Leadership is Influence

Building People, Growing Business, and Leading through Difficult Conversations



Presented by:
Craig Casey

Meet The Speaker



Craig Casey

Retired, VP - Burns & McDonnell

- Background - Electrical Engineer
- EPC PM
- Built Business to over $300M and 300 people
- Oversaw Execution/Operations of > $1B business. ~1,000 people.
- Risk Management Officer for 2 years

Agenda

1. Five Levels of Leadership
2. The Optimal Growth of People
3. Practical Application to Grow Business
4. Management of People/Relationships
5. Final Thoughts
6. Question & Answer

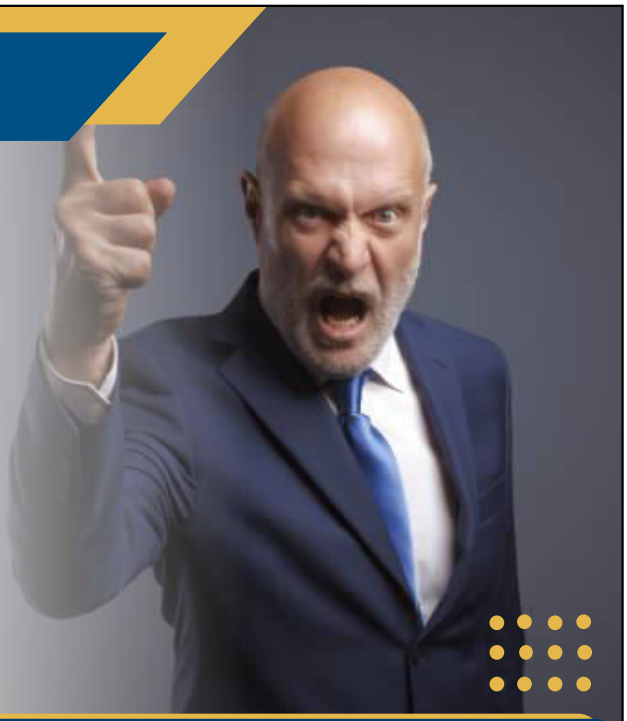
Leadership & Leadership Levels

As Defined by John Maxwell
"Developing The Leader Within You"



Leadership

Level 1 - Position



Rights

People follow because they have to due to your title.

Leadership

Level 2 - Permission



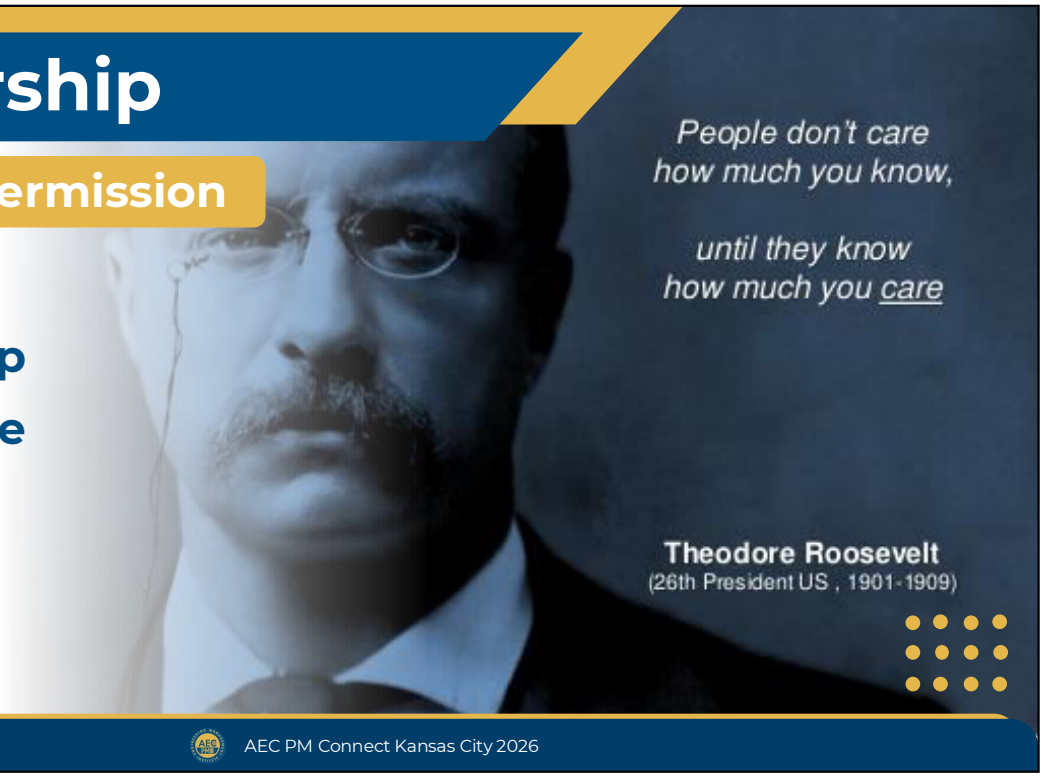
Relationships

People follow because they want to; based on trust and connection.

Leadership

Level 2 - Permission

Leadership
= Influence



Leadership

Level 3 - Production

Results

People follow because of what you have accomplished for the organization.

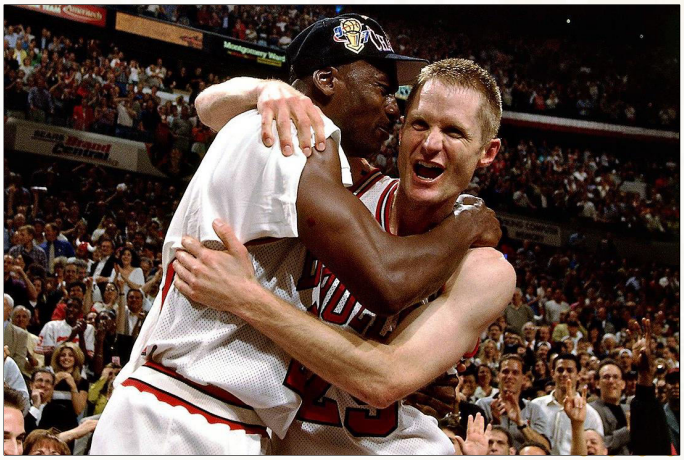


Leadership

Level 4 - People Development

Reproduction

People follow because of what you have done for them personally.

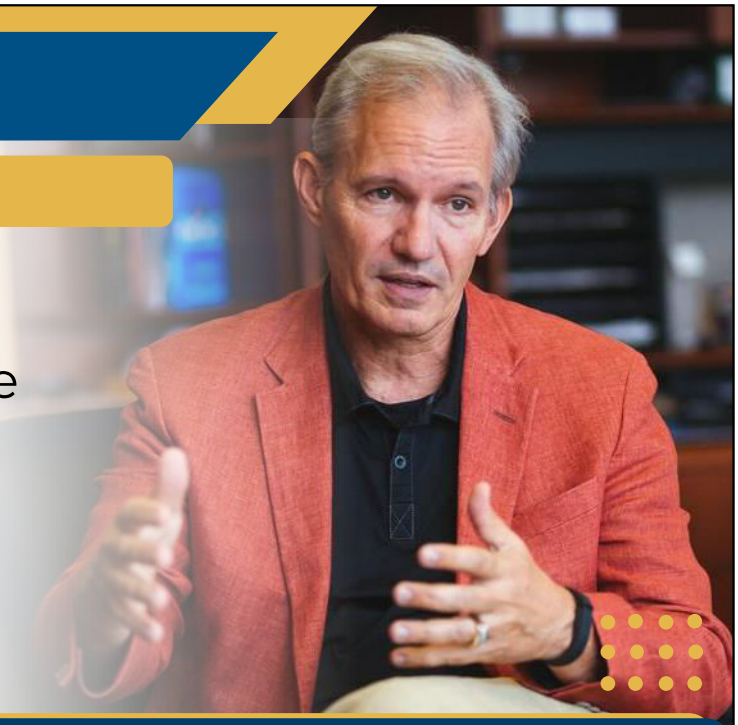


Leadership

Level 5 - Personhood

Respect

People follow because of who you are and what you represent over a lifetime



Optimal Growth of People



Development of People

We can only lead as many projects as we have leaders to lead them.

Leaders either need to be:

Acquired



Or...

Grown



SERVE LEAD

Development of People

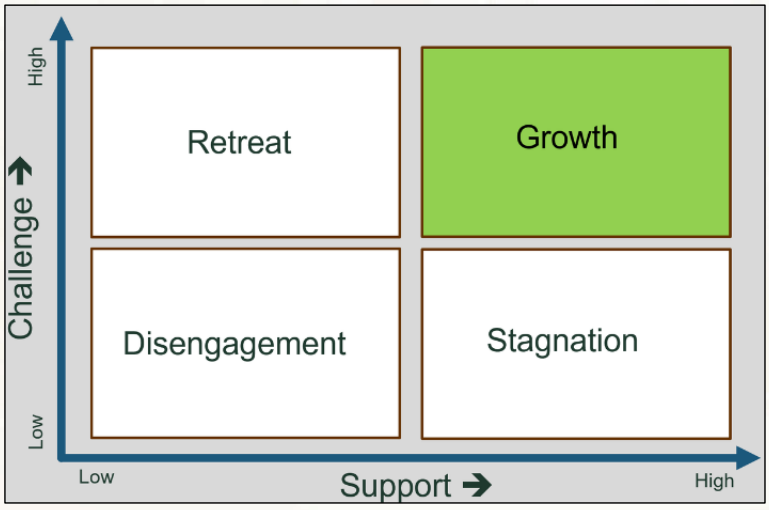
Challenge



Support

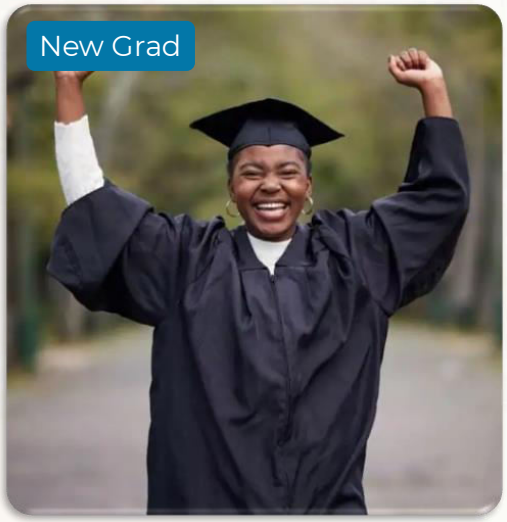


Development of People



AEC PM Connect Kansas City 2026

Development of People





Recognize Emerging People

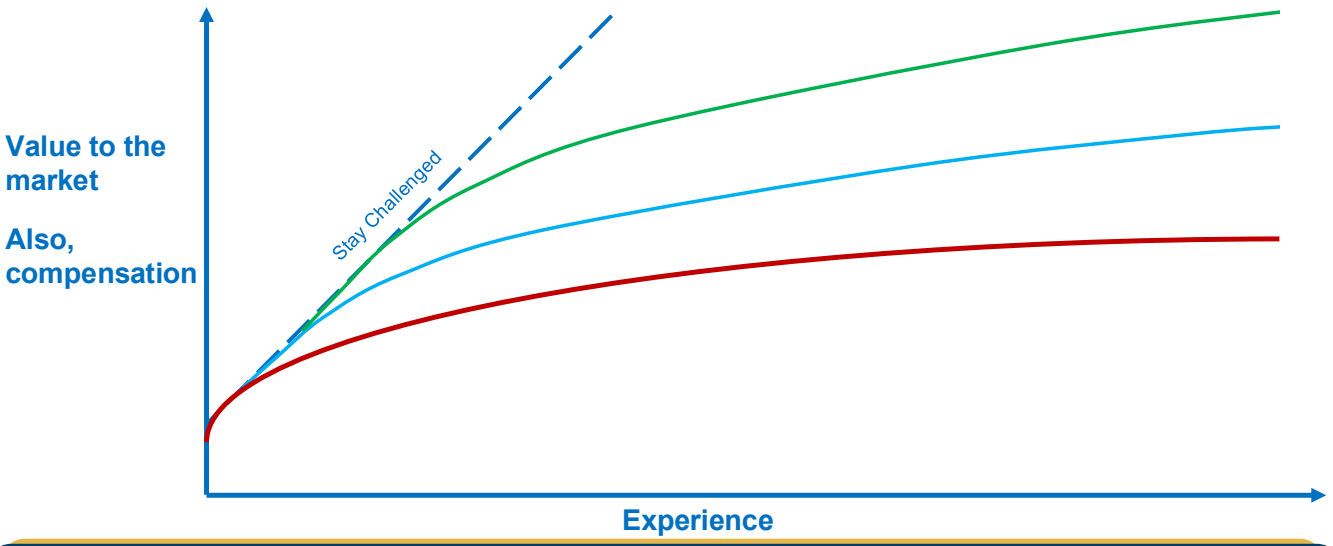
You must help them to know that management sees how well they are doing – something like:

"It is not going un-noticed, what a fantastic job you are doing. You are performing at a very high level. As you consider what you'd like to do in the organization, we'd really like to help you get there. What would you like to do?"

Whatever they say, we need to help them get there.



Recognize Emerging People





Success Leads to Autonomy

Growing Business



General Approach

Our businesses do a lot of projects!!

- Executive Sponsor Oversight
- Director Oversight
- High performing PM Oversight
- Emerging PM Oversight

Leadership Non-Negotiables

1. Teach.
2. Model.
3. You must have an intimate working relationship & psychologically safe work environment.



Emerging Leader Ask...

Would you be interested in taking on this project that is roughly 5X larger than anything you've done before?

I would be happy to be your support/backstop. If it fails, I will take full responsibility. If it is successful, I will make sure you receive the full credit. Would you be willing to take this on?

Generally will become this person's Business Partner.



Practical Application

Business Partner and Project Manager ***attend weekly client meetings together***. Business Partner should only listen during this meeting unless absolutely necessary to aid in the discussion.

Business Partner and Project Manager ***debrief 1-on-1 after the meeting and plan path forward together***. Generally, the Business Partner will not take any resulting project action items but will only be a consultant to the Project Manager.

Business Partner is available ad hoc and anytime to answer questions, as a sounding board or to help work through solutions. This may also include connecting the Project Manager with other personnel with specific or specialized knowledge or experience.

REPEAT

MENTOR → TRUST → ENABLE

High Risk Projects

Know and Monitor your high-risk projects.

- Assign the company's highest risk projects to Officers.
- Ideally, these assignments are made within the Officer's core competency, and they were the Executive Sponsor at the time the project was proposed/went through the Risk Management Process signing the P.O.
- Client's will want an Executive Sponsor that can speak the language of their business.

SERVE LEAD

High Risk Projects

Know and Monitor your high-risk projects.

Company High Risk Projects

Executive Sponsor 1

Executive Sponsor 2

- Project 1
- Project 2
- Project 3
- Project 4

SERVE LEAD

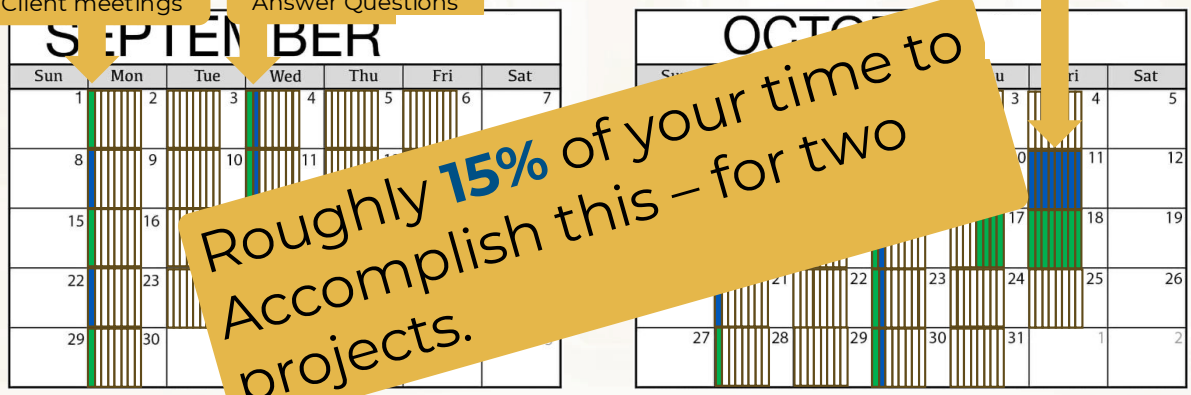
High Risk Projects

Executive Involvement – Time Commitment

Attend the Client meetings

Available to Answer Questions

Go to the site



Roughly **15%** of your time to Accomplish this – for two projects.

Project 1 — 26/352 hours in 2 months → 7% of your time

Project 2 — 27/352 hours in 2 months → 7% of your time

Involvement

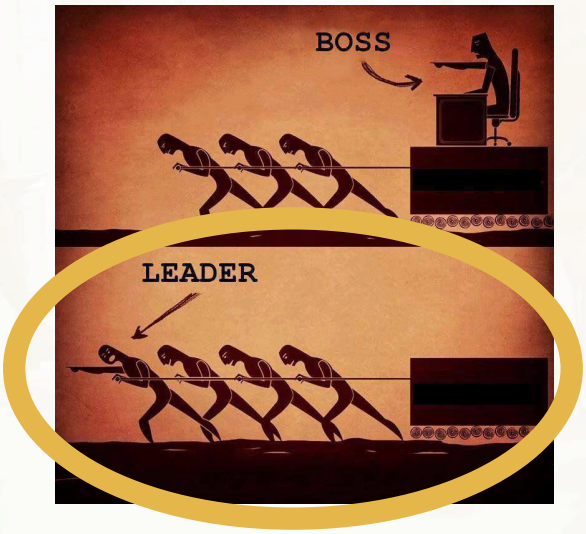
Executive Involvement

- Tune into the weekly design and/or construction meetings at least every other week – just call in and listen – be involved. Sense any "hot-spots" and help the team.
- Go to the construction site every six weeks (regularly). Bring donuts, buy lunch, understand the team's problems, and ***help them*** (resources, or other)…
- Continually, be available, approachable, and listen, help, encourage and be an advocate.



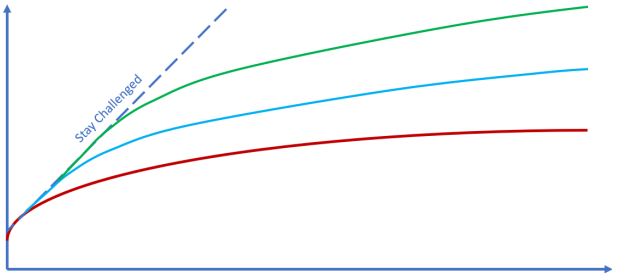
Involvement

Not the Executive Sponsor in name only but in action too.



Key Benefits

- Executive engaged, understands, and empathizes with the team. Knows/understands what the team is accomplishing.
- Team now trusts and respects leader because they are in it with them.
- Morale improves and we retain our most talented people because they respect leadership.
- Client appreciates the active executive involvement.
- Proactive engagement – less problem projects!



Success or Failure

Success



Failure



Management of People/Relationships

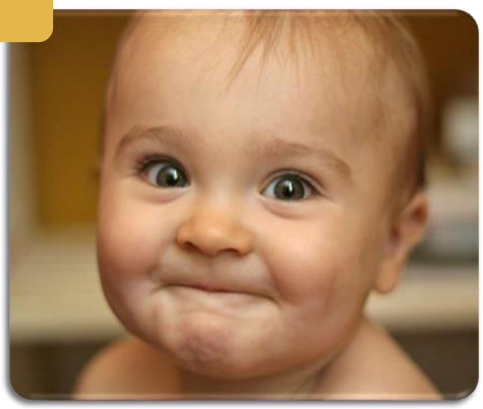


Fundamental Truth

You can say a lot of hard things if you are smiling...!!



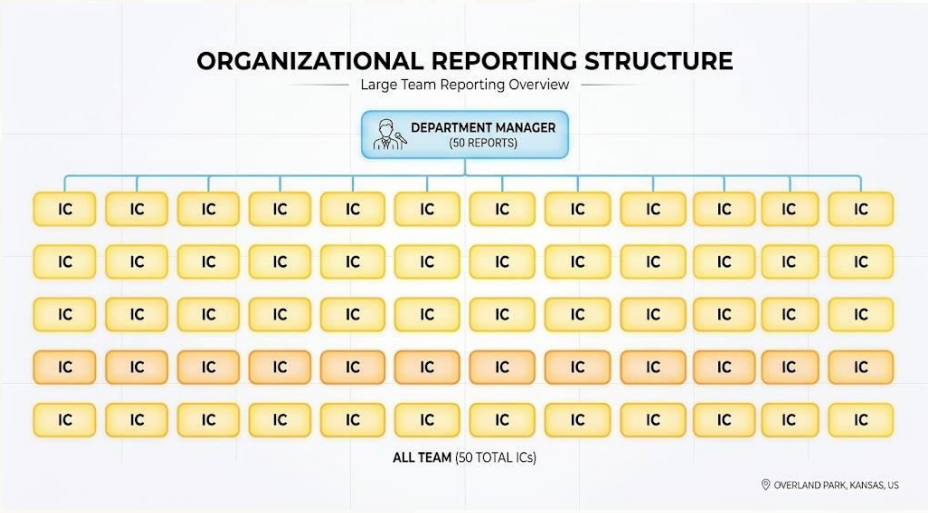




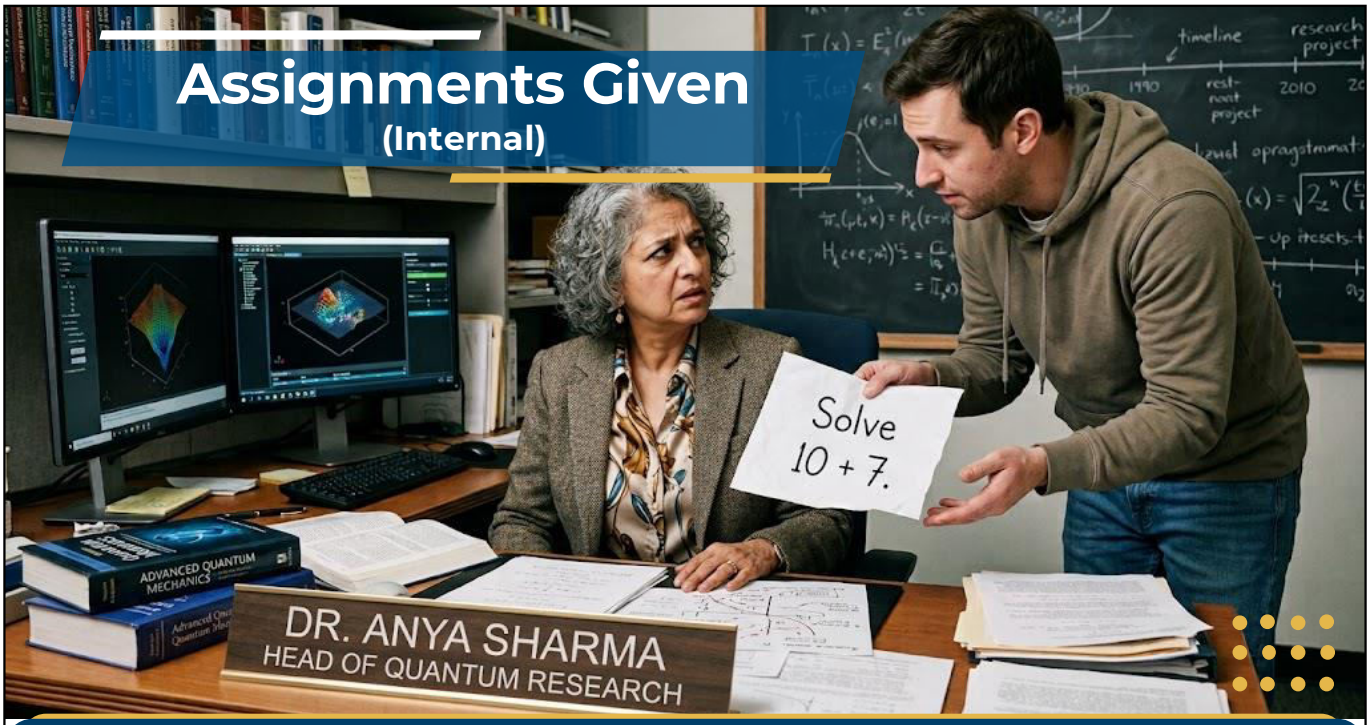


Manager/Leader Traits

Reporting Structure



Assignments Given
(Internal)



Active Management (Internal)

Low/Mid performers

- Intentional regular meetings (No surprises in performance review season).
- Check in frequently with respect to project responsibilities.

High performers

- Help them. Stay out of their way.
- Spend 80% of your investment time with them.

Performance Reviews

- 360 degree reviews both
- Keep it real.





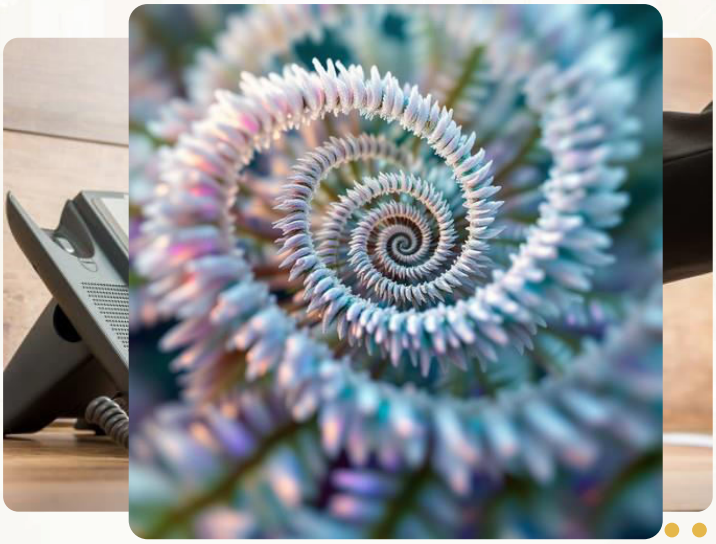
Keep Calm & Be Reasonable

External Clients

Be Excellent

Be Responsive

Be Reasonable





Final Thoughts

Final Thoughts





Be Excellent!

Make Friends!



QUESTIONS