Managing conflict in a high growth environment

After implementing PI

Sales and employee base has grown by

800%.

- Company consistently appears on "Best Places to Work" lists.

" Just as we wouldn't start to build a building without a good set of blueprints, we don't put together a team of people to build a building without using PI. "

Jim Ansara,
Founder and Chairman,
Shawmut Design and
Construction

THE CLIENT

Shawmut Design and Construction is a national leader in the construction industry with more than 300 employees and $671 million in annual sales. With a reputation for high quality and excellent client service, the 100% employee-owned company dominates several segments of the construction market and continues to expand coast-to-coast.

THE OPPORTUNITY

In an industry historically plagued by rough-and-tumble practices, late delivery, and cost overruns, Shawmut aims to sustain growth and provide extremely high client satisfaction, while building a corporate culture that develops, supports, and energizes its people.

Shawmut's managers are highly competent, self-directed people who are dedicated to getting outstanding results and completing jobs on time. The combination of such strong personalities however, can make it difficult for employees to collaborate effectively.

In one example, discord threatened to jeopardize a large and complex renovation project, a 12-month job that had to be completed in 12 weeks, creating tremendous pressure.

The site supervisor felt the project manager was keeping him out of the loop and not giving him enough facts to get the job done. The project manager thought the site supervisor was getting information on a need-to-know basis and that he should just "do his work." Their relationship began deteriorating, which in turn threatened the success of what was already a very challenging situation.

THE SOLUTION

Both managers completed a Predictive Index® (PI) Behavioral Assessment to gain a deeper understanding of their own motivating needs and drives. Next, they met to discuss the PI analytics which revealed their contrasting styles in delivering and receiving information on the job. Based on this new insight, the managers came up with a plan for sharing details in the future that would appeal to both behavioral styles. They developed an understanding of their different styles of communication and got to a place where they can now work together.

THE RESULTS

- Since the time they began using PI, sales and employee base has grown by 800%.
- Company consistently appears on "Best Places to Work" lists in several regions and earns top industry rankings and recognition for its construction management and general contracting work around the U.S.
- PI plays a key role in helping leadership better manage conflicts and to build project teams.

" The Predictive Index has been a big part of our success. "

Jim Ansara,
Founder and Chairman,
Shawmut Design and Construction

PI THE PREDICTIVE INDEX

www.predictiveindex.com