Presented in cooperation with Glass Expo Midwest™ ’26 and JEI Structural

JEI Structural
Façade & Glazing System
Consulting, Engineering & Drafting
“We Teach. We Protect. We Respond.”

THE PEOPLE SIDE OF GLASS PROJECT SUCCESS

HIGH PERFORMING TEAMS

Unique Individuals Under Pressure

A field guide for adapting communication, bridging differences, and strengthening professional and personal relationships—the foundation of high-performing teams.

Written by Carrie Jeske

YOU ARE HERE

1. PM’s, Estimators? Architects, Glazing, GC, Manufacturer?
2. Team Leaders/Managers? A member of any group of people?
3. What’s Your Experience with Personality Styles?



HIGH PERFORMING TEAMS – individually diverse

HIGH PERFORMING TEAMS



WE ARE

THE FUTURE Of MODERN CONSTRUCTION

BUILD WITH US

A SOLID FOUNDATION

INTEGRITY | TRAINING

GLASS AROUND THE WORLD



The future of modern commercial construction is made of glass.

BUCKLE UP!

Building a team isn't a straight road.



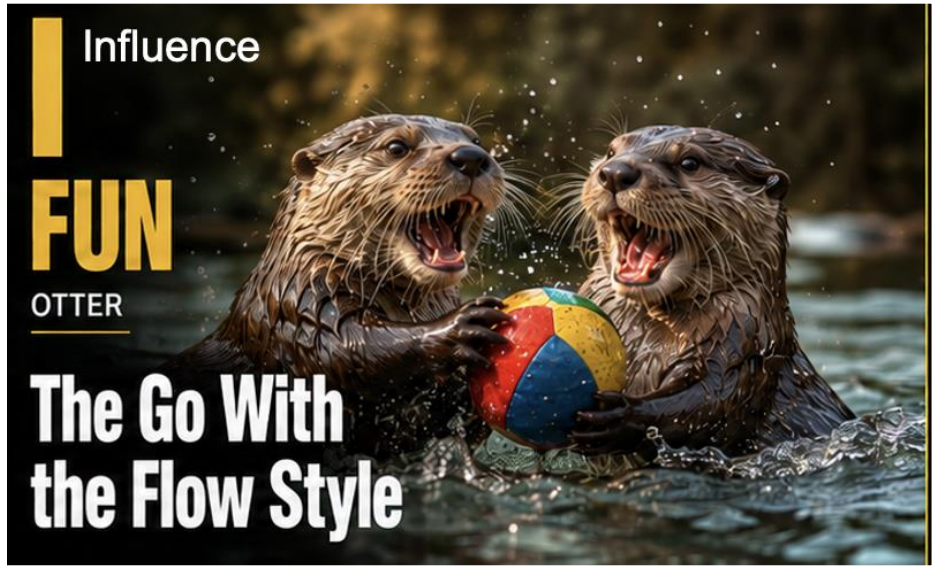
Bring a real relationship. Share your perspective.
Practice a different approach.

FIND YOUR STYLE. SPOT THEIRS.

TASK

PEOPLE









START HERE

Your Style Is a Corner — Not the Whole Picture



START HERE

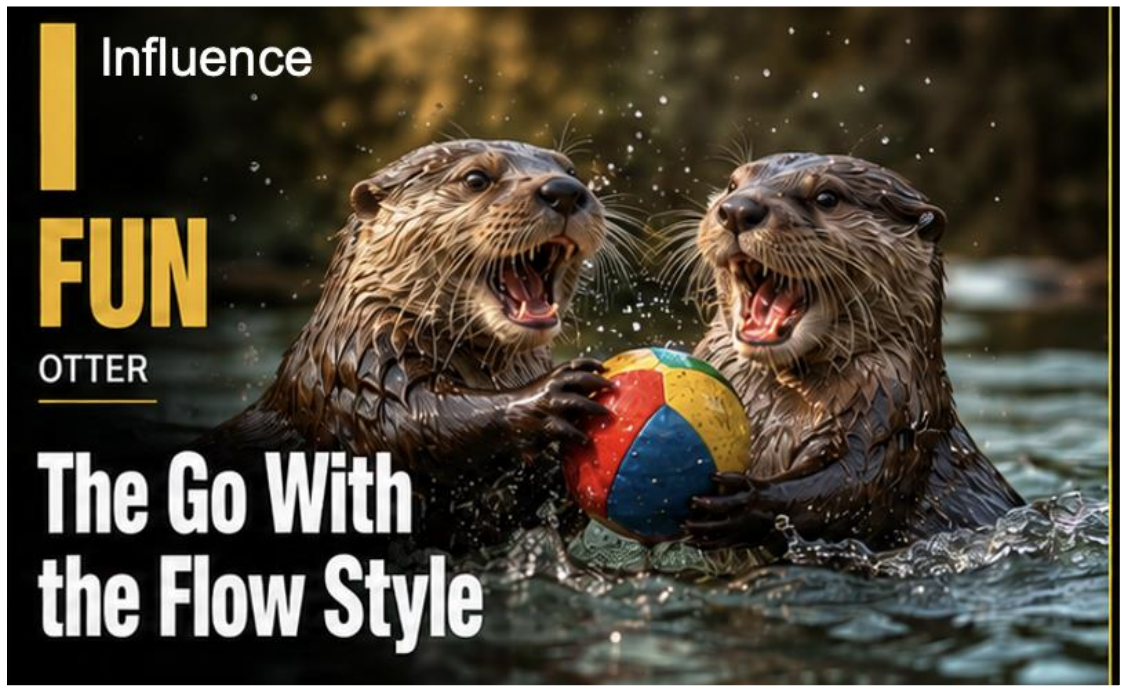
Your Style Is a Corner — Not the Whole Picture



TASK

PEOPLE


D
Dominance
GOAL
LION
The Follow Me Style


I
Influence
FUN
OTTER
The Go With the Flow Style


C
Conscientious
PLAN
BEAVER
The Do It Right Style


S
Steadiness
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
© 2026 Carrie Jeske

TIMED BREAK OUT

Initial Impression Check

Turn to someone nearby. Introduce yourselves.

Each person has one minute.

Based on your initial impressions about yourself, share :

1. Your strongest personality style: #1
2. Your second-strongest style: #2


TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
I
FUN
OTTER
The Go With the Flow Style
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
C
PLAN
BEAVER
The Do It Right Style
STRENGTHS
Accurate and analytical
Documents decisions
Spots risks early
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
S
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer

CONFLICT RESOLUTION

Do You React or Respond ?

Respond Process

1. See the X and Z Patterns
2. Shift Yourself
3. Build the Bridge




TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
I
FUN
OTTER
The Go With the Flow Style
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
C
PLAN
BEAVER
The Do It Right Style
STRENGTHS
Accurate and analytical
Documents decisions
Spots risks early
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
S
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer

TASK

PEOPLE

"Enough. Here's what we're going to do."

STRENGTHS

- Decisive
- Results-focused
- Creates urgency
- Tackles tough issues

WATCH-OUTS

- Can seem pushy
- Impatient with questions
- May overpower others
- Acts before all risks are clear

I

FUN

OTTER

The Go With the Flow Style

STRENGTHS

- Builds relationships
- Energizes the team
- Persuasive communicator
- Keeps morale high

WATCH-OUTS

- May gossip
- Can overpromise
- May lose track of details
- Skips written follow-up

C

PLAN

BEAVER

The Do It Right Style

STRENGTHS

- Accurate and analytical
- Documents decisions
- Spots risks early
- Protects quality

WATCH-OUTS

- Can be too detailed
- May overanalyze
- Delays action for certainty
- Can seem overly critical

S

PEACE

GOLDEN RETRIEVER

The Don't Make A Wave Style

STRENGTHS

- Loyal and dedicated
- Dependable
- Patient listener
- Keeps the team steady

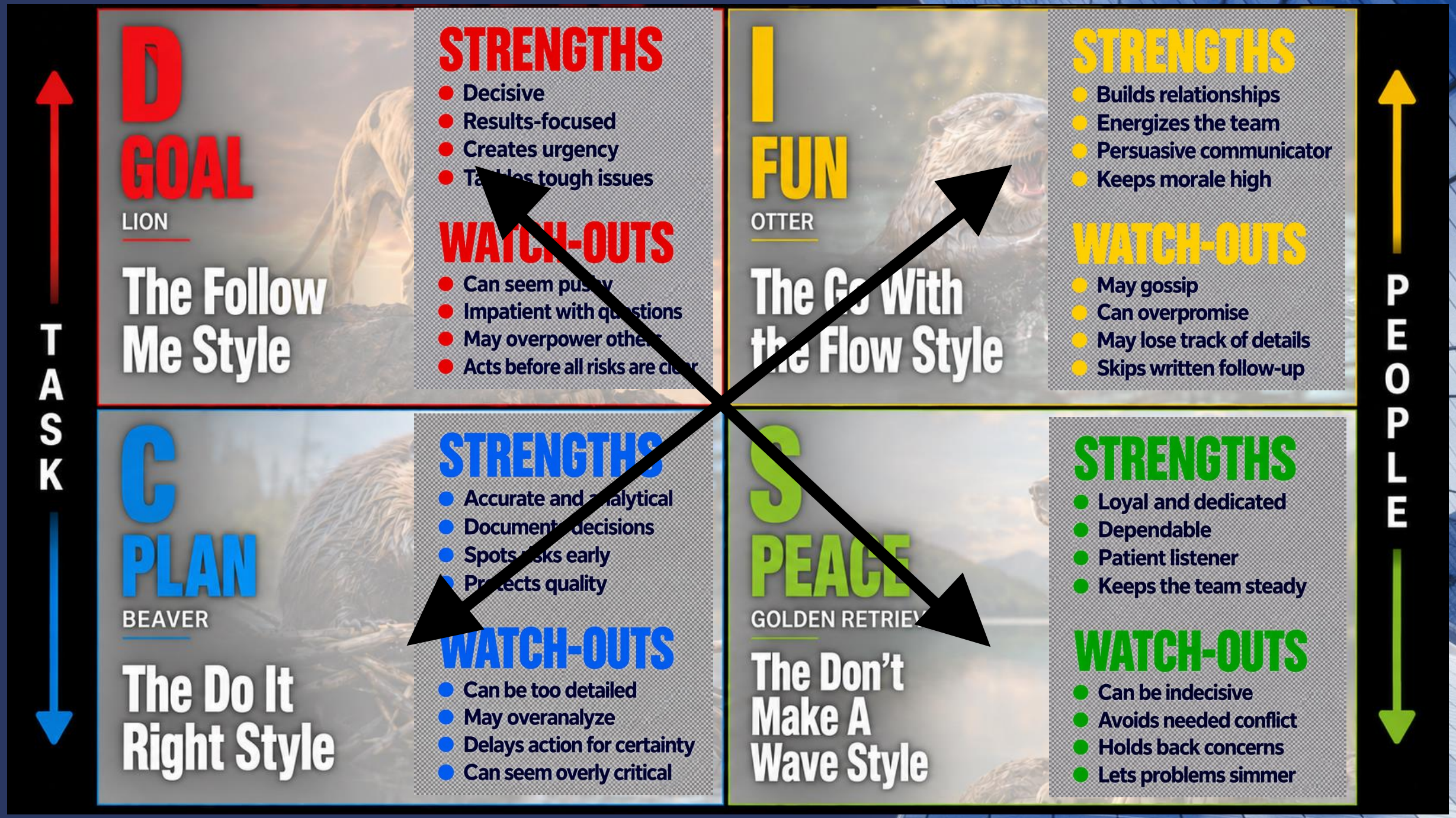
WATCH-OUTS

- Can be indecisive
- Avoids needed conflict
- Holds back concerns
- Lets problems simmer

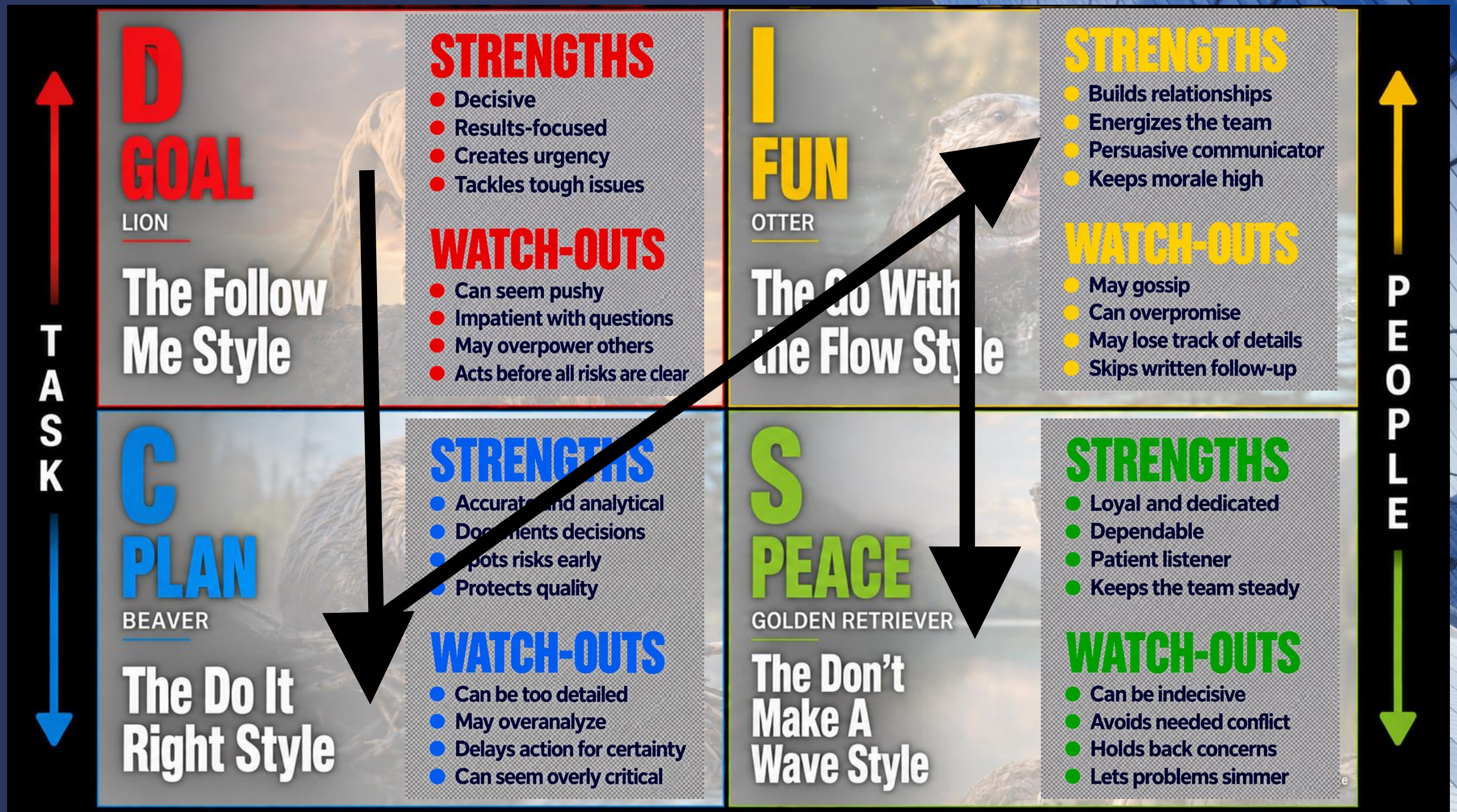

TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
I
FUN
OTTER
The Go With the Flow Style
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
C
PLAN
BEAVER
The Do It Right Style
STRENGTHS
Accurate and analytical
Documents decisions
Spots risks early
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
"Fine.
Do whatever
you want."
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer


TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
"Let's just go with it! We'll figure out the details later."
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
C
PLAN
BEAVER
The Do It Right Style
STRENGTHS
Accurate and analytical
Documents decisions
Spots risks early
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
S
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer


TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
I
FUN
OTTER
The Go With the Flow Style
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
"We're not moving forward until I've checked every detail."
STRENGTHS
Accurate and analytical
Documents decisions
Spots risks early
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
S
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer


TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
I
FUN
OTTER
The Go With the Flow Style
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
C
PLAN
BEAVER
The Do It Right Style
STRENGTHS
Accurate and analytical
Documents decisions
Spots risks early
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
S
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer


TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
I
FUN
OTTER
The Go With the Flow Style
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
C
PLAN
BEAVER
The Do It Right Style
STRENGTHS
Accurate and analytical
Documents decisions
Spots risks early
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
S
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer


TASK
PEOPLE
D
GOAL
LION
The Follow Me Style
STRENGTHS
Decisive
Results-focused
Creates urgency
Tackles tough issues
WATCH-OUTS
Can seem pushy
Impatient with questions
May overpower others
Acts before all risks are clear
I
FUN
OTTER
STRENGTHS
Builds relationships
Energizes the team
Persuasive communicator
Keeps morale high
WATCH-OUTS
May gossip
Can overpromise
May lose track of details
Skips written follow-up
C
PLAN
BEAVER
The Do It Right Style
STRENGTHS
Protects quality
WATCH-OUTS
Can be too detailed
May overanalyze
Delays action for certainty
Can seem overly critical
S
PEACE
GOLDEN RETRIEVER
The Don't Make A Wave Style
STRENGTHS
Loyal and dedicated
Dependable
Patient listener
Keeps the team steady
WATCH-OUTS
Can be indecisive
Avoids needed conflict
Holds back concerns
Lets problems simmer

CONFLICT RESOLUTION

Do You React or Respond ?

Respond Process

1. See the X and Z Patterns
2. Shift Yourself
3. Build the Bridge



TWO STYLES. TWO PERSPECTIVES.

ME

My top two styles:

_____ + _____

SOMEONE I CLASH WITH

My best guess at their top two:

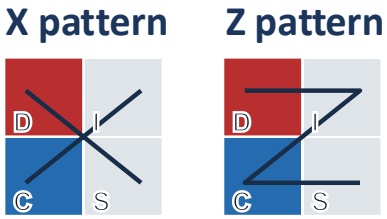
_____ + _____



You've spotted the differences.
Now let's build the bridge.

REAL-WORLD CONFLICT 1

The Other Engineer Didn’t Ask for This



Building movement / Engineer and glazing contractor



Beaver

Engineer · Protects accuracy and system performance.

“I need the building-movement criteria before I can finish the calculations.”



Lion

Glazing PM · Protects the release date and the client relationship.

“The other engineer didn’t ask for this. We need the calculations now.”

BUILD THE BRIDGE

“We need RFI answers for two elevations to confirm the system can accommodate the building movement. Let’s submit the RFI and release the unaffected work while waiting on the RFI.”

LET'S BUILD THE BRIDGE

Real situations. Different styles. Better conversations.

1. **What happened?**
   Describe one real situation.

2. **Which styles might be involved?**
   Your style—and your best guess at theirs.

3. **What might each person need?**
   Consider what the other person values.









SEE THE PATTERN
What changed under stress?

SHIFT YOURSELF
What could you do differently?

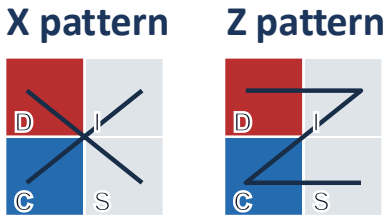
BUILD THE BRIDGE
What could you say next?



Let's try the actual words.

CONFLICT RESOLUTION SCENARIO 2

Release the Glass Today



The GC wants the glass released today. Dimensions and building movement still need verification.



Lion

A delay costs the crew time. Ask which risks affect the release.

“What are the two biggest risks, and when can we release the glass?”



Beaver

An assumption could cost us a reorder. Lead with a recommendation and a date.

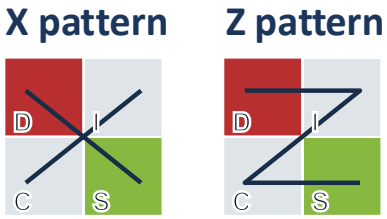
“Once we verify dimensions and movement, we can release in 48 hours.”

TAKEAWAY

Lion supplies movement. Beaver supplies guardrails.

CONFLICT RESOLUTION SCENARIO 3

The Field Says It Doesn’t Work



The opening is out of tolerance. The approved anchor detail no longer fits.



Lion

Pushing for an answer can sound like blame. Ask the crew what they found.

“Show me what changed in the field.”



Golden Retriever

Keeping the peace can delay bad news. Say what changed and what you need.

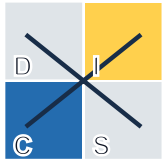
“The opening affects the anchor location. I need a decision today.”

TAKEAWAY

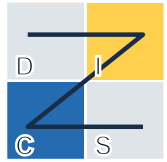
Lion supplies courage. Golden Retriever supplies steadiness.

CONFLICT RESOLUTION SCENARIO 4

X pattern



Z pattern



But We Agreed on the Call

After a coordination call, one person starts work. The other is still waiting for approval.



Otter

A good conversation feels like agreement. Send a recap and ask for confirmation.

“Here are the three decisions from today. Please approve or correct them.”



Beaver

A verbal yes may leave approvals open. Tell the team what can move now.

“Two items are confirmed. The third still needs the architect’s approval.”

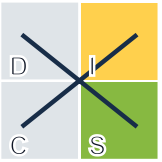
TAKEAWAY

Otter supplies connection. Beaver supplies confirmation.

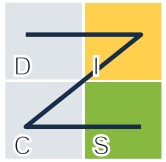
CONFLICT RESOLUTION SCENARIO 5

The Deadline Keeps Slipping

X pattern



Z pattern



Everyone says yes, but the work is piling up and the next deadline is slipping.



Otter

Optimism can hide a missed handoff. Ask for a deliverable, a date and a blocker.

“What can you finish by Tuesday? What could get in the way?”



Golden Retriever

Another yes hides an overloaded schedule. Name the tradeoff early.

“I can finish A by Tuesday. B needs a new date or another owner.”

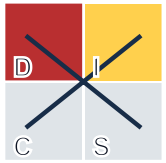
TAKEAWAY

Borrow Lion directness and Beaver specificity.

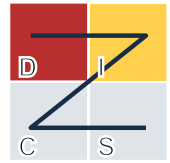
REAL-WORLD CONFLICT 6

We’ll Take Care of It

X pattern



Z pattern



Scope gap / General contractor and glazing PM



Lion

General contractor · Protects the schedule and wants a clear owner.

“You’re the glazing expert. Include what you need and keep moving.”



Otter

Glazing PM · Wants to be helpful and keep the relationship strong.

“No problem. We’ll figure it out.”

BUILD THE BRIDGE

“We’ll help define what’s needed. Before we proceed, let’s confirm in writing who owns the design, what’s in scope and how cost and schedule change.”

Carrie's Personality Style Observations



Personally: **Opposites Attract or Birds of Feather…**

Business: **Diverse Teams Consistently Achieve More.**

- D/C all about the numbers. D/I all about the teams.
- D women need clear and known boundaries. D men like hierarchy.
- D's are chameleons if it means achieving the goal.
- S women often feel unseen and unappreciated. S men need to be asked for their opinion. Both relax best in small groups rather than big events.
- I's can be the greatest team building asset when they are acknowledged or the Coup d'état spark and chief gasoline thrower when they feel unappreciated.
- C's need to be praised for accuracy and encouraged to acknowledge mistakes so they connect with others and stop being so hard on themselves.


HIGH PERFORMING TEAMS
FORMING
Who?
STORMING
What? Why?
Understand Personality Types
Learn Conflict Resolution Skills
NORMING
How?
Acknowledge Strengths & Weakness
Focus on Your Brilliance
PERFORMING
Protect Each Other's Blind Side
Time

High Performing PE's & Drafting Leaders



23/23	9/9	2/14	11/14	17/20	13/13	12/12	2/4	1/10	25/25	JEI Years / Glazing Exp

DECADES OF SPECIALIZED EXPERIENCE. ONE TEAM. BETTER PROJECTS.

JEIstructural.com

21 Laws of Success by John Maxwell - THE LAW OF THE LID



WE ARE

THE FUTURE Of MODERN CONSTRUCTION

BUILD WITH US

A SOLID FOUNDATION

INTEGRITY | TRAINING

GLASS AROUND THE WORLD



The future of modern commercial construction is made of glass.