



CASE STUDY

OVERVIEW

Since starting 1946, Jaynes initial focus was driveway and sidewalks, after spending 25 years expanding their construction capabilities and service offerings, Jaynes entered the general contracting world. While the company has changed a lot in the last 70 years, the foundation remains the same: “to build great buildings and people, to lead project teams and our communities, and to grow our company and our resources.”

The company has invested countless resources into growing their people, investing in new skills and technologies, and introducing innovative services that change the way construction is done across their entire community.

After assessing their leadership pipeline across all four offices, the company realized it either didn't have the right people in the right place or haven't prepared their people with the right skills and leadership capabilities to fulfill their own vision of internal success.

OBJECTIVES

The executive team met to develop a vision for the company's future. They kick-started their time of reflection by asking each office management staff a series of simple, but powerful questions:

- If you were gone tomorrow, who would be your replacement?
- If you were gone 3 years from now, who would be your replacement?
- What role would they take?
- What would they need (resources, training, etc.) to become better leaders?

Due to the leadership capacity constraints, Jaynes was experiencing a shortage of leaders who could “come off the bench” and step out from behind their own leaders, ready to go and take on the challenge of driving the company into the future.

SOLUTION

“Building the bench” of capable leaders requires a highly intentional process of leader development. Jayne’s had always developed strong leaders – it has been a highly successful company for three-quarters of a century. However, the process of development was more accidental, less focused, and took too long to reliably keep the leadership pipeline full of capable, ready-to-go leaders who could keep up with the demands of the company’s rapid expansion. A team at GiANT was able to step in with GiANT’s much-needed system of intentional development: Know. Lead. Multiply.

- Know: First, leaders must engage in a process of self-awareness, seeking first to know themselves and their own tendencies better before they can lead themselves more efficiently.
- Lead: Once you have a deeper understanding of yourself and the way other operate, you can apply your knowledge to the situations, relationship, and teams that matter to you.
- Multiply: The key to lasting, wide-reaching transformation is the ability to multiply your own skills and leadership capacity into the people who will take your place. This requires process of intentional, dedicated apprenticeship.

We were able to provide Jaynes with a carefully designed ecosystem of tools, processes, and methods by which to expand and speed up the process of leader development.

RESULTS

As a result of their hard work and commitment to the process, the entire culture within Jaynes has changed. Now,

- They are not only building better leaders with a higher degree of self-awareness, relational health, and capacity, they are leading themselves and coaching themselves in a sustainable and scalable way.
- The language, tools, and systems have permeated Jaynes culture so deeply, that the culture has developed its own DNA as an independently functioning, self-sustaining organism.