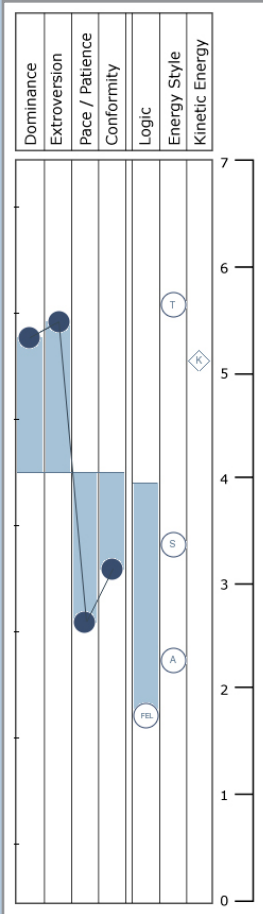


## Construction Company Embraces Restructuring Using PDP

Dave Neal  
ProScan  
Basic/Natural Self



Penhall’s Regional Manager for the southern region, Dave Neal, wanted to think outside the box by improving the employee base from the hiring side. A customer of Penhall first suggested the PDP system to them. After learning about all that PDP could do, Dave could really see how PDP fit perfectly into his outside-the-the box thinking.

### In Dave’s Words

#### Hiring and Succession Planning

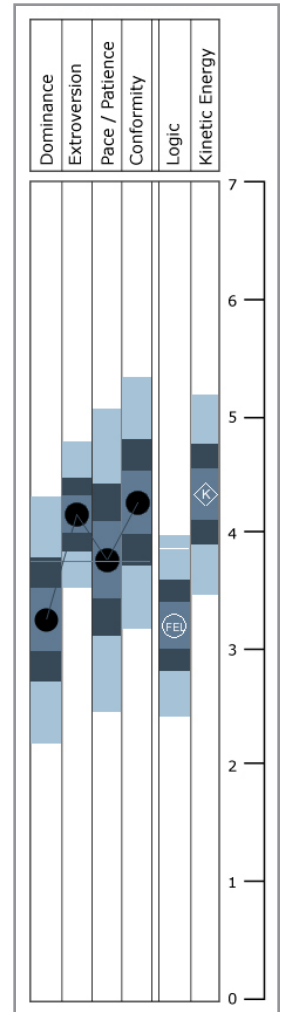
“On behalf of Penhall, I volunteered to try PDP in my region to see how it would benefit our company. It turned out that PDP had great impact on me because, as Don puts it, ProScan® “introduced me to myself.” PDP taught me two specific things. First, I learned—in no uncertain terms—that not everyone is like me, and that is okay. Naturally, I felt that because I think in a particular way and I am a logical person, everyone will think like I do. PDP helped me to understand that normal, rational people think differently and that working with those differences is a whole lot easier than trying to change people. The second thing PDP taught me is how to gain a deeper understanding of people “right off the bat,” instead of taking years to get to know someone, only to find out that they may not fit the position.

“Because ProScan was so thorough, yet so simple, it was something I wanted in my “toolbox.” After my training, I invited Don to certify nine of my Senior Level Managers. Any initial skepticism dissipated as managers recognized the quality of this tool. Originally, we used PDP only in the hiring process. In 2005, we were looking for people who would make the best field technicians. During the process, we found that those who made the best technicians in the field did not necessarily make the best superintendents.

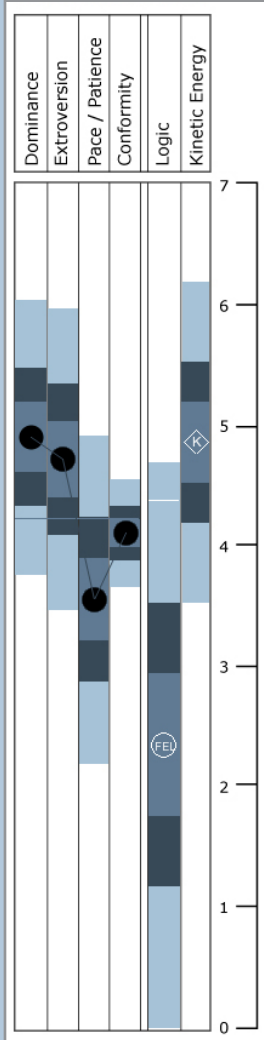
“Technicians do the job of cutting concrete. Good technicians should be able to describe practical uses of their equipment and differences between various blades. This includes the depth and optimum speed with which those blades will cut. Technicians must also have a good mechanical aptitude to know the difference between a minor and major repair to their equipment

*Penhall Corporation*  
 Industry: Construction  
 Location: North America  
 Penhall has dedicated the last 50 years to honing their specialized concrete cutting, breaking, excavation and grinding services.

Field Technician  
Job Model Basic



### Superintendent Job Model Basic



and be able to make those minor repairs in the field. While superintendents must have the same knowledge as a technician, they also have the responsibility of managing the overall job, as well as the technicians they supervise.

“The understanding we received from ProScan about these two types of positions helped us in our succession planning. First, we are able to help new technicians—who might eventually be excellent superintendents—deal with facets of the technician job that might be challenging to someone with their personal dynamics. Also, we are able to coach experienced superintendents with strengths not matching the ideal profile to manage better their responsibilities as superintendents.

#### Team Building and Communication

“From hiring and succession planning, we expanded our use of PDP applications for team building and improving communication at the branch level. Some of the branches expanded to include Dallas, Austin, Atlanta, Birmingham, Charlotte, and Charleston. Now, not only can supervisors manage their people better, but the sales, training, and administrative staff understand their managers much better. One example of improved communication occurred between one of my branch managers and myself. In the past, I would call each of my branch managers during the month to connect with them and to see how they were doing. Being High E & D, I simply wanted to chat personally with them and get a ballpark figure of how financially on-target each of my branches was. One of my Branch Managers, being High C, consistently felt stressed, because he interpreted my request in such a way that he felt he had to provide perfectly accurate numbers the moment I would call. Using ProScan, I learned to adjust my communication to encourage him to take a day or two to get the data together and then provide me the numbers. This made his stress level decrease dramatically and provided me with very accurate numbers. This small change improved our relationship phenomenally!

“In another case, the ProScan feedback session opened up a discussion with a particular employee about challenges he faced outside the work environment. Understanding the situation, we were able to support the individual during that challenging time. Penhall’s actions during this time earned the company a deeply committed and loyal employee. Without using ProScan none of that would have happened. I learned that besides hiring right, another real benefit to PDP in my region has been a dramatic decrease in stress and profound increase in mutual respect.”

#### Results

Since using the system in the Southern Region, Dave has been promoted to Vice President of Canadian operations. Dave Neal continues to support the use of ProScan and as a corporation, Penhall has accepted PDP as part of its culture.”

