



Issue 65  
July 2018

## What type of leader are you?

In the workplace, we can encounter a myriad of leadership styles – some good, some bad and some, well ... you know.

Whether you're a longtime leader or just starting out in your first managerial role, there are many skills to strive for as well as many potential errors to evade. Maureen Taylor, CEO and co-founder of SNP Communications, knows all about this. A seasoned communicator, she was welcomed back with open arms to this year's Inspirefest, ready to once again compact her 25-plus years of experience into a few minutes of pragmatic advice.

A natural storyteller, Taylor's engaging and accessible style of public speaking instantly draws the audience in. Her talk, entitled 'Shut up and be courageous!', opened with a focus on philosophy and inspiration from some of the greats.

Citing Aristotle, Taylor stressed the initial importance of listening in the workplace. Despite how profound your next soliloquy may be, sometimes you just have to zip the lip. She said: "If you don't understand the context of who your audience is, or where they're coming from, you cannot inspire or motivate; you can't really do anything effectively, you can just talk." Moving on to Socrates, Taylor explored the

idea that we were all put on this world for a specific purpose. Whether you're a schoolteacher connecting with one child in one town, or Mahatma Gandhi influencing millions all over the world, each of us has an individual destiny to fulfil.

She continued: "We concentrate so much on what we need to improve, and we should. [Socrates] said we don't concentrate enough on what makes us extraordinary."

So, what is it that makes us special? Taylor has a special word for it: 'scoops'. According to her, we each are endowed with three scoops that make us stand out from the crowd.

"Your assignment as your own leader is to think of what your scoops are."

For example, Taylor herself is gifted with a glass-half-full approach to life. "I am a nauseating optimist ... I never give up and I actually give a damn, I actually care about another person's story."

Though it may seem easier said than done, focusing on the positive attributes that make you a good leader will better equip you to steer your team in the right direction. If nothing else, it will hopefully encourage your staff to discover their own unique qualities and ensure they feel like they offer a valuable contribution.

So, once you've identified your strengths,

it's time to hone them. Here, Taylor introduces the balance of insecurity and arrogance.

Zeroing in on the additional segments of habit and character, she explained that we form insecurity as a habit, but we can also break it. "The biggest insecurity most of us have is what other people think. You cannot be a good leader if you worry about what other people think."

In other words, as a leader, you should do something because it's the right thing to do, not because you're motivated by a desire for your staff to like you.

Taylor introduced a second balance: humility and confidence. "To be able to say I'm sorry, I was wrong, let me fix that, let's do this a different way," she said, is vital. "The best example you can give your people ... is to stay a student."

While some people may view humility as a weakness, she confirmed: "Humility is something to be proud of and it's the counter, it's the balance to your confidence, because then you can work on things that make you good and strong, that help you make the world a better place."

So, to sum up: a dash of purpose, a few scoops of talent, a sprinkle of self-security and a slice of humble pie, and you're well on your way to the leadership hall of fame.

Maureen Taylor at Inspirefest 2018

## GOT A STORY TO TELL? .....WELL, WHAT'S THE STORY BUD?

If anyone has information or news they want to share regarding innovations or Lean Principles on their site, or maybe you have an article or story you want to share. Please feel free to contact the LEAN Development Group at the email address below and we will be delighted to help.



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Also available as  
e-zine

# LEANTimes

Monthly Update of JEG Lean Information

Continuous small improvements—big wins  
Measuring success

## Orbital welding improvements

High costs and long delivery are regular issues we have to deal with for specialist equipment and spares.

The lads on the Janssen Project in Cork experienced this recently while looking for extension leads for the orbital remote keypads.



They decided there must be "A Better Way", did some digging and came up with an off the shelf solution (shown on the right in the photo above).

This is a standard cable readily available at less than 20% of the price.

Less than 20% of  
original price

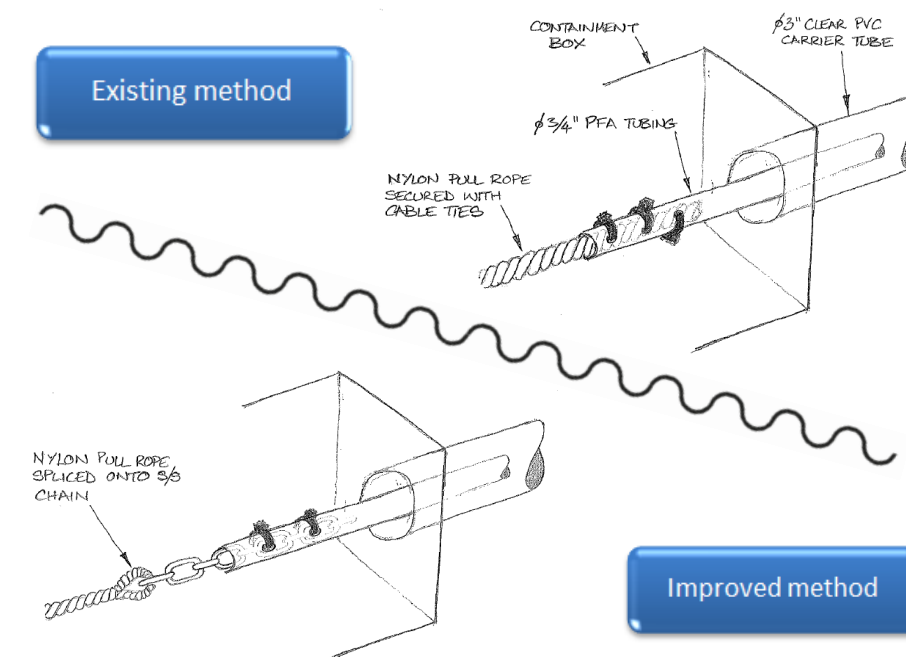
## Catch-up Corner

In LEAN Times 64 we featured the following stories:

- New industry innovations
- JEG charity cycle/teambuilding
- Is your technology up to date?
- Secure it, keep it campaign

If you missed it and want to catch up, click the link on the front of the e-zine or send us a mail and we'll resend it.

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## Small improvements to our day to day activities provide big wins

### It's the little things that make a difference

As part of the mechanical scope on the Intel project, the crews have to install long runs of small bore PFA tubing that are used to supply chemicals to the different process equipment throughout the factory. Due to the dangerous nature of some of the chemicals, the PFA tubing is installed inside a clear PVC pipe (secondary containment) which acts as a safety feature to contain any leaks should they occur. Some of these runs of tubing can be over 100m in length and so pulling the PFA line into position through the PVC pipe can be difficult to achieve without damaging the high purity tube.

### Existing method:-

Normally the crew would have used a nylon pull rope inserted into the PFA tubing and drilled and cable tied through the tubing to secure it in position.

### Issues:-

Drilling the rope caused points of failure and led to ropes breaking. Time wasted remaking connection and pulling tubing again.

### Improved method:-

A new method was suggested that involved using a small length of stainless steel chain spliced onto the end of the pull rope and inserted into the PFA tubing.

New method 100%  
successful





“Success has always been easy to measure. It is the distance between one’s origins and one’s final achievement” Michael Korda

“Lean Thinking is a dynamic, knowledge driven and customer focused process through which people in a defined enterprise continuously eliminate waste with the goal of creating value.”

This is the definition of Lean Thinking as described in MIT’s Lean Aerospace Initiative. “Customer Focused” is the most important part of this statement. The measure of any company’s success is how their customers view them. In Jones Engineering the lions share of our projects are with sustaining customers and this is something we are very proud of. It takes 70% less resources to stay with existing customers than it does to find and create new customers. New customers are always welcome but it is a great reflection on our quality and delivery when existing customers request our services time and time again.

Jones Engineering #2 on the CIF Top 50 Contractors List



The quality and service that we at Jones Engineering deliver is pivotal in importance to our company. Our program of Continuous Improvement and aiming for Zero Quality Control issues on all our projects, provides a service that customers desire from the outset.

Building Information Modelling (BIM) Level 2 Certification for Jones Engineering



With over 2500 personnel and an annual turnover in excess of €400 million, Jones Engineering is a company that engineers, designers, managers and tradesmen want to work for. Apprentices want to train with us and become Jones Engineering tradesmen. This is a measurement of success in a company that started with the return to Ireland of an immigrant 128 years ago.

All Ireland Supreme Award at the NISO Safety Awards for Jones Engineering



Since we began our Lean journey in 2014 we have attended many Lean events around the country. One question is constantly asked at these events and that is: “How do you measure successful Lean implementations in construction?”

The answer is fairly straightforward. Labour is the biggest outlay of resources on any construction project and all projects are subject to both time and material costs. We know from the procurement process the cost of materials, so everything else can be measured in “Man-hours,” the time it takes to carry out an activity. During the tender stage rates are used to price activities in a process, eg: *€x charged to complete a weld on specific sized pipe. If there are 200 welds to be completed on this size of pipe then the cost is 200 x €x.* When we carry out our waste walks, we identify activities where efficiency is not being maximised and suggest improvements to be trialled that may help.

If we introduce a new initiative or trial “A Better Way” of carrying out a process we measure the old way against the new way and count the “man-hours” saved. This can be illustrated using a Value Stream Map, VSM. A simple graph is drawn using blocks showing Value Adding and Non-value Adding activities measured in man-hours. If the new method shows a saving in man-hours then we will implement the new way.

Below is an illustration of a Value Stream map showing how a simple innovation and the use of Lean Construction methods can dramatically cut the cost of installing a trapeze bracket as per below image.



A trapeze bracket is usually made up of 2 no. pieces of threaded rod and several unistrut cross pieces to carry pipe or cable trays. Before Lean thinking these would be fabricated on site by the project teams.

As per Figure 1 this would involve the following sequence of activities:

- Read drawings
- Get materials from the stores
- Transport material to workshop
- Cut threaded rod and unistrut to required lengths
- Transport cut pieces to installation area.
- Install rod and unistrut.

For a 3 tiered bracket it could take around 150 mins to fabricate and install using spanners as some of the nuts have to be wound a long way up the threaded rod.

Figure 2 shows the same installation using Lean Construction methods.

- Drawings produced by BIM and sent to material supplier who cuts to required sizes and delivers to site.
- Project teams install brackets using Swiftnut tool in 35 mins.

This shows a potential saving of 115 mins per trapeze bracket. On some of our projects there could be 100s of these brackets.

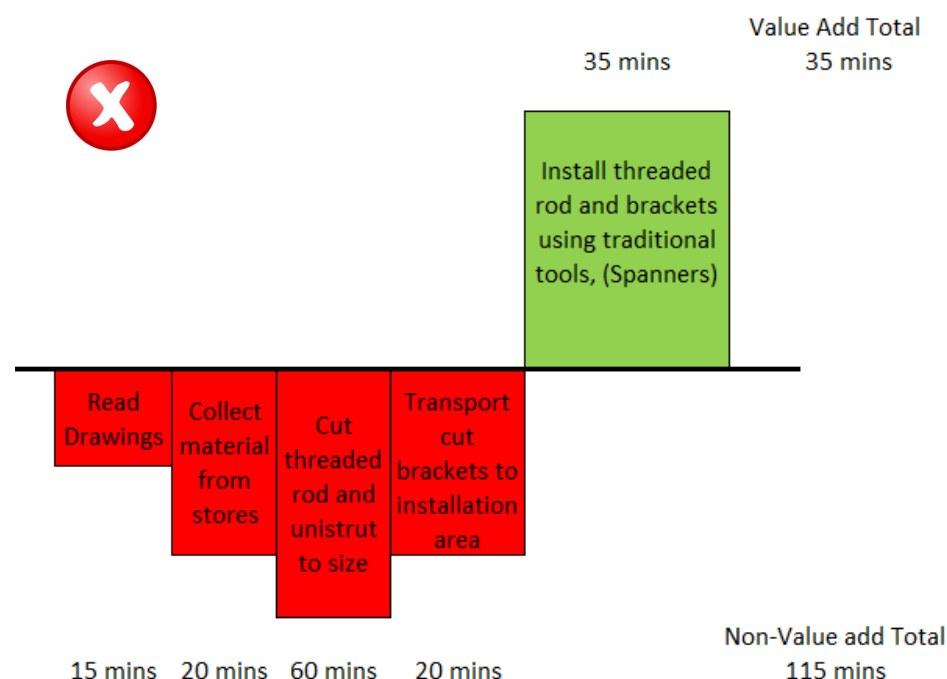


Figure 1 - Value stream map of original method

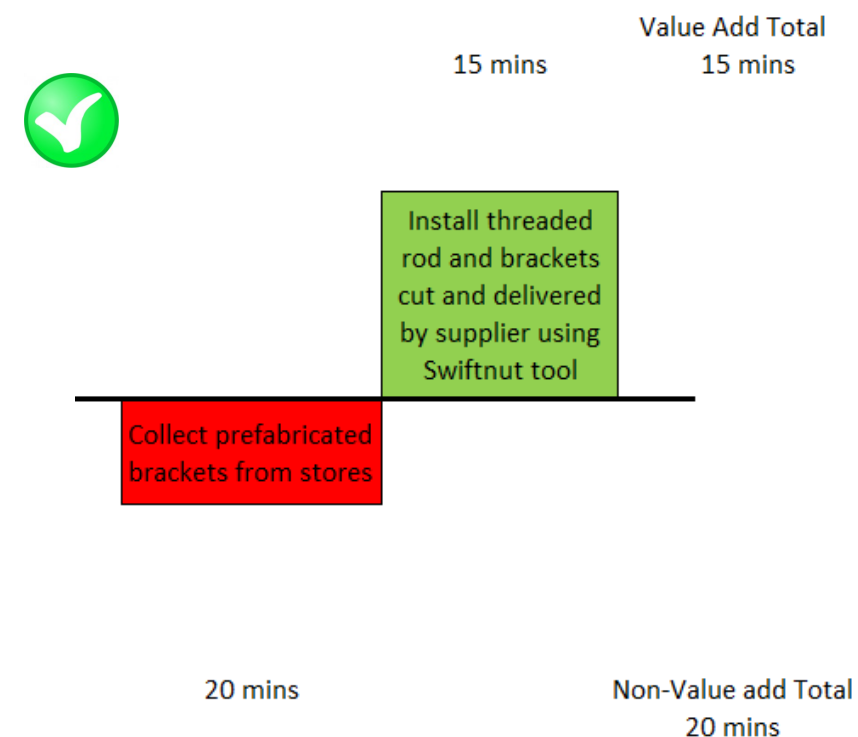


Figure 2 - Value stream map of improved method

## 6 Ways to measure your own success

**1. Create your own standards.** Quit judging yourself according to other people’s definitions of success. Decide what is most important in your life — perhaps it’s happy relationships, a successful career, or health and fitness. Then for each one, find a way to measure your progress that is meaningful to you.

**2. Choose the path of fulfillment.** You can have all the money in the world, the finest house in the neighborhood, and the most impressive job title, but it won’t mean a thing unless you are living the life you were meant to live. Find your calling in life. Listen to your heart. And aim for inner fulfillment, not external symbols of success.

**3. Focus on doing one percent more.** It’s important to set goals, but once you know where you’re heading, it’s time to turn your focus to each step of the journey. If you commit yourself to doing and giving just a little bit more than you were willing to yesterday, you will bring yourself closer every day to your ultimate goal of success.

**4. Set intrinsic verses ego goals.** Decide what character muscles you want to build while in pursuit of your goals. Do my efforts help to improve the world around me? Who do you want to become? What character muscles do you want to grow? By creating success measures that are intrinsically rooted, rather than ego based, will help you to create real change and sustain your motivation during challenging times.

**5. Gift it forward.** Knowing that you have done your part to make the world a better place can bring the greatest sense of fulfillment of all. When you measure your success, ask yourself: have I made a difference to someone’s life?

**6. Develop resilience.** No matter what your ultimate goal is or how you measure success, inevitably there will be roadblocks in your way. You will make mistakes, and things won’t always go your way. The difference between success and failure is whether you learn from those mistakes and persevere in the face of setbacks — or give up on your dream.

By Teawna Pinard

“What you can’t measure, you can’t improve” Mahatma Gandhi