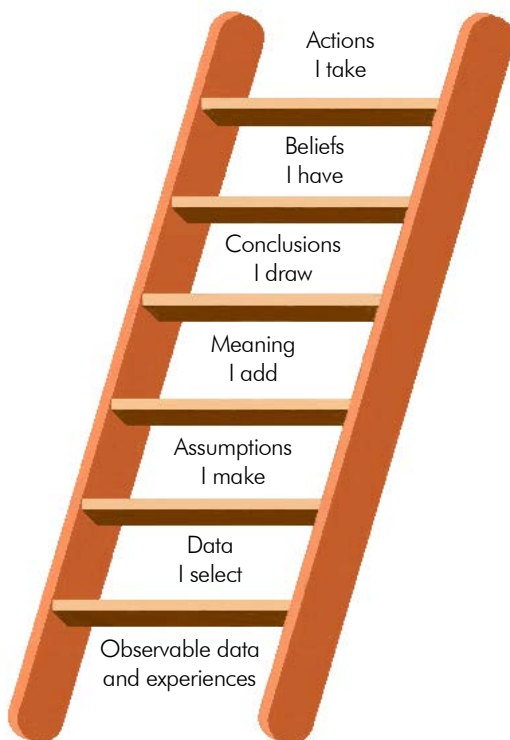
Ann: “In our first team meeting we facilitated creating a Covenant for how you would interact. How has the Covenant been helpful?”

Pleas: “It’s our compass, and it’s what we come back to in our meetings as a joint venture team and with our Subcontractors to assess how we are doing.

“I’ve also shared in my presentations that we’ve had people that did not want to get on board and they had to go. On our side, on the architect side, on the owner side, we as a team have all spelled out in our team Covenant what’s acceptable for behaviors, and if you can’t get on board then you’ve got to get off the bus—I don’t care if you’re the smartest person in the world.

“You have to have the emotional intelligence to collaborate because it’s just too big and too complex to have dictators. It just doesn’t work. Here are two major skills learned in servant leadership that significantly improve collaboration and profitability.”

Identifying Blocking Assumptions



Source: Argyris, Chris. *Overcoming Organizational Defenses: Facilitating Organizational Learning*. Boston: Allyn and Bacon, 1990.

Pleas: “**The Ladder of Assumption skill** is huge. If everybody has the skills then they can let you know when you’re ‘on the ladder,’ treating an assumption as if it was a fact. It’s easy to see other people doing it. It’s hard to see yourself doing it. You have to have everybody learn the skills to be effective. That’s where the regular **Project Delivery Team training sessions were so valuable**. If you’re the boss and you’re the only one who knows the skills, you’ll fall short.

“**A good example of the Third Right Answer (a creative solution not immediately obvious that benefits all stakeholders):** Parkland had significant issues generating steam at the central utility plant, and BARA had nothing to do with it. If it’s not working and we’re delayed, the Client’s going to pay us. But we sat down and talked and because that was some of the strategy that was being discussed, I said, ‘Listen, there’s no problem that the Client has that isn’t going to end up being our problem. I don’t care what it is.’ I went to Lou and said, ‘What if we gave you

two or three mechanical contractors from Brandt to develop some solution strategies. We’ll figure out how we’ll pay for it. So will that work for you?’ Lou said that would be awesome. So we’ve got two guys over there and installed two temporary boilers at the central utility plant to keep our building going. It cost approximately half a million dollars but saved Parkland many times that amount.”

Ann: “But what are you saving?”

Pleas: “Without sufficient heat, the flooring and casework installation would have had to be stopped, thereby delaying the entire project. Every Sub, once the schedule has been delayed, is going to be coming to us for extended general conditions. It’s going to get ugly, and they will all be right. It’s not our obligation, but I guarantee you it’s going to be at some point. Let’s take that excuse away from everybody. This was a solution that might not be obvious in a traditional job setting but is an example of how going the extra mile helps everyone win—a classic Third Right Answer!”

Covenant/Imaging/Teamwork

Pleas: “I think the important thing with the Covenant is also imaging—what do we want our future state to look like? And without that image in people’s head, we can’t get there. Think of the greatest projects you’ve ever had and the characteristics of those. It’s usually **teamwork** – we were collaborative, we all believed in our ability to successfully complete a great project, we helped each other, it’s all of that stuff. It’s not, we poured ‘x’ amount of concrete in so much time, and we were under budget, and on schedule...the good experiences are the relational experiences, not the money and budget experiences. So to me, that’s another key driver.

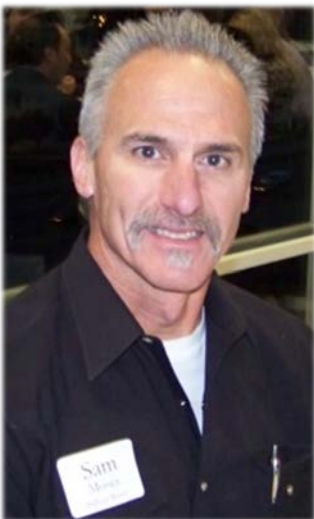
“**Retention is great.** Nobody wants to leave this project; everyone wants to be here. What you invest in skill building on this job you take with you. And you can team up again with those who have mastered these advanced skills of teaming, some of our Subcontractors and David Graham. **We built a \$700 million hospital without screaming and yelling at each other!**”

Proactively Defining and Growing Team Culture

Pleas: “It’s either a crapshoot where you just take your chances, or you say, ‘Let’s don’t take a chance. Let’s create a great culture—we know how to. And once we’ve got that in place, we can work at a very different level; we can get through anything.’ But if it’s a crapshoot, you’ve got to deal with dysfunctional stuff and it gets worse, not better. There’s really no comparison from this project to any others I’ve ever done. The power is that we now know how to create this at the beginning of any other project and build it in. So now we’re smarter going in.

Balfour’s mission statement is to differentiate ourselves so significantly that we change the industry. Our goal is to bring advanced skills of servant leadership, collaboration and interdependence so we can all see other ways of either behaving or solving issues that produce significantly better solutions.

We learned how to stay calm when receiving or delivering bad news. We want to learn about problems as early as possible to give us the most time to resolve them positively.”



It’s always a great thrill to walk a job of this size and importance with Sam Moses, General Superintendent at Balfour Beatty Construction.

Ann: “Sam, from your perspective as General Superintendent with Balfour Beatty Construction over this whole project, what benefit came from the work

AMCA did to coach servant leadership and high-performance teaming?”

“The power is that we now know how to create this at the beginning of any other project and build it in. So now we’re smarter going in.”

Our Shared Vision

Sam: “The Vision kept us strong in understanding who each of us was. There was strength in the diversity on our team. We were always looking at the end goal. The Covenant we created together helped us be respectful. Lots of conflicts and hard decisions had to be made. Not just making sure we were profitable but we also wanted to make sure that the end user would get a first-class facility 10-20 years down the road that was going to endure. A great healing place for those in most need in our community to come and receive the best possible medical services. We wanted to create a facility that would grow with their needs, best possible as described in our Vision. We made Ground Rules to guide our behavior.

“**Two big factors: schedule and budget. Third is no litigation.** Lou showed me a book of ugly jobs. He said it was very unusual to have a job of this size with no litigation.”

Ann: “I know that **morale** stayed very high on the job. What difference did this make, if any?”

Sam: “It’s a lot more fun to work on a job where you have friends to support you. It makes a huge difference if you go home feeling good about your team and what you are accomplishing and in whether the burnout factor is high for many people on the job or almost non-existent. We had such good teamwork and support for each other and confidence that we could solve any problem as a team that there was very little burnout, if any.

“**If everyone is pulling together toward a shared goal, there is nothing you can’t solve together.** But if you don’t slow down to teach the skills and come together, forming a high-trust team, then

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morale will suck and the job always suffers. Burnout will be high, and you sure won't get the best from each person. Everyone is too busy watching out for #1 instead of focusing on what's best for the Client and the end goal we all want to achieve together.

“So when I first get here I hugged all my Subs necks and told them I loved each one of them. I told them how good our team is. I let our Owner know how much we appreciate them. There is always going to be some conflict. If you are pushing as hard as this team is pushing there is going to be some conflict. But we've got procedures to work things out, and we do it respectfully and always in terms of what's best for the team and the team Vision.



“If you do deserve a cussing, we get you one-on-one in some private area and say, ‘Brother, your performance is really hurting us. How can I help you get back up to speed? Would it help if I call your boss and ask for more guys? Tell me what you need and we'll find a way to help you.’ Once they know our passion for delivering a great job and how important their part of the job is, it's rare for anyone to not pitch in and give us a great job. It's my job to convince them that we are going to pitch in and help them and also convince them that their piece of this huge project is critical to it all coming together on time and in budget.

“They may have been good builders and had good technical skills, but if they didn't buy in to the Vision and Covenant that we all created together based on the values of servant leadership and mutual trust, then they got transferred out. Once we got them out of the process we just had a tremendously strong team!

“No one had any hidden agendas, which is unusual on any job, much less a job of this size. With over two million square feet and the time period we had to do it in, the performance has been stellar.

“Compared to other jobs this is my largest job. It was the smoothest I've ever been on. We are going to walk across the finish line 11 days early rather than having our hair on fire like we normally do.”

Servant Leadership in Action

Sam: “Getting to come to work each day has been really rewarding. It's about working with great partners who have a passion for our shared Vision and a fierce commitment to live up to our shared Covenant. It's been a team effort that I am deeply proud to be a part of.

“We've had some really unusually hot weather and bitterly cold weather. Two summers ago when we had a huge challenge, it was the hottest summer since 1979. We had over 100 days with temperatures over 100 degrees. We didn't want to hurt anyone. So we made a decision and got Parkland's support. We are going to slow down a little bit to protect our workers. We will start real early, about 3:00–4:00 a.m., and get off by lunchtime to avoid the extreme heat. Everyone bought into it. We also put in more water breaks and rest breaks. Guess what happened? Instead of slowing down the schedule we picked up time! Who would have guessed that could happen? I believe our people appreciated that we were looking out for their safety.

“It's still phenomenal to us. Encouraging them to drink water, shade up; we met every schedule without hurting these guys. We still came out ahead of schedule. When we made that decision we assumed that we would give up some time. They were so appreciative that when it cooled down then we really went to town!

“With our safety program we call it a ‘just culture.’”

Ann: “That's the heart of servant leadership. When you put the people first they appreciate it, and then it awakens something in each of them that wants to create legacy and contribute to something great.”

Sam: “We've worked more than 6 million man-hours and to date we have zero vandalism. If you tell anyone

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in construction they won't believe you. I've worked on jobs where we have had vandalism on a daily basis. Workers would just take their knife and cut the wall. They don't like the Superintendent or teammates. Jam the toilets full of stuff and turn on the water so it floods the job. Graffiti with spray cans. It's ugly and frustrating!

“Servant leadership really sets the stage for high trust. 80% of the time when a guy damages something on this job he comes and tells us. We fix it. To date we have had no back charges.”

Ann: “Will this help the resume and career future of the people who have worked on this job?”

Sam: “Oh my gosh, yes. First of all, to say you've been on a 2 million square foot project that's a county hospital, the amount of yardage that we've poured, the amount of dry wall that has been hung, the miles and miles of pipe that has been installed. To be on a project with co-location helps more with owners and general contractors. Co-location indicates the size of the job.

“Anybody who's been on this job should never be afraid of anything!”



David Graham, JV leader and Project Director with Austin Commercial, provided many more insights into the far-reaching benefits of our work together.

Ann: “David, you have participated in our work from the very beginning of the BARA Parkland Project. Are there any specific business benefits that you can attribute to the work we did bringing this very diverse team together, raising awareness of strength through difference with HBDI®, teaching skills of servant leadership and high-performance teaming?”

David: “AMCA had a big part in helping us grow this spirit of true collaboration. Yes, we had good people to start with, but lessons have been added in layers so we got better and better at problem solving and collaborating from the very beginning.

“It was very important to get started on the right foot and not wait until we got in trouble to bring you in. The shared Vision and Covenant that you helped us create together in that first meeting set the stage. Then when we got off track we used our Covenant as a frame of reference.

“It was very helpful when John Haupt, COO Parkland Health and Hospital Services, brought you in to the Friday afternoon project team meetings held every other week. You kept us going back to review the Covenant and working to learn new skills to help us stay true to our values as we addressed operational challenges.”

Ann: “Is there any evidence that culture/leadership development was a good business investment?”

David: “With your guidance we formed a very carefully thought-out new culture. We created the kind of culture we had always wanted to work in. This jump-started our positive teamwork!”

Ann: “What are some examples of the benefits and payback?”

David: “Zero vandalism which is very rare, especially on a project of this size. For example, the elevators have plywood to protect the finishes of the walls. **There is graffiti, but all of it is positive.** Most big public projects end in some form of litigation. So far we have avoided that. This can be a big expense and narrow margins on both sides.”

Ann: “What about turnover on the project?”

David: “Retention is unusually high and turnover very low. People like working here. There is not a lot of burnout. Our project is running extremely smooth. It is a fun place to come to work.”

Ann: “Can you see any benefits from using the HBDI® with all key members of the team?”

David: “Yes, HBDI® has significantly improved communication and trust. When we learned that trust is

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different for each of the four quadrants of the brain, this helped us all rethink how we formed our opinions around trust. It has really improved the many ways we support each other and play to each other's strengths and balance each other's blind spots. "We are getting decisions in a timely manner. We are careful not to 'cry wolf' or ask for decisions when the need is not urgent. On the other hand, when we do need critical decisions, our counterparts on the Client side have worked hard to get them in a timely manner.

"One example of a Third Right Answer and how we were able to save the Client money while also giving them the time to rethink an important part of the project was this: We had to figure out a plan that would work in redesigning the Imaging Department. We went to Parkland to explain the consequences of what they were asking and let them know that we needed a Stop Work Order. The purpose is to prevent tearing out work. We did have to reschedule and re-sequence the project but this saved Parkland the money they would be paying us to tear out the work. And while they were rethinking this part of the project, we moved our team to work on other parts so we kept the overall schedule moving forward. Normally this would have been a forced issue but in this case we went to them to offer and provide a money-saving option that also provided the extra time they needed to get new decisions and design completed. You can see that we repeatedly proved our trustworthiness and that we were always working to support their highest goals.

"Another big value-added part of this project was implementing Lean Principles and Pull Planning. We would meet once a week with all the Subcontractors to see what work is completed and what is yet to be done and in what sequence. This process helps the Subs earn more money. Instead of going up and down in terms of the number of workers needed, by pre-planning we can help them be more productive with fewer workers. This is yet another example of where **our high levels of collaboration have been valuable for the Subs in maximizing their profits which increases our profits which decreases the cost to the Client.**

"If a Sub is waiting for another trade to finish their part of the job and they are standing around not able to get work done, then they probably will have to bring in more workers to keep the schedule and this creates inefficiencies. By using Pull Planning we create greater success for all stakeholders, which creates better morale, which produces better work at higher quality. Everyone wins!

"Our great culture built the mutual trust, which lead to Third Right Answers, which meant that no one got left holding the bag. As a result, we were able to successfully resolve every problem with positive results and stay on or ahead of schedule and in budget.

"In summary, what set this great project apart is the high level of collaboration. We created a very inspiring collective Vision statement and Covenant for



Another big value-added part of this project was implementing Lean Principles and Pull Planning.

The Parkland Project: Business Benefits of Investing in Servant Leadership and HBDI®

how we would work together. We've lived within both and accomplished great things together. We have been able to stay focused on a bigger goal—what does the project need instead of what does my team need or want? This makes a huge difference! I represent Austin Commercial in the BARA Joint Venture. There are approximately 20 professionals from Austin. Everyone has been impressed that it's such a positive, productive and fun place to work."



Our final interview was with Kathy Harper - Vice President of Clinical Coordination for New Parkland Campus, Parkland Health and Hospital Systems.

Ann: "From your unique perspective, what benefits can be attributed to our investment in HBDI® and servant leadership?"

Pebble Research Project

Kathy: "We are producing major publishable research using the principles of servant leadership in pulling this group together. Taking what we learned from HBDI® and servant leadership, now we have a monthly call and everyone shares their research and results. We based this relationship on the principles of servant leadership and that never would have come up if I hadn't been a

part of what we're doing here and I began to figure out that I could use it in many different areas.

"This is producing unprecedented, pace-setting research done by competitors sharing their intellectual property so that we could eliminate redundancies, share best practices, and strengthen findings, really working together for the good of the project to further healthcare. We discovered when we went to conferences that we really enjoyed our time building meaningful friendships. And this is the foundation for high-trust collaboration.

"Part of being a Pebble Project is giving back. That is very significant, a huge part of servant leadership—that we park our ego and stop being competitive and ask, 'How can we serve the greater good?' It feels euphoric to know we're going to be able to serve the community at Parkland in a much better way as we learn from best practices and let other people learn from us.

"We see what we look for and we learn to see good will and the difference between being part of the solution rather than part of the problem.

"Together we were determined to keep the faith, always searching for the best possible answer for how to get this hospital built. It was that persistence and personal dedication to unprecedented excellence that has kept us on track."

Kathy Harper has challenged us all from the very
"Our legacy is transforming the face of public health in the world and nothing less."

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We want to recognize and thank ***Eric Krueger, Sr. Vice-President for Central Region, Business Acquisition, Balfour Beatty Construction***, for his key role in inviting our firm, Ann McGee-Cooper and Associates, Inc., to take a lead role in the project building the new Parkland Hospital. Eric and Ann both served on the Culture Committee inside Southwest Airlines in 1998, where Eric learned of the work AMCA was doing teaching the skills and culture of servant leadership. That same year, AMCA began work with Dr. Ron Anderson, CEO of Parkland, bringing a culture of servant leadership to the 7,000 committed Parkland Employees. Dr. Jacqui Stephens was appointed by Dr. Anderson to be our internal sponsor. AMCA also began working with the senior leadership team of Centex Construction (later to become Balfour Beatty Construction) leading their culture transformation based on servant leadership. So when the project to build the new Parkland went out for bids, Eric had already worked closely inside Parkland Foundation to win the trust of Dr. Anderson and the Board and they knew his commitment to servant leadership. We thank Eric for his trust in opening this door of opportunity for AMCA.

Walt Massey, National Healthcare Practice Leader, Balfour Beatty Construction, was also key to the great success of this project with his skillful leadership as Projective Executive/Team Leader for BARA. He was instrumental in pulling together a highly talented, disparate group of construction professionals from four firms, most of whom had never worked together before. Together with AMCA, he built a high-trust, high-performing team using the principles of servant leadership and HBDI®. A project of this size becomes very complex with many leaders involved at many levels. Walt's many skills building high levels of mutual trust, using active listening, and negotiating creative collaboration is yet another powerful example as to how having mature servant-leaders at every level contributed to the mutual success for all participants on this project.

Seminars and additional resources are available from Ann McGee-Cooper and Associates, Inc. 214 357-8550 or visit us at AMCA.com



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