

**GBA** GEOPROFESSIONAL  
BUSINESS  
ASSOCIATION

**2020 FALL CONFERENCE**  
A VIRTUAL EVENT

**Recovery, Revitalization  
& Resurgence Beyond Crisis**

OCTOBER 20-23, 2020

Friday, October 23, 2020

## Get Big Things Done: The Power of Connectional Intelligence

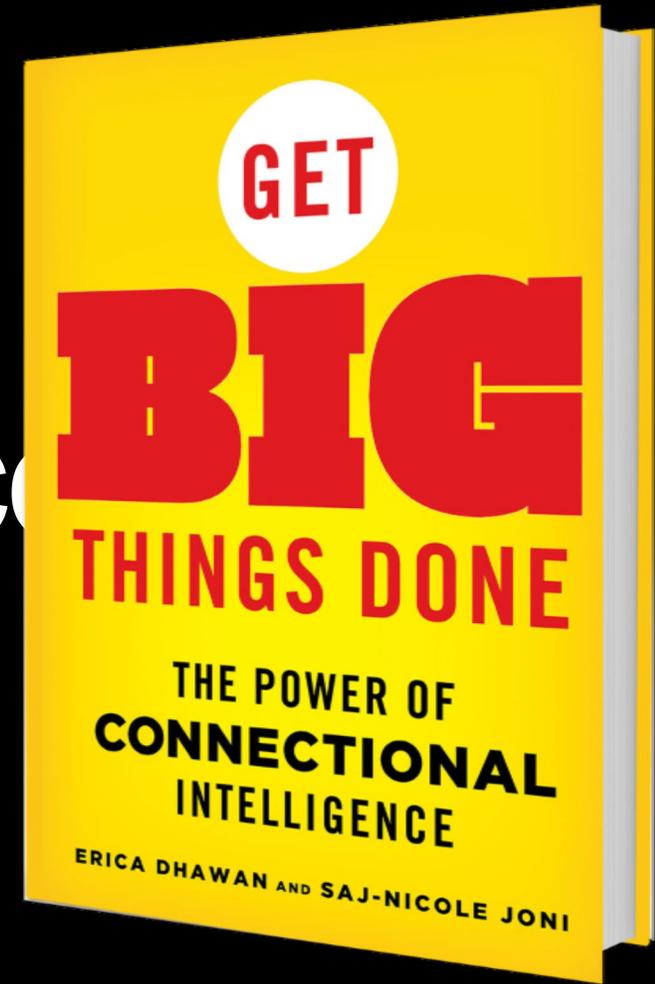


Presenter  
**Erica Dhawan**  
Founder & CEO  
Cotential, LLC



Moderator  
**Joel G. Carson**  
Executive Director  
Geoprofessional Business Association

# Get Big Things Done: The Power of Connectional Intelligence



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**Erica Dhawan**

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@edhawan

Sarah

Quick thought –what do you think of this idea for the deliverable?

4:00 P.M.

John

How would this fit in? doesn't seem like you thought this through..

8:00 P.M.

Sarah

New subject title from “Quick thought” to “Deliverable Changes” — lengthy email

10:35 P.M.

John

... some more questions.

10:45 P.M.



Sarah

**I have a great idea!**

John

**I don't understand what she means by this, I need more context...**

Sarah

**Replies with a structured email — 200 words, 6 bullet points, bold and underlined headings.**

John

**This is pretty great.**



The **next** day...

Sarah

Can we chat about this before our team meeting tomorrow?

6:00 A.M.

John

can you send your thoughts in writing?

6:10 A.M.

Sarah

!!!!!!

John

I would love to better understand this.

A 15 minute exchange took  
**5 hours** of time, stress, and fear  
over a 12 hour period.





**3/4**

of face-to-face  
collaboration is non-  
verbal

collaboration in  
teams is virtual

**70%**



**CORRECTION!!!**



collaboration in  
teams is virtual

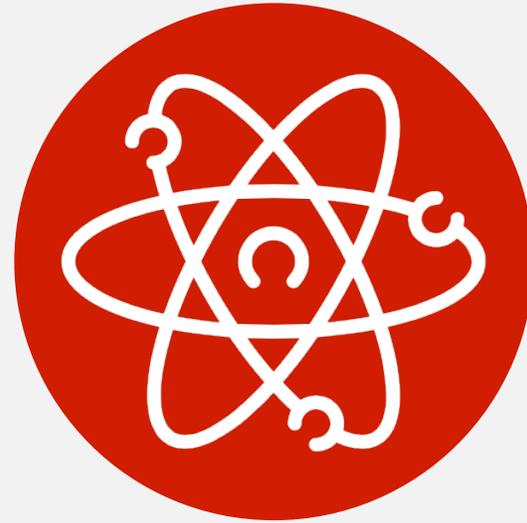
We need **a**  
**better normal...**

- We misunderstand  
quickly
- Speak freely
- Argue more
- Walk away faster



# Connectional Intelligence

The capability to unlock new and unrealized value by maximizing the power of networks and relationships





*Apache*



Marathon Oil



**Sarah**

Didn't you handle a similar case last year? I remember hearing about this...

4:00 P.M.

**John**

I sure did! Let me get you the case number, save you some time...

4:03 P.M.

amazon *Prime*

The logo features the word "amazon" in a bold, black, sans-serif font. A curved orange arrow starts under the letter 'a' and points to the right, ending under the letter 'n'. To the right of "amazon" is the word "Prime" in a blue, italicized, sans-serif font.



0 grams  
Trans Fat

# Doritos

## GUACAMOLE!

ARTIFICIALLY FLAVORED

DEC 13  
3.49

CHIPS ENLARGED  
TO SHOW TEXTURE

# Common Challenges

I don't have visibility into what other teams are working on so duplicative work happens.

It's hard to identify the right subject matter expert across teams.

We don't have the same priorities across teams.

We don't have clear goals and accountability for how we could work together collaboratively.

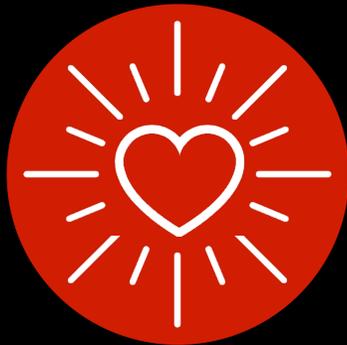
Team workload and schedule availability make it difficult to collaborate.

People are too afraid to have a conversation without additional participants so we delay.

# 4 Principles of Connectional Intelligence



**VALUE  
VISIBLY**



**COMMUNICATE  
CAREFULLY**



**COLLABORATE  
CONFIDENTLY**



**TRUST TOTALLY**

# VALUE VISIBLY

*“Sorry, I need to reschedule”*

sent 5 minutes before your scheduled start time

*“I’m double booked”*

sent an hour before start time

“ ”

a no-show with no notice at all

*“I don’t know why we’re even meeting.”*

only after you sent the agenda a week before



# VALUE VISIBLY

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Watch the clock

Acknowledge individual differences

Practice radical recognition

# COMMUNICATE CAREFULLY

do you want to speak Wednesday or  
Thursday?

yes



# COMMUNICATE CAREFULLY

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Think before you type  
Deliver with maniacal clarity  
Choose the right channel

# COLLABORATE CONFIDENTLY

**I need this report  
by the end of the  
week.**

**(but I'll ask you  
to rework it for  
the next two  
months)**

**I'll get back to  
you soon.**

**(or in 2 weeks,  
with half an  
answer)**

**I need this by  
tomorrow  
morning.**

**(even though I'm  
sending this  
request at 10pm)**

# COLLABORATE CONFIDENTLY

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Inform the right people at the right time

Prioritize and stay on track

Pay attention to details

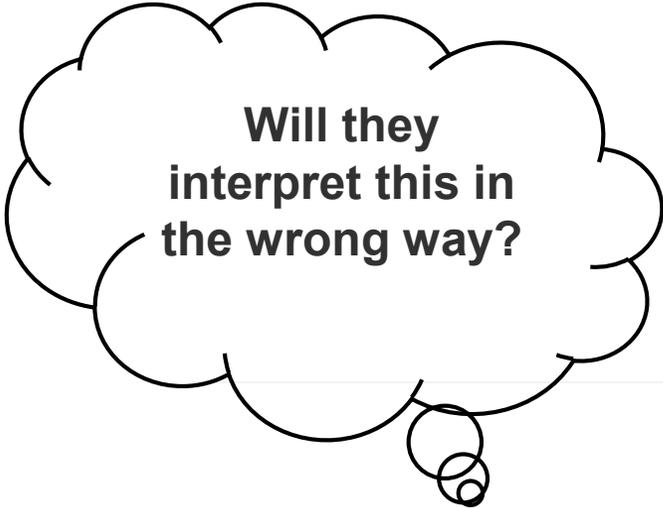
# TRUST TOTALLY



**Does the silence  
on the phone call  
have something  
to do with *me*?**



**Am I making  
sense in this  
email?**



**Will they  
interpret this in  
the wrong way?**



# TRUST TOTALLY

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Give the benefit of the doubt

Create virtual water cooler moments

Show vulnerabilities

**Getting** practical

**Get the FREE Guide:  
Successful Collaboration with  
Digital Body Language**

<https://ericadhawan.com/dbl>

# Guiding Questions

<b>Value Visibly</b>	<ul style="list-style-type: none"><li>•Do we feel our time is respected?</li><li>•Do we feel like our best work is acknowledged and celebrated?</li><li>•Do we feel comfortable voicing concerns?</li></ul>
<b>Communicate Carefully</b>	<ul style="list-style-type: none"><li>•Do we feel there is a common understanding of priorities and next steps?</li><li>•Do we have a clear understanding of which channels to use and when?</li><li>•Do we have clear language and word choice to foster understanding?</li></ul>
<b>Collaborate Confidently</b>	<ul style="list-style-type: none"><li>•Do all the appropriate stakeholders feel identified and aligned?</li><li>•Do we feel that the correct people are informed--and are they cascading the messages appropriately?</li><li>•Do we feel there is consistency in communications across teams?</li></ul>
<b>Trust Totally</b>	<ul style="list-style-type: none"><li>•Do we give each other the benefit of the doubt when facing uncertainty?</li><li>•Do we show vulnerability?</li><li>•Do we create moments for informal social connections?</li></ul>

# Your commitments

**What is one action you can take to:**

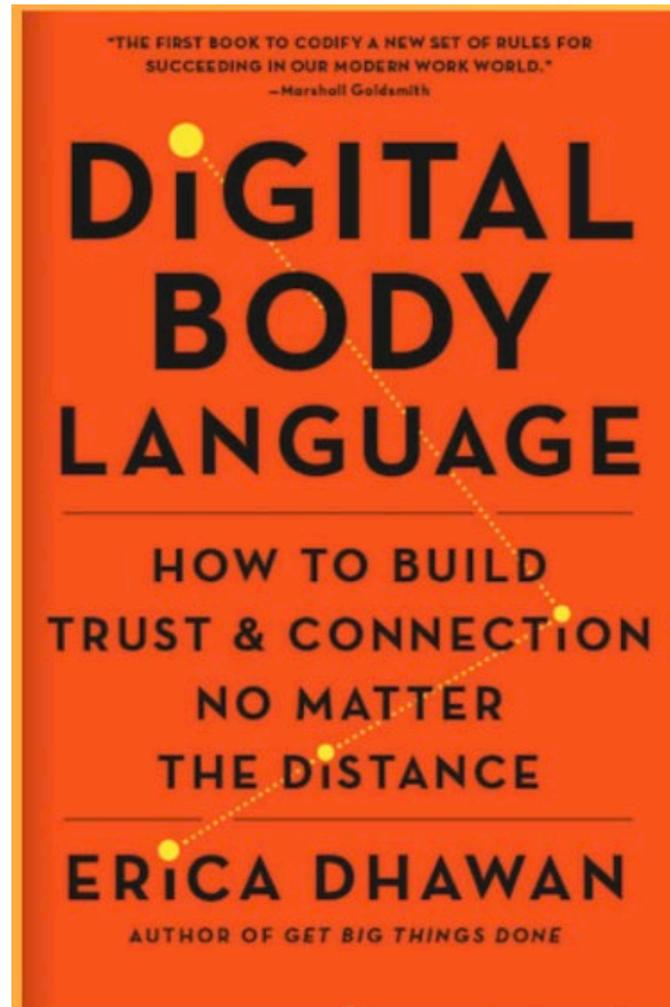
- **Value Visibly**
- **Communicate Carefully**
- **Collaborate Confidently**
- **Trust Totally**

# Topics

- Working Together in the New Normal
- Inclusion and Belonging in the Digital Age
- Creating Resilience and Avoiding Burnout
- Retain and Engage High Performers
- Selling and Marketing in a Recession

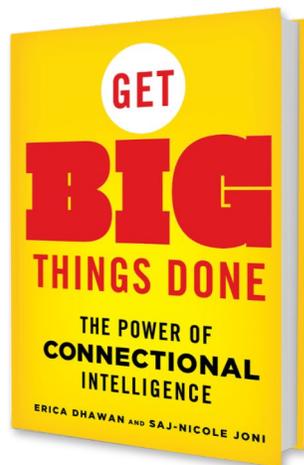


# Pre-order now on Amazon!



# Resources

- Reach out at [erica@cotentialgroup.com](mailto:erica@cotentialgroup.com)
- Get a FREE checklist on my website:  
[ericadhawan.com/dbl](http://ericadhawan.com/dbl)





How will you unleash Connectional Intelligence  
for all those counting on your wisdom,  
creativity and heart?

Thank  
you

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# Q&A

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October 2019

## GBA BUSINESS BRIEF

### Preparing for the Next Recession Now

U.S. economic history is punctuated by recessions. The 2008-2009 recession was the United States' worst economic downturn since the 1930s and is now remembered as "the Great Recession." Nonetheless, some geoprofessional firms avoided major loss of profit; a few even thrived. But those that were not prepared – those that simply hoped for the best – experienced extremely negative impacts.

No one knows when the next recession will arrive, but most economists agree that another recession is certain. Most also agree that we're closer to the next recession than the last one. What does that mean for geoprofessionals?

History suggests that a recession affects the general economy by six to twelve months before the consulting-engineering industry is affected. Accordingly, if history repeats – as it often does – consulting-engineering-firm leaders would have little excuse for not seeing a recession on the way and failing to take appropriate, proactive measures.

Are you preparing to prepare, or just hoping for the best?

**PREPARE FOR THE NEXT RECESSION NOW**  
Be ready for the next recession by preparing now, while you still have the luxury of time. Consider implementing some of the following measures.

**Create or Update Your Strategic Plan**  
If you already have a strategic plan in place, when was the last time you reviewed, challenged, and updated it? Now is the time to: analyze the plan, ensure the conditions you considered when you established or last updated it still apply, integrate new ideas linked to present conditions and possible future conditions, and prepare your financials and your culture for any needed changes.

Ask yourself if your market mix is viable in a declining/recessionary economy. If you are not appropriately diversified in markets, services, and geography, begin making the needed

**Those that were not prepared experienced extremely negative impacts.**

**Ask yourself if your market mix is viable in a declining/recessionary economy.**

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## CONTRACT REFERENCE GUIDE

### Fourth Edition

GBA GEOPROFESSIONAL BUSINESS ASSOCIATION

by John Philip Bochner

Co-Authored by Geoprofessional Business Association Terra Insurance Company

## GBA GEOPROFESSIONAL BUSINESS ASSOCIATION

### CASE HISTORY

NUMBR 101

#### PROJECT MANAGEMENT

### The Client

A constructor-in-charge (formerly, "general contractor")

### The Project

A new hospital

### Assignment of the GBA-Member Firm

Sample and test a bagged, non-shrink (expansive) grout

### Background

The new hospital building was the key element of a high-profile, \$800-million project. Comprising nearly three-quarters of a million square feet, it would be a seven-story, structurally steel building with a partial basement, supported by drilled piers. Other building components included steel columns, metal decks, and concrete floor slabs. Importantly, the constructor-in-charge faced significant penalties if it failed to complete its work by the targeted date.

The Member Firm's construction-materials engineering and testing (COMET) field representatives sampled the product at the required frequency and cast cubes. The Member Firm's project manager was surprised by the results of their initial 28-day test on the first 11 sets of cubes (3 cubes per set; 33 cubes total), representing the strength of

the grout used for 85 columns. Only one set of cubes achieved the specified strength. Concerned about the possibility of an error, the project manager decided to validate its

**Only one set of cubes achieved the specified strength.**

sampling/testing procedures. In so doing, he learned that the firm failed to comply with ASTM C1107 and the manufacturer's recommendations, because:

- instead of using metal molds, the firm used plastic molds whose walls flexed, creating uneven cube surfaces that changed the cross-sectional test area; and, possibly, caused uneven curing; and
- the plastic molds were not intended to include a cover plate for each mold, probably resulting in a test specimen that was

sampled to be mixed on site in these plastic trays, and reported on the lowest strength conditions applicable to the product as placed.

The project manager spoke with the manufacturer's representative, who confirmed that the testing procedures were not correct. They agreed that the cubes cast improperly, tested improperly, and have shown strength not as intended.

The project manager formulated a testing protocol by factor to achieve the required strength. Based on this input, the engineers concluded that representatives cast the cubes properly – using metal cube molds with a metal cover plate – testing probably would have shown that their compressive strength met or exceeded specifications. But how could they prove it?

The Member Firm immediately stopped using the plastic molds and clarified proper

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# Future GBA Conferences

GBA SPRING CONFERENCE / APRIL 22-25, 2021

## SAN DIEGO

MARRIOTT MARQUIS / SAN DIEGO MARINA

A panoramic view of the San Diego skyline across the water, featuring several prominent skyscrapers and a sailboat in the foreground.

GBA FALL CONFERENCE / OCTOBER 21-23, 2021

## HENDERSON, NV

WESTIN LAKE LAS VEGAS RESORT & SPA / NEVADA

A collage of three images: a 'Welcome to Fabulous Las Vegas' sign, a large resort building (Westin Lake Las Vegas) reflected in water, and a dam with water flowing over it.

Learn more at [www.geoprofessional.org](http://www.geoprofessional.org)