



Field Leader Training Program

1. Growing and Developing Supervisors

As a field leader, your crew looks to you for direction, motivation, and problem-solving every day. But great supervision takes more than just experience, it takes skill, awareness, and the ability to bring out the best in others.

In this engaging, real-world seminar, Kevin Dougherty helps field leaders strengthen the core skills that make a difference on the job: effective communication, handling conflict, solving problems, and managing the transition from “doing the work” to “leading the work.” You’ll learn how to coach and develop your team, set clear expectations, and build accountability all while keeping productivity and morale high.

Join the thousands of supervisors who have benefited from Kevin’s practical approach to leadership. Leave with tools and strategies you can put to work immediately to become a more confident, capable, and respected field leader.

Instructor: Kevin Dougherty has been a leading voice in the construction industry for over 30 years. His unique blend of field experience and management expertise allows him to connect with today’s workforce and offer practical, real-world solutions in an engaging, easy-to-listen-to style. Kevin has educated and inspired thousands through his seminars, working with organizations ranging from family-owned businesses to large corporate contractors. His background includes roles as foreman, journeyman, sales manager, project manager, operations manager, and corporate trainer for a multimillion-dollar mechanical contractor. In addition to his extensive industry experience, Kevin is a frequent speaker for many major trade associations, including SMACNA, MCAA, MSCA, NECA, NFPC, SMART, U.A., PHCC, ISA, and SBA.



2. Project Planning: Preconstruction to Closeout

This session will examine the value and positive impact of a well-planned project and explore the different types of plans that could be developed. Planning does not end when the project starts, and we will discuss how to lead planning from the beginning of the project all the way until the customer accepts the finished project.

Instructor: Stephane McShane, a Director at Maxim Consulting Group, brings extensive construction industry experience to help firms of all sizes optimize their operations. With expertise in leadership development, coaching, assessments, planning, project execution, business development, productivity enhancement, and training, she is an internationally acclaimed speaker, mentor, author, and motivator. Stephane’s journey from apprentice to executive management in electrical construction provides her with a unique perspective to conduct effective operational and organizational assessments. Her track record of turning teams into market leaders underscores her ability to swiftly identify strengths and weaknesses, recommending actionable solutions.



3. Every Minute Matters Field Leadership Maximum Safety, Productivity, Quality

Instructor: Rob Marriott is a respected industry veteran with over 32 years of experience, known for his dedication to both labor and management. Starting as a plumber’s apprentice, he advanced through roles including Warehouse Operations Manager, Purchasing Manager, Project Manager, Field Operations Manager, and ultimately retired in 2021 as Associate Vice President of Field Operations with U.S. Engineering. With over 30 years of service on Joint Apprenticeship and Training Committees (JATCs) and roles on various boards and committees, Rob has shaped countless careers. Today, he runs his own Leadership Development Company, where he partners with unions and contractors to help individuals and organizations reach their highest potential.





4. Front Line Project Profitability

This is a program designed for foreman, superintendents, shop foreman and anyone who could make a difference to job profitability. With today's jobs being more competitive, having aggressive schedules, being inconsistently managed by the customer, skilled manpower shortages, and every project involving more documentation and administrative needs today's supervisor is critical for profitability. Gone are the days when the supervisor could wing it, today's successful supervisor must manage not only the field, but also be able to understand how the whole process fits together. This program will provide today's supervisor with the tools needed to be successful.

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5. Reducing Risk in Routine Work & Leading Mental Wellness

(Part 1) Reducing Risk in Routine Work

Incidents during routine work are often dismissed as “stupid mistakes”—but the real culprit is a brain running on autopilot. Repetitive tasks hardwire familiar neural pathways, making it harder for workers to stay alert, spot hazards, or adapt in the moment.

This interactive workshop is built around a core insight: if you want to reduce incidents in routine work, you have to disrupt the conditions that lead to over-reliance on habit—and that starts with structural change.

Drawing on the award-winning article *The Biological Basis of Complacency*, attendees will:

- Learn why routine work poses a unique and permanent hazard
- Explore the foundational strategy for reducing this risk
- Apply practical, structural interventions to real-world examples in real time

Whether you're seeing injuries on the tasks your people know best—or simply ready to take a more strategic approach to routine work—this session will leave you with insights and action steps you can put to work right away.

(Part 2) Strong Minds, Strong Crews: Leading Mental Wellness on the Jobsite

This training equips field leaders with essential knowledge and leadership tools to foster a culture of mental wellness, mindfulness, and safety. Participants will learn how to recognize signs of distress, approach tough conversations with confidence, and integrate the Building Strong Minds card deck for impactful, one-minute toolbox talks. With practical strategies for personal resilience and clear leadership takeaways, this session turns awareness into action on and off the jobsite.

Instructors: Sharon Lipinski is the CEO of Habit Mastery Consulting and a Certified Corporate Wellness Specialist who helps organizations turn knowledge into consistent, safe action on the job. Specializing in workplace habit formation, she has helped companies improve safety compliance through practical, behavior-based strategies. Sharon is known for her engaging presentations, real-world insights, and ability to connect with workers at all levels. She's delivered hundreds of hours of training across the country and is the author of *365 Ways to Live Generously*. As a Guinness World Record holder and founder of the nonprofit Change Gangs, Sharon brings a unique, hands-on perspective to creating safer, more productive workplaces.





Nancy Spangler is a workplace consultant, trainer, and leadership coach whose mission is to build individual and organizational resilience. Nancy began her career as an occupational therapist, working in or consulting with several health systems, helping to develop some of the country's first training programs in stress and pain management, as well as programs for individual well-being and organizational change management. Later, she collaborated with major global employers to help establish the American Psychiatric Association's Center for Workplace Mental Health. Her current focus on mental health and well-being includes early detection, preventive approaches, and mindful skill building for individuals, as well as the complex systems that contribute to and support total health and individual/organizational resilience.



6. Effective Communication for Field Leaders

At the end of this seminar, you will be able to:

1. Appreciate and respect other's work-related behavioral attributes.
2. Effectively allocate responsibilities in various situations & handle specific challenges.
3. Identify four primary styles in how a person approaches relevant work situations. Each style reflecting the person's:
 - Goal preferences and needs
 - Supervision and organization preferences
 - Attitude towards change
4. Gain a clearer understanding of what assertiveness looks like behaviorally.
5. Demonstrate more effective listening skills by understanding the importance of open-ended questioning as well as non-verbal body language.

Instructor: Gary Polain is the Principle of OZmosis Leadership. A native born Western Australian, he began his professional career as a Mechanical Engineer specializing in power station design, dust pollution control, and mine ventilation systems. Gary has over the last twenty years committed himself to a most accomplished career in 'Human Engineering'. Prior to starting his own consulting practice in 1996, Gary worked for Priority Management Systems, beginning in 1991 in Sydney as Australasian Sales and Marketing Manager. Gary has a unique ability to surface and share ideas, and then Coach, and inculcate measurable behavioral change in people, leading to increases in organizational effectiveness.



7. Situational Leadership

Situational leaders give their employees exactly what they need when they need it. They offer guidance, attention, and autonomy, and provide just the right amount of direction and support to help their staff succeed. The situational leadership model is simple: give your people what they need when they need it to accelerate their development. Situational leaders offer guidance, support, and autonomy by providing just the right amount of direction and support to help their team members succeed. They know how to develop competent, self-reliant contributors who deliver faster results.

In this program, you will

- Assess your leadership skills to gain awareness of your leadership strengths, weaknesses, & blind spots.
- Discover the four different leadership styles (direct, coach, support, delegate)
- Become familiar with the four levels of maturity (low, medium, medium, high) and learn to diagnose those development levels in team members.
- Identify the characteristics and needs of others in the 4 stages of development.
- Learn to assess the situation and behaviors of the team members to determine the leadership approach to use to get the best results.
- Learn to adapt your own communication style when interacting with different team members, ensuring that your message is understood.



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8. Enabling Success – Creating Alignment Between Field and Office

For construction firms to thrive, synergy, teamwork and trust must exist between the office and the field. The proper deployment of defined processes and tools will facilitate this critical alignment. This collaboration must begin before mobilization, and continue through project closeout. During this session, we will discuss the workflow that must exist in order to mitigate risk and maximize productivity. During this session, we will discuss why the processes of preconstruction planning, short interval planning, production tracking, daily project reports, exit strategy, and lessons learned are critical to the organization. We will also discuss what the benefits are for each member of the team, and how these processes can be properly implemented.

Learning Objectives:

- Describe the information needed to effectively navigate preconstruction planning
- Learn the critical communication required in short interval planning
- Discuss the importance of accurate production tracking
- Identify the needed data transfer of a daily project report
- Outline the data collection required of the project team during closeout and lessons learned

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