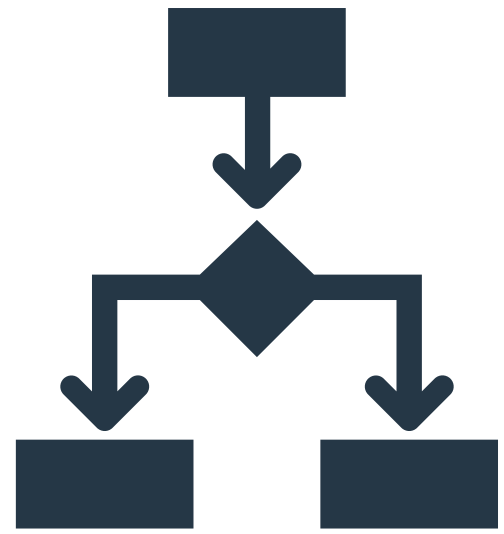




# Your Partner in Technical Recruiting

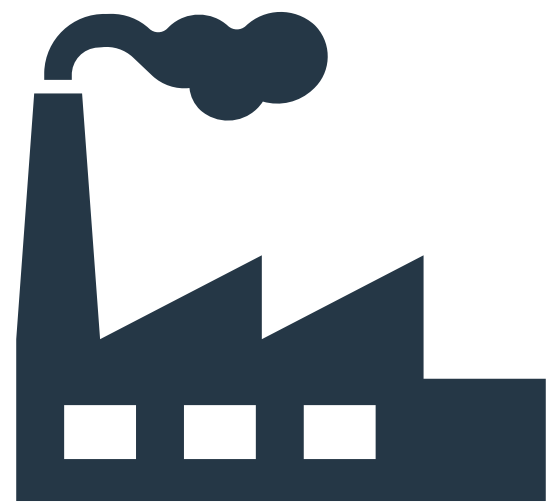


# Manufacturing Expertise



- Plant Manager
- General Manager
- Manufacturing Operations Director
- Maintenance Technician
- Plant Technician

## OPERATIONS



## PRODUCTION

- Manufacturing Engineers
- Production Manager
- Mechanical Technicians
  - Machine Builders
  - Panel Builders



- Quality Engineers
- Validation Engineers
- Quality Supervisor
- Document Control Specialist
- Quality Inspectors

## QUALITY



- Purchasing Managers
- Purchasing & Procurement Specialists
- Shipping & Receiving Specialists
- Demand Planning Specialists
  - Buyers

## LOGISTICS







# CAREER LESSONS OF A TRANSFORMATIONAL LEADER

**Tim Reimann, President, Veit Enterprise**

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September 29, 2021

# Congratulations to this year's award winners!



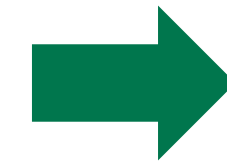
Hear better. Live better.

# Congratulations to the Manufacturers Alliance!

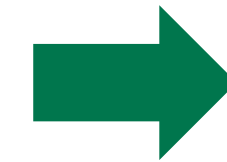


## In 2002

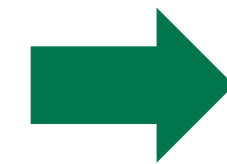
Several dozen members in the west metro.



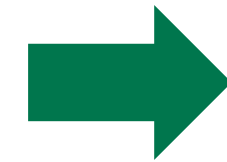
Backyard meetings at the founder's home.



A few hundred participants each year.



Helping facilitate process improvement.



## Today

Over 450 companies across the 5-state area.

Events delivered in auditoriums and on-line.

Over 5,000 lives impacted each year.

Improving industry vitality and innovation.



# Who I Am? Why am I Here?



### Naval Officer

- Submarine Warfare
- Servant Leadership

**7 Years**



### Lean Consultant

- Lean in Auto Industry
- Toyota Production System

**6 Years**



### Director of Operations

- IT Start-Up
- Scalable Operations

**2 Years**



### Lean Leadership Roles

- MFG/R&D/Supply Chain
- Lean Enterprise Focus

**13 Years**



### EVP of Operations

- Lean in Construction
- Scalable Operations

**5 Years**



### President

- Integrating Leader
- Scalable Enterprise

**1 Year**

Over my 34-year career, I have been influenced and supported by extraordinary leaders and employees.

I hope to share information today that you find helpful on your own leadership journey.



# The Veit Enterprise – 3 Companies with Integrated Services

**VEIT**  
COMMERCIAL  
CONSTRUCTION  
SITE  
DEVELOPMENT



- DEMOLITION
- EARTHWORK
- UTILITIES
- FOUNDATION SYSTEMS
- PIPE LINING
- DREDGING
- DIVING
- INDUSTRIAL CLEANING

**VONCO**  
CONSTRUCTION &  
DEMOLITION WASTE  
MANAGEMENT



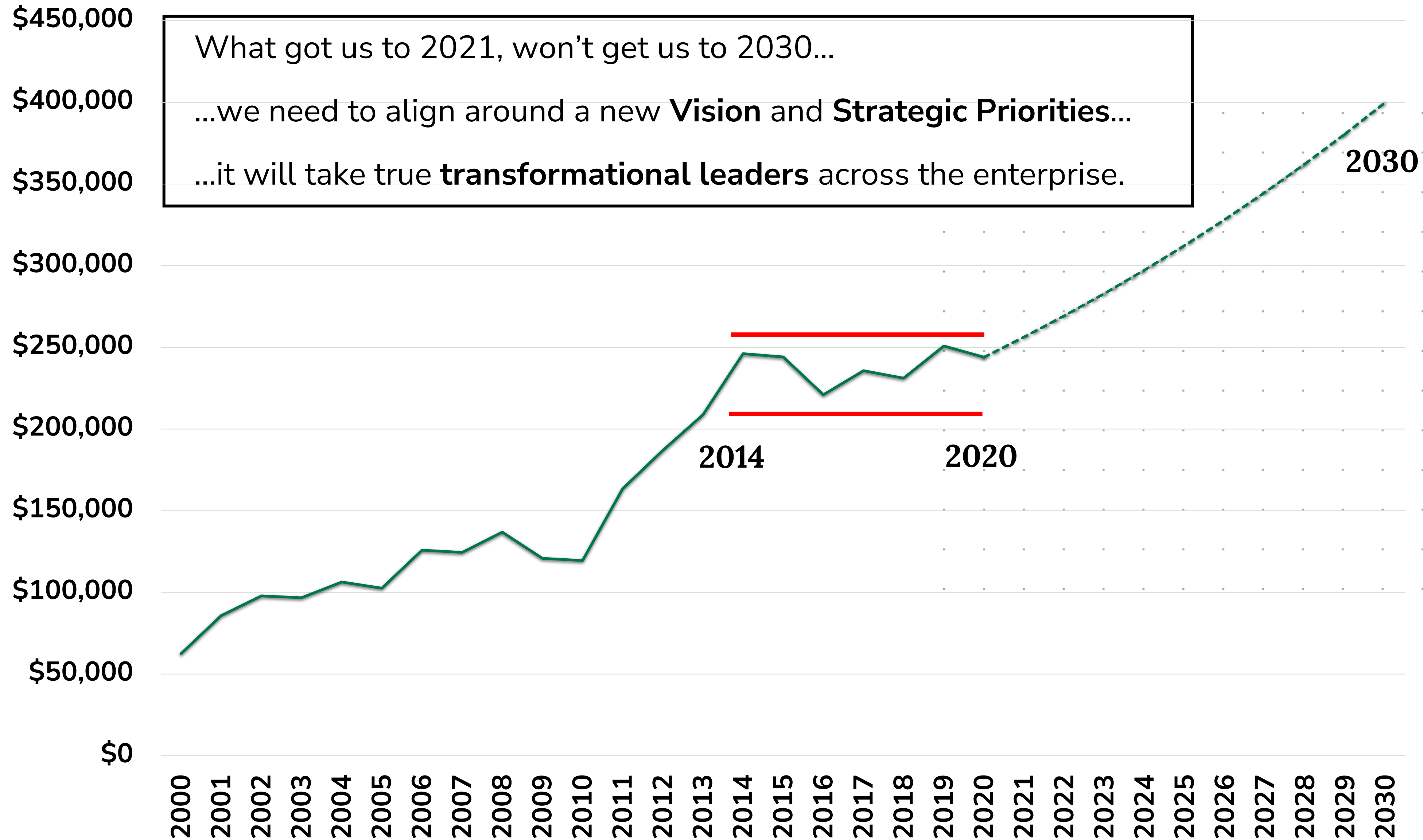
**VEIT DISPOSAL**  
CONSTRUCTION &  
DEMOLITION  
WASTE REMOVAL







# The Veit Enterprise Growth Curve





# What is Transformational Leadership?

A leadership style that **fosters growth in individuals** and **social systems** that make up our organizations.

Transformational leaders grow their employees into leaders by developing them and aligning their goals to those of their team and larger organization.

The “transformation” in “transformational leadership” happens as employees and the organization grow and become a more capable and higher performing team.

Note: Based on the research of James MacGregor Burns and Bernard M. Bass



# What is Transactional Leadership?

A leadership style based on managing employees by establishing **specific goals** and then **offering a reward** for achieving them.

The “transaction” in “transactional leadership” is the reward that is given when the goal is achieved.

Transactional leaders are often found in manufacturing, where line workers are expected to meet specific production and quality goals.

Note: Based on the research of James MacGregor Burns and Bernard M. Bass



# The Need for Transformational Leadership

Transformational Leadership is typically desired when organizations are:

- Changing major operating or production systems.
- Changing or evolving the existing culture.
- Restaging or repositioning the brand.
- Committing to significant growth, new services lines, and innovation.



# The Need for Transactional Leadership

Transactional Leadership is typically desired when organizations are:

- Optimizing existing operating or production systems.
- Working within existing and established cultures.
- Leading and managing within a mature industry or sector.
- Minimizing waste and variation within the business.



# Two Leadership Styles on a Continuum



**Transactional  
Leadership**

**Transformational  
Leadership**

I have found that each assignment in my career has required that I lean more heavily on one style than the other. But in all cases, I have had to be flexible and draw on both styles based on the operational challenges facing me and the business at any given time.



# Transformational Leadership Imperative #1

---

The primary responsibility of the leader is to set direction for the future and create a compelling reason to go there. This responsibility never stops, and the leader becomes a perpetual ambassador for the transformation.

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# Transformational Leadership Imperative #2

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The leader needs to create a sense of urgency and then manage an ongoing and dynamic balance point of making adequate forward progress while not outpacing the organization's ability to accept the change.

---



# Transformational Leadership Imperative #3

---

The leader is responsible for providing team members and employees with the resources needed to perform in new ways and to meet the goals placed before them. This requires a “leader as servant” mindset, humility, deep observation skills, questioning, and front-line focus with employees.

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# Transformational Leadership Imperative #4

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The leader needs to define an acceptable envelope and boundaries that enable risk-taking, experimentation, and learning and then give the team the freedom to operate, make decisions, and execute plans within those boundaries.

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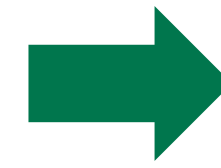


# Career Lessons Learned

1. Clarify and communicate your **Purpose, Values, and Strategic Priorities.**
2. Align your **Management System** to the organization's **Vision** with defined targets.
3. Create role clarity for leaders and implement simple **Accountability Structures.**
4. Build **Roadmaps** to show the transformation work and engage your leaders.
5. Assess the organization's culture and develop a **Culture Enhancement Plan.**
6. Assess and optimize your **Personal Leadership Capacity and Effectiveness.**

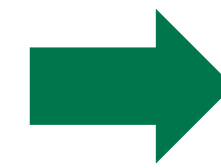
# 1. Clarify and Communicate your Purpose, Values, and Strategic Priorities

**93%** of executives say they are clearly communicating with their employees on culture and direction...



Just **51%** of employees say they understand the vision and goals of their organization.

**76%** of executives say their organization has a defined value system that is understood and well communicated...



Just **31%** of employees believe this to be true.



# Veit's Purpose and Strategic Priorities

From our work to our relationships, Veit builds with a deeper purpose to create better communities that endure beyond ourselves.

Pursue  
Smart Growth



*Smart Growth allows us to serve more customers, diversify our revenue base and create opportunities for people.*

Improve  
Profitability



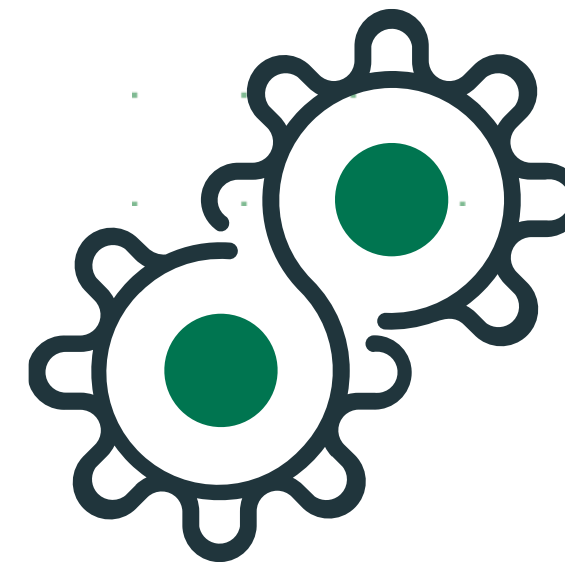
*Improved profitability strengthens the company balance sheets and allows us to fund innovations and share profits.*

Engage & Grow  
Our People



*A strategic focus on engaging and growing our people to drive exceptional business results.*

Drive  
Operational  
Excellence



*The commitment to deliver a consistent world-class experience to our customers built on Lean operating principles.*

Foster  
Innovation



*Thinking differently about our work and creating viable new approaches to the way we deliver value to our customers.*



# Bringing Life and Meaning to our Values



## BUILD WITH INTENTION

We build with intention. Whether in the office or the field, we work with grit and determination toward a better future for everyone involved. We leave things better than we found them, and never leave a job until we're proud to put the Veit name on it.

## LEADERS DIG FIRST

Egos have no place at Veit. We expect everyone on our team to dig in with a leadership mentality. That means being willing to jump in, take ownership, and get mud on our boots — especially when times get challenging.

## Employee Podcasts



## REAL RELATIONSHIPS

Like our work, we approach relationships authentically, with a long-term mindset. Whether you're a client partner, vendor, or team member, we make an effort to build a more meaningful connection with you by communicating with respect and honesty.

## INTEGRITY IN EVERYTHING

As part of the Veit family, everything we do and say reflects on this entire company. We act with integrity, which means treating others just as we want to be treated, doing the right thing, and holding ourselves accountable.

## DELIBERATELY SAFE

We believe all safety incidents are avoidable when everyone operates with a deliberate mindset. We are deliberately proactive and thorough in training and job planning. We are deliberately safe in our everyday operations and decision-making.

## Quarterly Company Newsletters



JESSIE ASPOAS  
Duluth Safety Manager

- | Building with Intention
- | Leaders Dig First
- | Real Relationships
- | Integrity in Everything
- | Deliberately Safe

### LIVING OUR VALUES

Jessie has been with Veit since 2008, starting as a general laborer. She started with little to no dirt work experience and through on the job training became a layout person, lead, foreman, GPS surveyor and just three years ago became the Duluth safety manager. Jessie sees Veit as a leader in the industry insuring safety as a top priority. She says the path has not always been smooth, but has constantly been reminded that the things we work the hardest for are often the most rewarding.

Jessie is featured as Veit's employee LIVING OUR VALUES. She has deep relationships at all levels of the Veit, Veit Disposal and Vonco organizations, she leads by example, she is known for her trustworthiness and is not afraid to get mud on her boots. Jessie has always shown initiative in the performance of her duties, even going above and beyond what is expected. Join us in congratulating Jessie in being Veit's first LIVING OUR VALUES employee.

“Veit is full of people that have helped me along the way - from coworkers identifying safe work practices early on in my career to teaching me how to organize 1000s of data points into an as-built.”

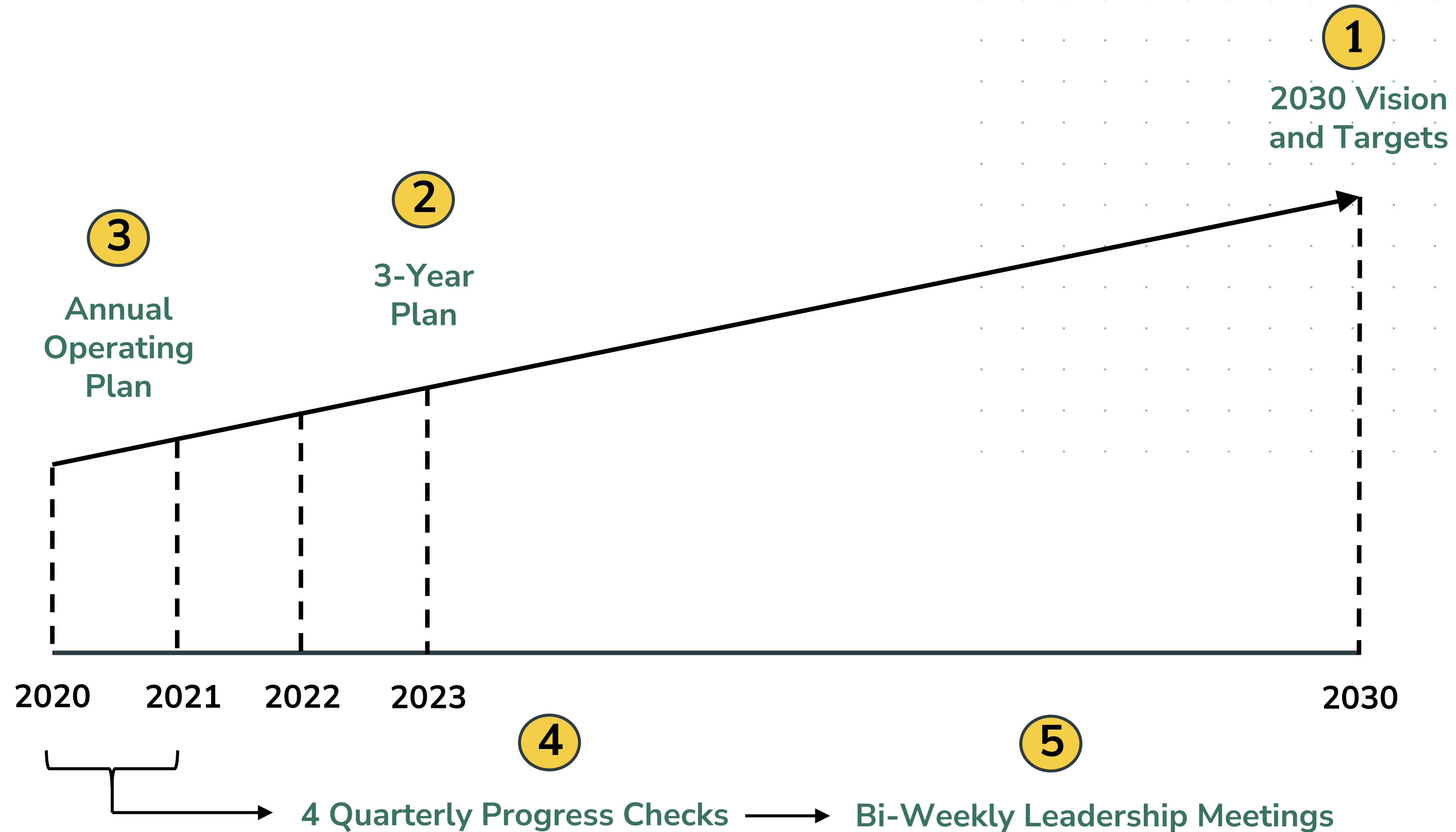


## 2. Align your Management System to the Vision with defined Targets

*“Management works in the system. Leadership works on the system.”*

Stephen Covey

# The **VET** Management System – The Five Elements





# Veit Enterprise Vision for 2030

## BUILD OUR BRAND

as a nationally recognized leader in site development and waste management using sustainable practices .

## GROW REVENUES

at 5% CAGR delivering safe, high quality, and profitable work for our clients.

## IMPROVE PROFITABILITY

to top 25% of competitive set.



## LEAD WITH SAFETY

deliver best in class safety and improve company EMR <.60.

## MAINTAIN A HEALTHY CULTURE

centered on developing people, rewarding performance, and expecting continuous improvement.

## BE AN EMPLOYER OF CHOICE

and maintain voluntary turnover rate less than 5%.



# Veit Enterprise 2023 Targets

## Veit 2023 Targets

Enterprise Revenue: \$290 Million

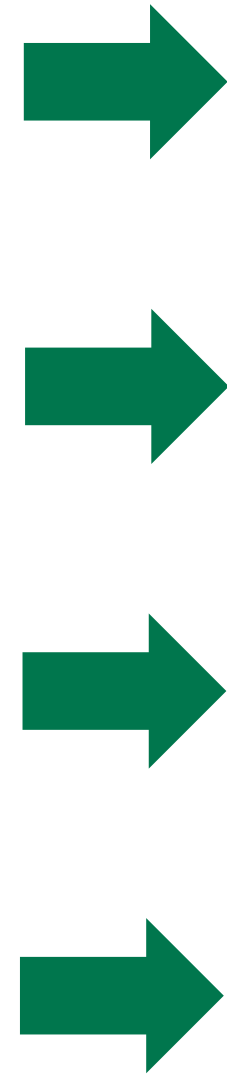
Enterprise Operating Margin %

Operations Overhead %

G&A Overhead %

Safety (EMR): .65

Voluntary Turnover Rate: < 7%



## Veit 2030 Vision



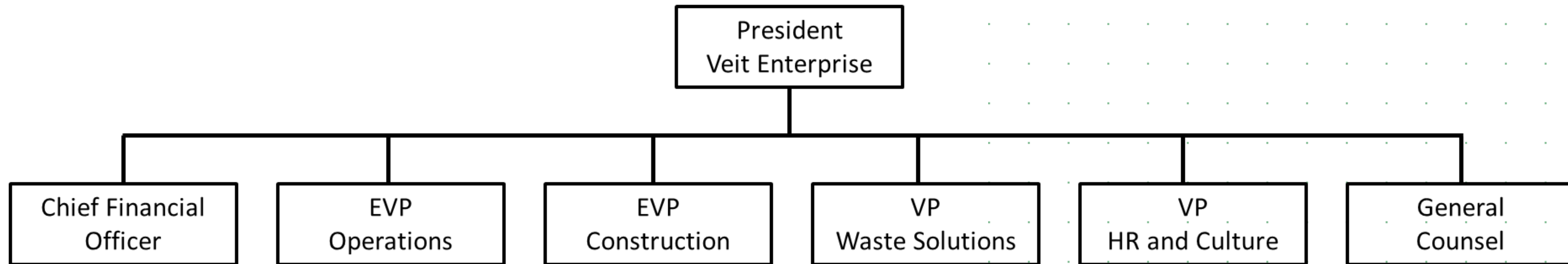


### 3. Create Role Clarity for Leaders with simple Accountability Structures

According to the 2019 CEO Benchmarking Report, CEO's that were surveyed said their Top 3 weaknesses as leaders are:

1. Holding people accountable.
2. Getting rid of under-performers.
3. Staying focused.

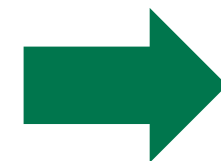
# A Traditional Organization Chart



## Shortcomings

Organization charts are a necessary first step towards establishing clarity and accountability.

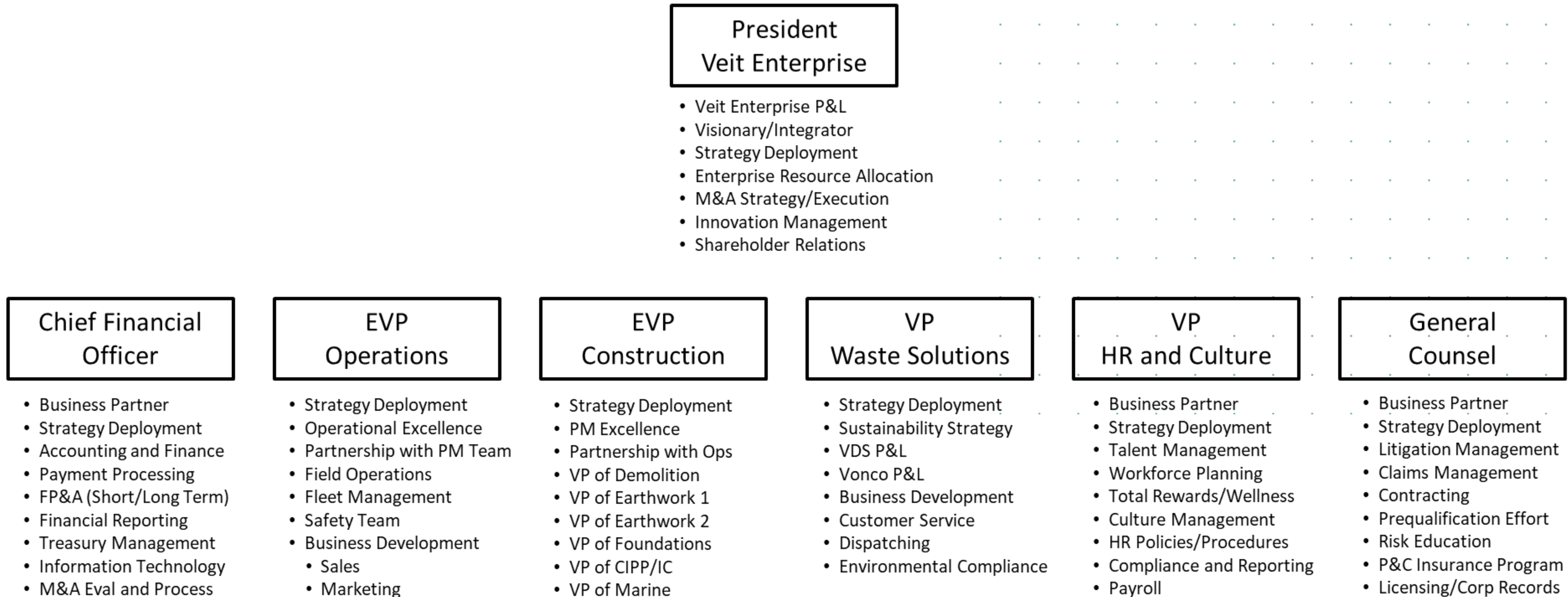
They outline the hierarchy within an organization and indicate reporting relationships between employees.



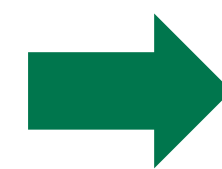
- No expressed accountability within roles.
- No expressed accountability between roles.
- No sense of layered accountability.



# Our Detailed Accountability Chart



Accountability charts contain the key accountabilities for each position, so they are understood by fellow leaders and employees.



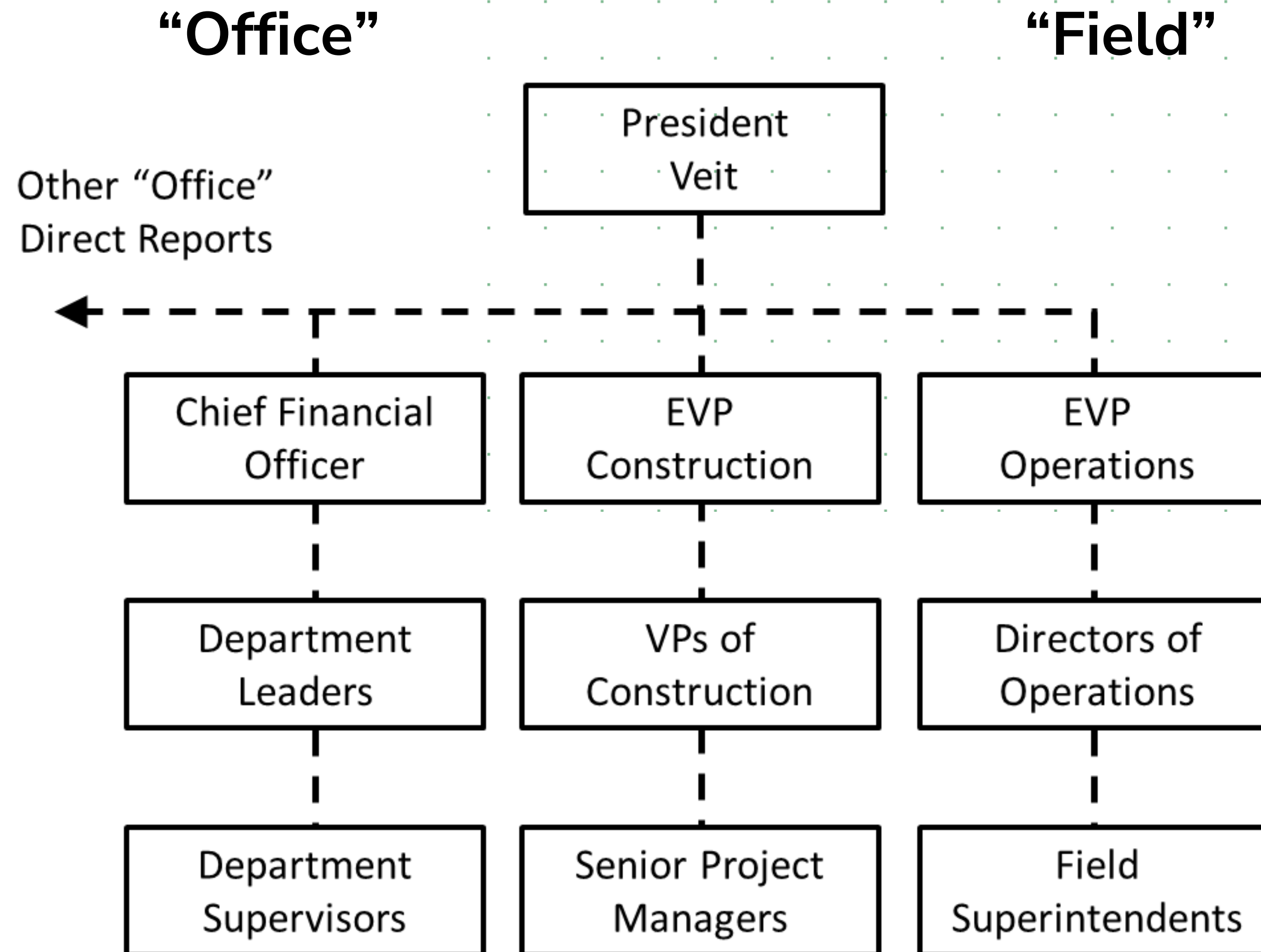
The final step is to create vertical linkage by defining layered accountability within the organization.

# Layered Accountability in a Construction Company

Defined pathways supporting the office and the field. Used for:

- Strategy Deployment
- Company Communications
- Problem-Solving
- Issue Escalation

Layered accountability creates the vertical linkage between front-line teams and their supporting leaders.





## 4. Build Roadmaps to show Transformation Work and Engage Leaders

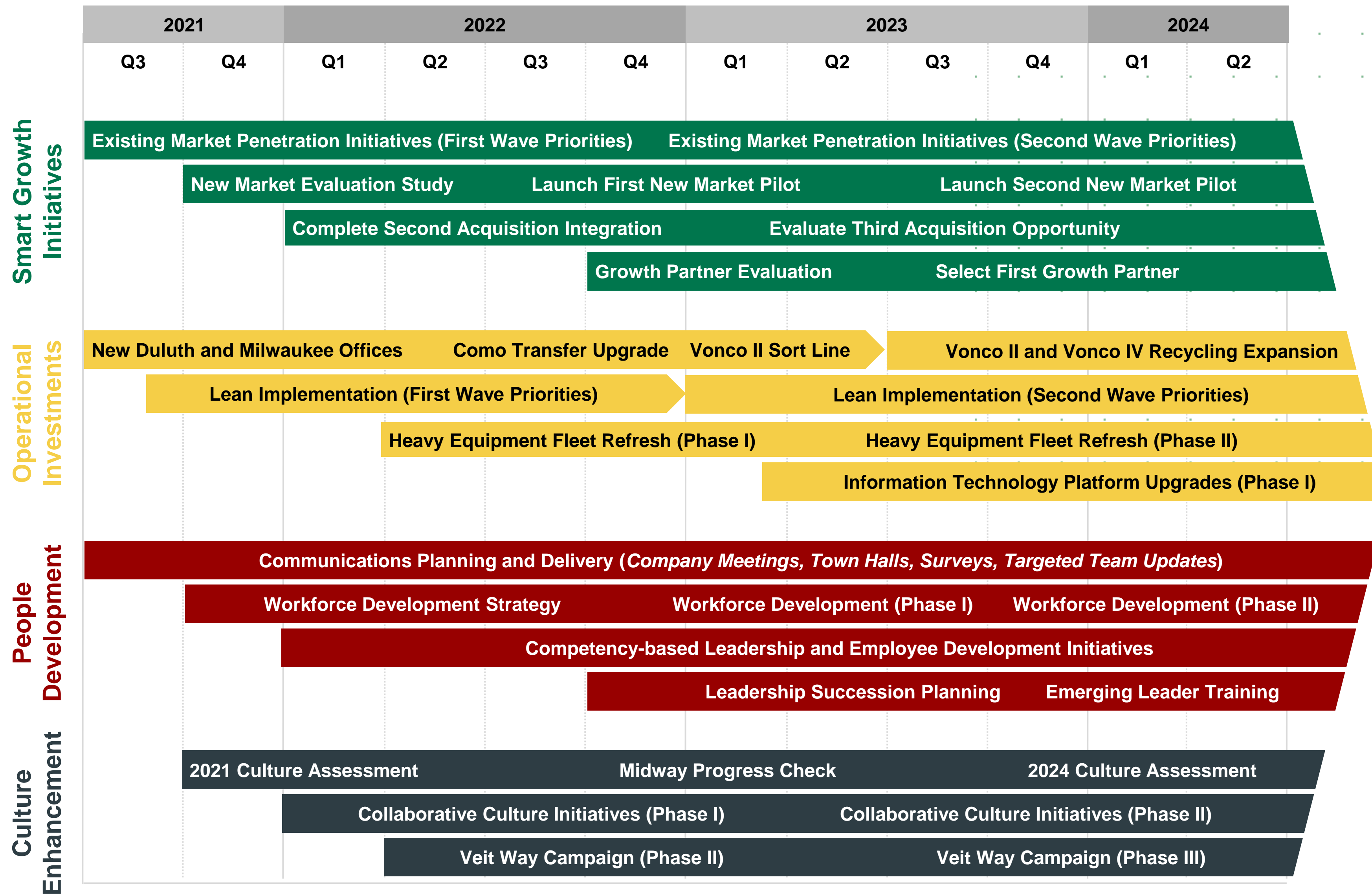
### Roadmap Swim Lanes

#### What is a Roadmap?

- Visual planning and alignment tool for teams.
- 3-year forward looking plan for the business.
- Reviewed quarterly and revised annually.
- Dynamic – adjusts for external/internal changes.
- Visually represents the transformation “work.”
- Builds accountability and engagement of team.

- **Smart Growth Initiatives**
  - Existing Market Penetration
  - New Geographic Expansion
  - New Service Lines
  - Targeted Acquisitions
  - Partnership Growth
- **Operational Investments**
  - Site/Real Estate Investments
  - Fleet and Equipment Investments
  - Process Improvements
  - Information Technology Investments
  - Safety Investments
- **People Development**
  - People Engagement/Growth
  - Leadership Development
  - Succession Planning
  - Workforce Development
- **Culture Enhancement**
  - Assessment Gaps
  - Improvement Initiatives
  - Re-Assess in 2024

# Veit Enterprise Roadmap





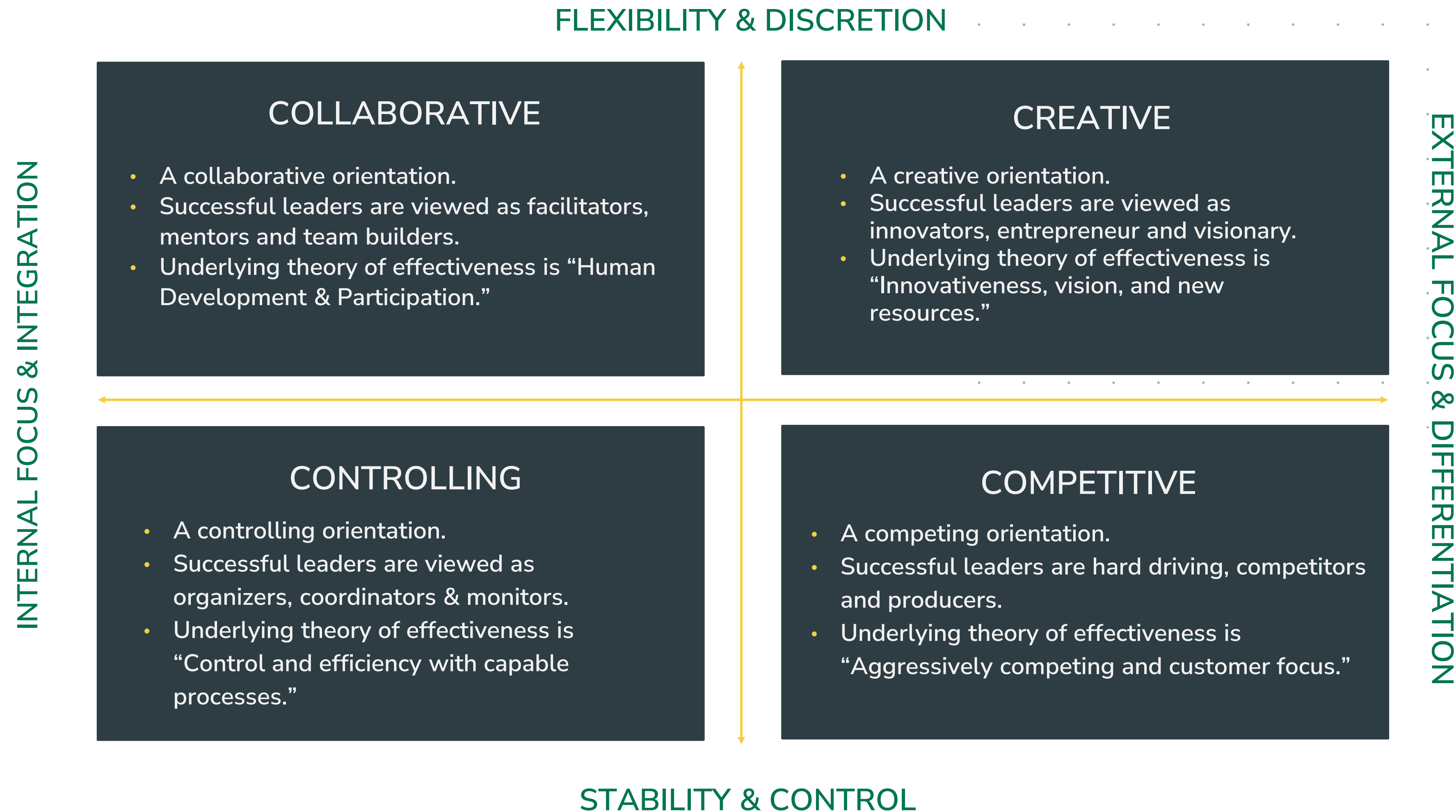
## 5. Assess the Culture and develop a Culture Enhancement Plan

Companies with a strong and defined culture experienced a:

- 50% increase in employee engagement over a three-year period.
- 25% growth in workforce over a three-year period.
- 85% increase in net profits over a five-year period.
- 138% improvement in patronage over a five-year period.

Reference: Gallup Consulting Culture Report 2019

# The Competing Values Culture Assessment Framework



Note: Based on the research of Cameron and Quinn, *Competing Values Framework*.



# The Four Types of Culture

**COLLABORATIVE CULTURE** is characterized by a friendly place to work that feels like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. Commitment is high. The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important. The organization places a premium on teamwork, participation, and consensus.

**CREATIVE CULTURE** is characterized by a dynamic, entrepreneurial workplace. People take risks. Effective leadership is visionary and innovative. The glue that holds the organization together is commitment to experimentation. The emphasis is on being at the leading edge of new knowledge, products, and services. Readiness for change and meeting new challenges are important. The organization's long-term emphasis is on rapid growth.

**CONTROLLING CULTURE** is characterized by a formalized and structured place to work. Procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

**COMPETITIVE CULTURE** is a results-oriented workplace. Leaders are hard-driving producers and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long-term concern is on competitive actions and achieving stretch goals and targets. Outpacing the competition and market leadership are important.

Note: Based on the research of Cameron and Quinn, *Competing Values Framework*.



# The Culture Assessment Questions

1. Dominant Characteristics		Now	
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.		
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total			
2. Organizational Leadership		Now	
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
Total			
3. Management of Employees		Now	
A	The management style in the organization is characterized by teamwork, consensus, and participation.		
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.		
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total			

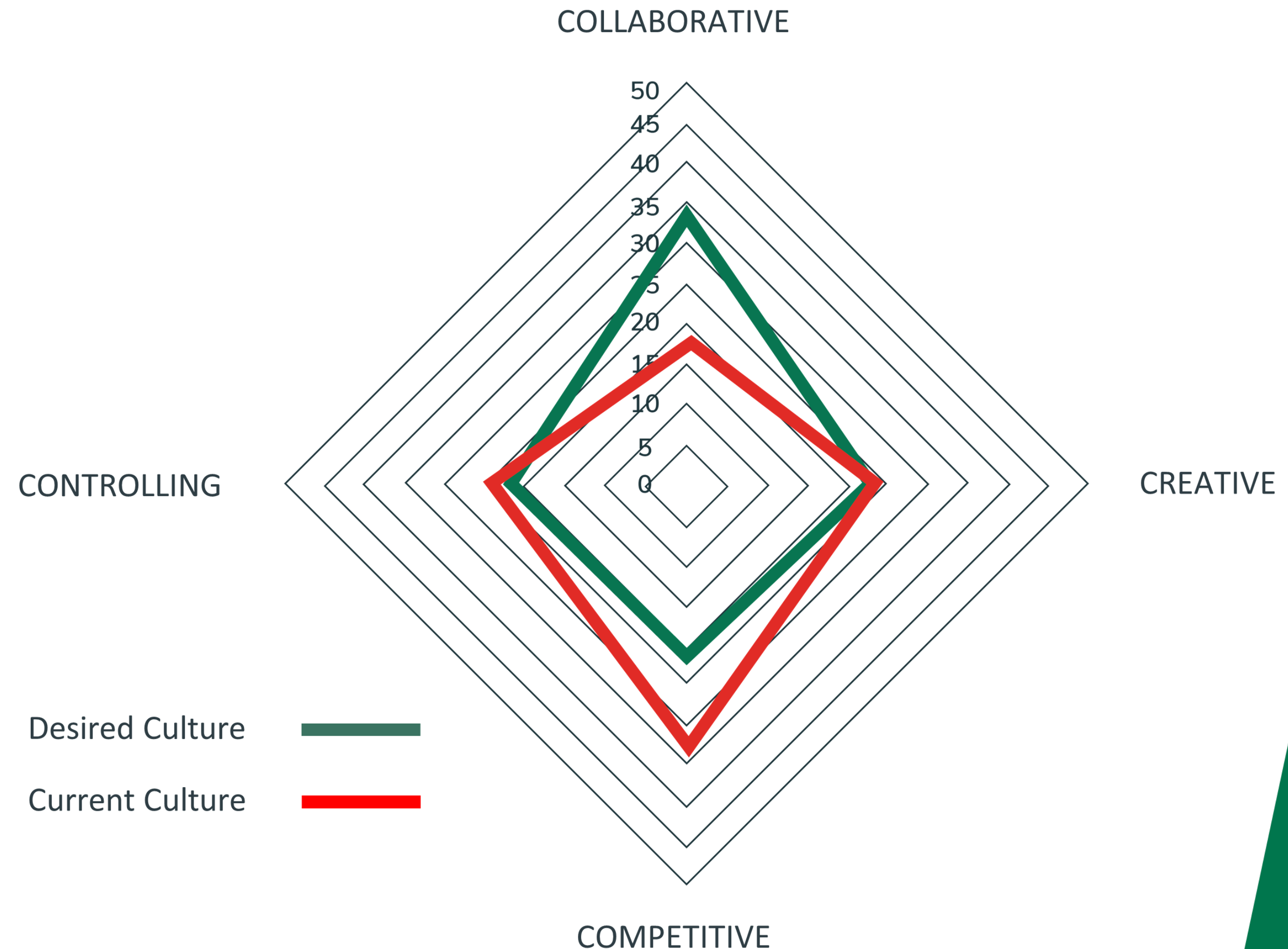
4. Organization Glue		Now	
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.		
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
Total			
5. Strategic Emphases		Now	
A	The organization emphasizes human development. High trust, openness, and participation persist.		
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.		
Total			
6. Criteria of Success		Now	
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.		
Total			

Note: Based on the research of Cameron and Quinn, *Competing Values Framework*.



# The Veit 2021 Culture Assessment Results and Next Steps

- Surveyed all employees from foremen up to CEO.
- **Result 1:** We have healthy balance between a *Controlling* and *Creative* culture.
- **Result 2:** We need to shift from a *Competitive* towards a more *Collaborative* culture.
- Our leadership team is currently evaluating culture enhancement initiatives.
- Specific initiatives will be included on our roadmap.



# 6. Assess and optimize your Personal Leadership Capacity and Effectiveness

## FOCUS SHIFT

Pursue  
Smart Growth



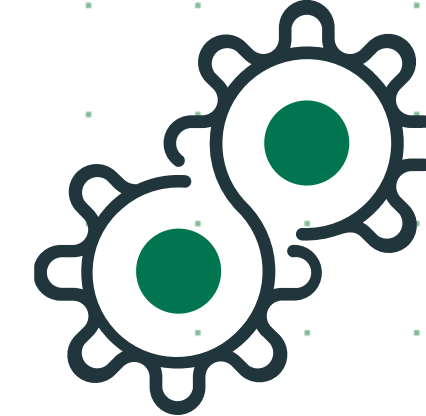
Improve  
Profitability



Engage &  
Grow Our  
People



Drive  
Operational  
Excellence



Foster  
Innovation



## MINDSET SHIFT

**IN** THE BUSINESS



**ON** THE BUSINESS

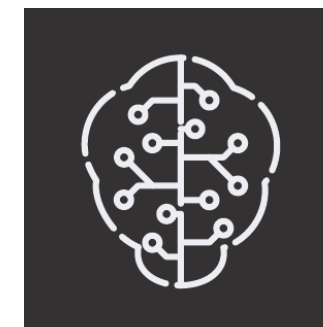
## BEHAVIOR SHIFT



STRATEGIC  
LEADER



COACH &  
TEACHER



SYSTEM  
THINKER



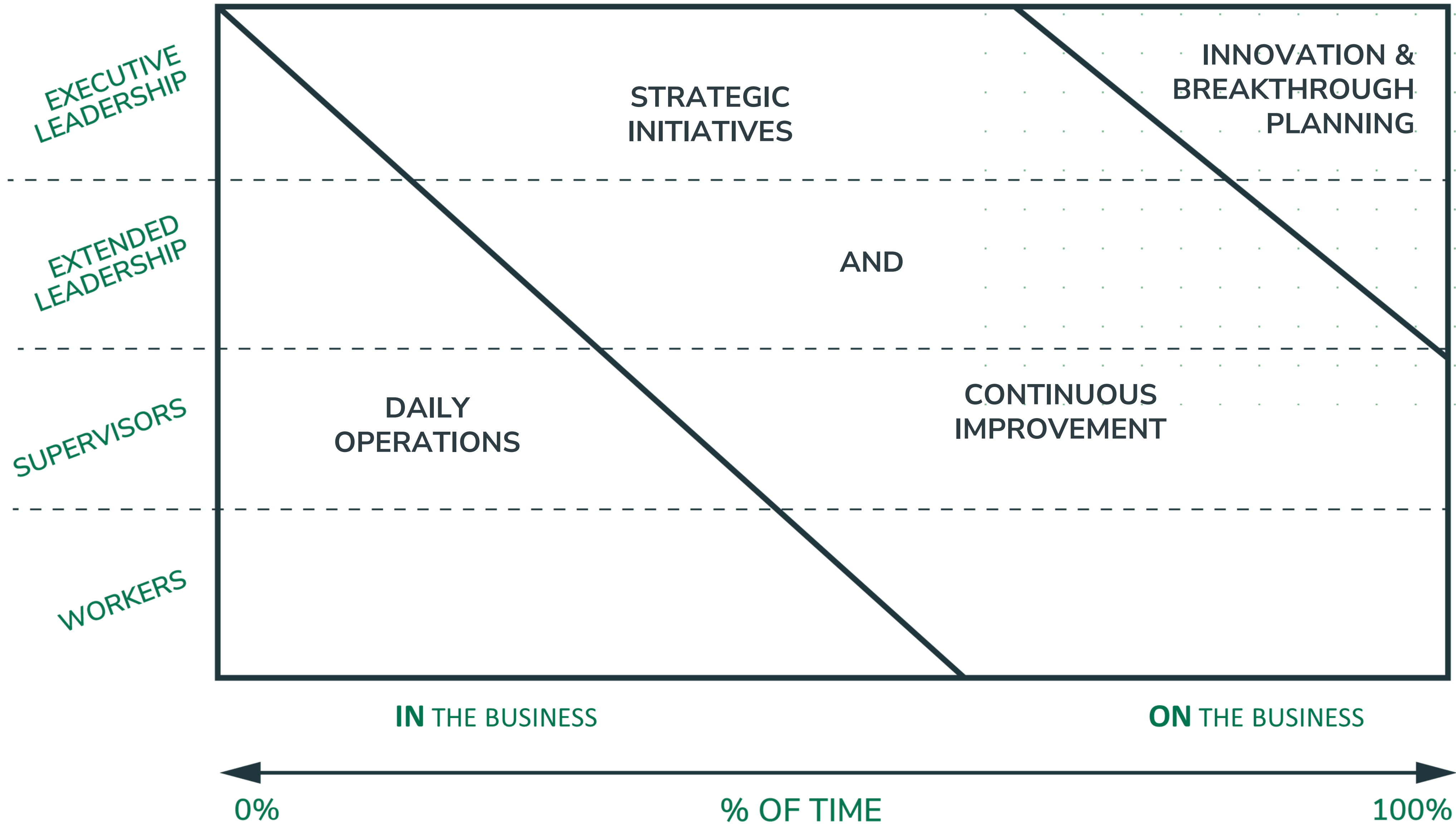
EFFECTIVE  
DELEGATOR



INSPIRES  
OTHERS



# Mindset Shift: Am I working enough ON the Business?



# Maximizing Your Leadership Capacity and Effectiveness

- **Goal:** Raise my leadership effectiveness.
- **Focus:** Transformational Leadership.
- Performance and Growth Priorities.
- Reinforces critical leadership behaviors.
- Includes weekly reflection and planning.
- **Recovery Process:** Mental/Physical Health

## Tim Reimann's Leadership Priorities



STRATEGIC LEADER



COACH & TEACHER



SYSTEM THINKER



EFFECTIVE DELEGATOR



INSPIRES OTHERS

### Performance Focus

1. Provide visionary and integrating leadership to the Veit Leadership Team.
2. Develop Veit's 3-year Growth plans aligned with the 5 strategic priorities.
3. Deliver year-end financial results per the Enterprise Annual Operating Plan.

### Development Priorities

1. Learn the Business – build my personal brand in the company and with partners.
2. Lead and Influence – create high value in my role and grow the leadership team.
3. Be an Ambassador – represent our brand in the marketplace and communities.

### Weekly Impact Items

1. Priority Problems to Solve – system analysis and permanent corrective fixes.
2. Priority Customer Meetings – Internal and External Customers – key insights.
3. Weekly Reflection – review leadership priorities, set next week goals, and recover.

### Monthly Impact Items

1. Facilitate Senior Leadership meetings with a focus on the 5 strategic priorities.
2. Facilitate Extended Leadership meetings to drive the annual operating goals.
3. Visit job sites and operating units – assess system and leadership effectiveness.

### Quarterly Impact Items

1. Review progress against strategic priorities with Senior Leadership Team.
2. Review company state of balance: Progress versus capacity to support change.
3. Visit Regional Offices and participate in operations reviews and company updates.



# Personal Challenge to each Leader in the Audience

**What are you doing now to improve your transformational leadership skills?  
How can you improve your overall leadership effectiveness?**

**Early Career** – Learn from or be a transformational consultant for an organization that is taking on significant change. Pair up with a Transformational Leader or Coach and learn by doing and leading change on the front lines (my path).

**Mid-Career** – Sign up for a transformational experience at your company. What big strategic shift or change effort is critical to your business? Can you play a contributing role?

**Late Career** – Play a sponsorship role in a transformational effort at your company. Serve as a coach and teacher for the emerging leaders and the next generation of the workforce and help them develop transformational leadership skills.



*NEVER SETTLE*  
**DIG DEEPER**



THE  
**VET**  
WAY



Thank You!