Advancement of Women Using Lean Construction

Dome Construction
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Industry Statistics

“On your average jobsite, there is approximately one woman to every 100 men.”
Background – Best Places to Work Survey

I see professional growth and career development opportunities for myself in this organization.
Dome’s Core Values

VALUE OUR PEOPLE

SEEK TO UNDERSTAND

DO IT RIGHT
Women’s Leadership Team Formation

“People Closest to the Problem”

Departments & Groups
- Healthcare
- Tenant Improvement
- Biotech
- Tech
- Accounting
- Marketing
- Admin

Roles
- Owners
- PMs, PEs, PCs
- Admin
OVERCOMING OUR INDUSTRY CHALLENGES WITH LEAN SOLUTIONS

Beginning Phases

► Code of Cooperation
► Why & Mission
Digging In

• Force Field to identify positive & negative restraining forces
• Affinity & Multi-Voting to identify key problems
Formation of Sub-Committees

- Used Impact/Difficulty Grid to identify solutions with greatest impact
- Creation of sub-committees
OVERCOMING OUR INDUSTRY CHALLENGES WITH LEAN SOLUTIONS

Sub-Committees

Unconscious Bias

Mentorship

Recruitment

Double Standards
Expansion

• Expanded sub-committees to include other point of views, including men

• Bi-monthly meetings to regroup & report out
A3 Example: Mentoring
Sub-Committee Initiatives

Unconscious Bias
Kellie McElhaney, writer/professor

Mentorship
Deployed mentoring program

Recruitment
Coordinated events with Women in Construction groups at colleges

Double Standards
3rd party audit of established polices & procedures - formal & informal
OVERCOMING OUR INDUSTRY CHALLENGES WITH LEAN SOLUTIONS

PDCA

• Clarity of Mission
• Steering Committee
• Communication Plan
• Realigning Resources
• Expansion to Diversity Committee
What Have We Learned So Far?

Diversity is counting heads.

Inclusion is making heads count.
What Have We Learned So Far?

UNCONSCIOUS BIAS

Unconscious biases are the automatic, mental shortcuts used to process information and make decisions quickly. These mental shortcuts and quick decisions are based on past experiences and cultural stereotypes.
What Have We Learned So Far?

UNCONSCIOUS BIAS → CONSCIOUS INCLUSION

If you do not intentionally include, you will unintentionally exclude.

WE CAN DE-BIAS PROCESS

WE CAN DE-BIAS OURSELVES
Activity – Review Your “Spice Rack”

• List 5-10 people that you trust, who do you go to for hard conversations or advice? Family members do not count for this exercise.

• Next to each individual list the following:
  • Gender
  • Race
  • Age
  • Marital Status
  • Sexual Orientation
  • Level of Education
Key Takeaways

• Lean Tools were Key in Identifying Issues
  • Psychological safety
  • Focus on issues not people

• Have a diverse group with leadership sponsors

• Steering Committee to drive accountability
QUESTIONS?
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