



# *Transforming Field Culture and Performance in Capital Construction*

Evidence of Success



2025

# OVERVIEW

## Transforming Field Culture and Performance in Capital Construction



### BACKGROUND

Over the course of a decade, a major Northeastern utility scaled its capital construction program from **\$90 million to over \$425 million in annual spend**. However, rapid expansion came with challenges—internal staffing, cultural cohesion, and field oversight didn't scale at the same pace.

In 2021, the utility partnered with Joe Knows Energy (JKE) to go beyond staff augmentation and initiate a cultural transformation across more than 45 active crews. Through **strategic deployment, real-time reporting, and consistent leadership alignment**, the relationship grew into a model of how **operational performance and cultural unity can be scaled together**.

# CHALLENGES

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As the utility's capital construction program accelerated, so did the complexities on the ground.

## **Workforce Turnover**

Significant retirements and role changes created staffing instability, reducing institutional knowledge and field consistency.

## **Outdated Systems**

The use of paper-based reporting made it difficult to identify trends or respond quickly to field issues.

## **Communication Gaps**

Unclear lines of accountability among union teams, contractors, and third-party inspectors resulted in inconsistent execution and delays in issue resolution.

## **Fragmented Micro-Cultures**

A lack of cohesion across crews created inefficiencies, inconsistent performance, and cultural misalignment. With limited internal inspection resources and increasing project demands, the utility needed more than people, it needed a performance system anchored in culture.

# SOLUTIONS

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JKE implemented its High-Performance People-First Program to deliver immediate support and long-term cultural change through strategic talent, technology, and transparency.

## EMBEDDED LEADERSHIP IN THE FIELD

JKE inspectors were designated as primary site leads, providing daily oversight, role clarity, and a unifying presence across crews. Their integration into field operations helped normalize accountability and improve performance expectations.

*"We used to hear contractors say, 'Nobody's out here to help us.' Now they say, 'You're being too picky.' That tells me we're finally holding people accountable—and it's working."*

— Capital Construction Leader



# BE THE LIGHT (BTL) DAILY REPORTING

BTL is JKE's real-time reporting system that creates daily visibility into field activity, performance, and safety. With 30+ inspectors submitting digital reports:

- **Photo documentation** enhances clarity, captures work quality, and supports immediate coaching.
- Built-in alerts **flag issues** like safety concerns or quality misses for **same-day response**.
- **Daily insights inform weekly alignment calls**, ensuring decisions are grounded in frontline realities.

*"It's unbelievably night-and-day. The quality is better. The detail is better. And we can coach from it immediately because we can see trends in real time."*

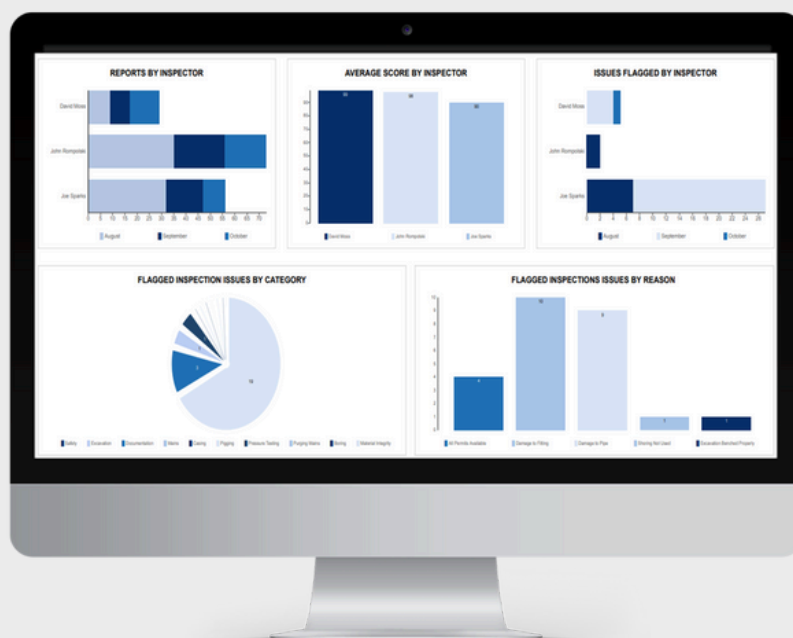
## ACCOUNTABLE, COLLABORATIVE, TRANSPARENT (ACT) DASHBOARDS

ACT dashboards transform daily reporting into strategic oversight tools. Each month, JKE delivers visual summaries to client leadership team members highlighting:

- Performance trends like **recurring safety violations or missed expectations**.
- Crew comparisons to spotlight **strengths and pinpoint coaching needs**.
- **Actionable insights** for proactive leadership and cross-team learning.

*"We're coaching in the moment and sharing lessons across crews. That level of transparency just wasn't possible before."*

*Sample ACT Report Dashboard*



# RESULTS

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The impact of JKE's approach goes far beyond staffing. It's about culture, leadership, and partnership. From day one, JKE's embedded teams became catalysts for field transformation, building trust, enhancing accountability, and creating a unified system for long-term success.

## **Stronger Field Alignment**

By embedding inspectors as on-site leads, JKE helped break down silos between union, contractor, and third-party teams. Crews now share responsibility for outcomes, with increased accountability and clearer expectations.

## **Real-Time Visibility and Communication**

Daily digital reports (30+ per day) now provide same-day insights, photo documentation, and automatic alerts for unsatisfactory conditions. Weekly calls keep everyone aligned—from field teams to leadership.

## **Proactive Problem Solving**

The client now addresses issues before they escalate. Trends like PPE non-compliance are flagged early and resolved through targeted coaching shared across crews.

## **A Trusted, Hands-On Partner**

JKE isn't just filling roles—it's driving outcomes. The team stays engaged daily, leads inspector training, sources talent, and supports OQ compliance, setting them apart from traditional staffing vendors.



# CLIENT FEEDBACK

Throughout the partnership, the client has consistently shared positive feedback highlighting the tangible impact of JKE's approach. From improved hiring outcomes to strengthened culture and communication across the field.

## QUOTES FROM THE CLIENT

*"Other firms just send people and check in a month later. You all are constantly communicating, problem-solving, and asking, 'What can we do better?' That's rare."*

*"Crews used to operate in silos. Now they rely on each other and on JKE site leads to keep projects moving the right way."*

*"We used to hear 'Nobody's out here to help us.' Now they say, 'You're being too picky.' That tells me we're finally holding people accountable—and it's working."*