

## **The Human Side of Change: A Case Study**

### **Introduction:**

Ameritech contracting, a Service-Disabled Veteran Owned Construction company that delivers comprehensive construction management services from conception to completion, and beyond. They leveraging value engineering by conscientiously evaluating and implementing the most cost-effective solutions to maximize project quality, stay within budgets, and meet customer timelines.

### **Challenge:**

When meeting with the CEO and the head of business development during the Joint Engineer Training Conference with Society of Military Engineers, we discussed the need for training and standardization for a rapidly growing team. In 2024 the team grew from 11 to 40 and is poised to double again in 2025. Given that many of the team members work in different cities and have a varying degree of backgrounds, it was going to be tough to design and deliver training, but the leadership team wanted to invest in their people.

### **Discovery:**

PM-ProLearn was contacted by senior executives design and deliver a first ever, in person workshop before Christmas to all employees. Initial focus was intended to be on project management but after talking with the executive team, learned that there were ongoing friction points that were causing issues. This shifted to using an ongoing technology implementation project as the catalyst to discuss leadership principles and every employee could walk away learning something.

### **Solution:**

PM-ProLearn designed and delivered 4 hour, 3 part series focused on increasing trust, empowerment, ownership and accountability. The specific topics were understanding the human side of change, Foundations of agile leadership, and Emotional Intelligence. Woven throughout the workshop was the new technology implementation project and dissecting it as a case study while also learning from it, and seeing ways that it could have been done differently, which would have ultimately saved the company thousands of dollars, while also reinforcing the culture of trust and empowerment that leaders were trying to solidify.

**Results:**

After a first ever live workshop, the employees built an increased sense of camaraderie, walked away with new ways to think about leadership and building trust within their teams. They walked away with a better understanding of their own personalities and specific tools that they could apply in their day to day jobs.

**Conclusion:**

Training does not need to be long to be impactful. PM-ProLearn's ability to comprehend the work being done, the culture of the organization, and the desired performance outcomes allowed us to deliver an engaging and constructive course that furthered executive leadership goals. Our ability to integrate relevant industry best practices, with real world customer examples, allows us to ensure learning is relevant and engaging.

"From our initial meeting, Josh and the team brought an energy and excitement that our leadership embraced. We have wanted to build trust and transparency across the organization, while also desiring to build a debrief military mentality. Josh's idea to incorporate on ongoing issues with technology implementation allowed the CEO to lead by example, while also using something emotionally charged, to get the team engaged and learning. Josh brought the right amount of humor, professionalism, and practical application that left everyone smiling and excited to not only apply what they had learned, but excited to be part of the Ameritech Contracting family."

**Dan Reilly**

**Executive Vice President**