

2021: CHANGE-RESILIENT ORGANIZATIONS AND WORKFORCES

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As 2020 draws to a close and we begin to turn the calendar to 2021, I believe there are several things to look forward to.

Naturally, like most people, I am hoping for an effective therapy, and ultimately a vaccine, to the coronavirus, and I am encouraged by recent positive news in that area. I'm looking forward to an eventual safe return to live gatherings such as sporting events, conferences, and meetings.

While we've certainly learned that we can get many things done through collaboration tools like Zoom, there is always a higher level of connection when we have a chance to meet in person. While online meetings are likely to be a part of business for years to come, it will be nice when we can collaborate with the benefit of seeing facial expressions more clearly, sharing meals, and having side conversations. Work can be a serious place, and I'm looking forward to a few moments of play in those relationships. It will be great to do business like that again, and I think that

will help inspire business and consumer confidence while encouraging investment in capital projects and new homes. Our construction businesses rely heavily on the ability to physically work together. We've been fortunate to be able to continue this work, and I'm optimistic that our industry will be the major catalyst to pull our economy forward after the pandemic eases.

I also hope we continue to see more women gaining strength on our worksites and in our boardrooms, and that some of the issues that have been exposed around systemic racism during the pandemic are translated into long-term and positive change. I hope more and more leaders recognize that being different and unique can drive change and the innovation that our builders have been known for. A thoughtful and practical cultural shift toward diversity and inclusion can drive bottom-line profit by sparking innovation, increasing productivity, reducing turnover, improving safety, increasing market share and customer base, and



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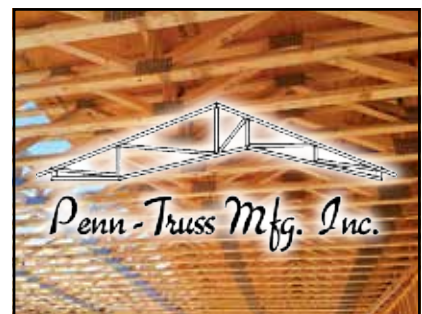
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enhancing reputation. Anyone involved in Canada's construction industry – from the jobsite to the boardroom and everywhere in between – can benefit from a broader understanding of the impact diversity and inclusion has on the industry, and the important role they play.

Further, I look at the way we've been interacting with computers over the last several years, and I believe that these information sets are making us better and smarter. One can look at a normal business tool like a chart or electronic dashboard and retrieve amazing insights that weren't always readily accessible.

Today more people know how to access valuable training opportunities from an internet-connected device without having to leave their homes or offices. From that perspective, it has never been easier for leaders to construct a safe, high-quality work environment. I believe that making targeted improvements to a business and working with a better trained workforce can make every business safer and more profitable.

Business leaders often talk about the need to build "change-resilient" organizations and workforces. Has any living person experienced a time of worldwide change and transformation

like today? Many of us have exhibited grit, mental toughness, and flexibility over the last few months, developing personal and professional resilience, which will help us to "bounce back" more easily.

Change and setbacks had become a way of life in 2020. While I hate to state that hard times make for better people, future employees and employers will deal with stress with a different set of strategies and skills to approach change in the future.

In some ways, 2020 was an awesome opportunity. I know many of our members used changes to their workforce mix as an opportunity to be more hands-on in some areas of their operations, finding efficiencies and cost savings along the way.

When it comes to thinking about 2021 and looking to the future, I will quote Winston Churchill: "I am an optimist. It does not seem too much use being anything else."

While acknowledging several organizations experienced a huge shock in 2020, I believe several trends and events set in motion in 2020 will make businesses better and stronger. Grow strong and keep safe. 🏠



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