Dear Participant:

You are about to receive a leading edge, industry-specific training program. Our proven techniques are being used successfully by businesses all over the United States, Canada, Australia, New Zealand, and the United Kingdom.

We are a full time consulting firm, and we specialize in the construction industry. Our experts offer the following services:
- Consulting
- Target Marketing
- Management Academies
- Partnership Programs
- Product Introductions
- Business Synergy Groups

We also conduct seminars, both in-house and public, in the following areas:
- Cost & Pricing
- Sales & Marketing
- Customer Service
- Time Management
- Supervisory Training
- Legal Issues

Program research and development is an ongoing process. Your comments or suggestions are appreciated. For your individual business needs, call us at 941-926-0141 or 714.801.0524. Thank you for your attending our seminar, and we hope to see you at future sessions.
Four Critical Areas of Understanding

- Sales, Marketing and Estimating
  - What makes your company unique?
  - Are you the preferred supplier?
  - How loyal are your customers?

- Financial
  - Making your numbers work for your job
  - Understand all the cost categories and what it takes to make a profit
  - Know your financial and production position each day
  - Your job financials, budgets, job costing, estimating have to tie together

- People and Production
  - Finding and keeping good people is a challenge unto itself
  - Journeymen
  - Foreman and superintendents
  - Project managers

- Safety
  - Safety is a primary responsibility
  - A safe job equals a productive job
  - Safety is good business
Keep It Simple

If contractors are not careful, they can over complicate their jobs and fail to get the fundamentals correct. Here is a basic checklist of some things you can do:

- **Raise Standards**: Don’t except mediocrity, however be careful of the analysis paralysis. Sometimes in action is worse than a bad decision. If you eliminate and/or upgrade many of your problems will disappear.

- **Strategic Job Costing Review**: A small percentage of your activities cause most of the problems. Learn which of your activities provide you the biggest payback.

- **Business Structure**: Foreman need to build a structure that fits their needs and personality, rather than let the structure just “happen”. For many foremen, having a two key people that you can count on and will tell you the truth are critical.

- **Set crews**: It is impossible to hold your people accountable if you are constantly shifting people around.

- **Days and hour goals**: Your workers must be told hours/production rates and asked to hit the targets.

- **Identify Winners**: You must identify which workers will perform, won’t perform or can’t perform.

- **Influencing Skills**: You must learn how to effectively communicate and deal with negations, sales, conflict and also be able to influence workers, suppliers and other stakeholders to perform.

- **Systems**: We need basic but simple systems for communicating to the crews, job set up, ordering material and things that are routinely required. These systems need not be over complicated. Their purpose is to allow everyone to see and understand what is going on with jobs even if they are not present.

These are some of the basic areas we should target for productivity improvement.
Day to Day Realities

• Five reasons jobs make or lose money
  1. 
  2. 
  3. 
  4. 
  5. 

• Jobs Don’t go bad on the last day

• Rarely does only one sub-contractor make money

• You have got to understand your production rates

• Estimator’s job is twofold
  Sell the job to the customer
  Sell the job to the production team

• The PM’s responsibility is to assist and manage job site conditions so that the foreman can meet or exceed production standards. In general the PM is the leader of the project.

• The foreman’s responsibility to is to meet or exceed production and to inform management of changes in job conditions.

• Street Rate Vs. Industry rate Vs. Internal Rate Vs. Production Rate

• Learn to say NO. Don’t become part of someone else’s agenda

• Know the rules and how all players make money

• We have got to be assertive and customer oriented

• Ask questions up front and get clarifications

• If the GC or CM is not running the job then you must take a leadership position don’t let things just happen

• Test your production rates early for accuracy and document
Running Your Team

The leadership skill sets that today’s field leader must attain can be a learned skill. We have found that rarely does a field leader achieve high standards in all the skill sets, but through practice and determination they can improve.

- Consistency and integrity
- Self-Awareness
- Walk the Talk
- Admit your shortcomings
- Coach, train and mentor
- Make your intentions known
- Create a positive environment
- Be Honest
Focus on the Important

We can’t control everything, trying to control everything is futile and creates tremendous stress.

- What we can control is our choice of action.
  - What we do first, second, third and the emphasis we put on it.

- We can not control the consequences of our actions.
  “For example we make sure that our material order is in on time, but we can’t control if the order is delivered. “

- In order to stay focused we need to concentrate and stay focused on the outcome.
  - The outcome is what you need to accomplish.
  
  - A very important aspect you want to ask yourself is why do you want to accomplish the outcome? What will the results be?

- What is your purpose for doing it?
  - Why do you want to do it?

How will this outcome help you?

Develop an action plan.

- List what you need to do.

- Chop the list into to small bites so that they are manageable this will allow you to break the action plan into manageable pieces so it is more manageable and easier to accomplish.
47 Steps to a Profitable Job
1. Provide a narrative of the job, your price along with competitors prices (How do we look?) If yes than what? If not than what?
2. Provide project specifics: inclusions exclusions, stuff, the weird, etc.
3. Your initial estimating concept?
4. Your money saving ideas: list
5. Why this is a good job?
6. Provide the contract with details
7. Highlight specifics in the contract
8. Concerns or issues with contract, who signed it, when can we start?
9. What type of contract?
   - Firm Price
   - Time and Material
   - Negotiated
   - Guaranteed Maximum Price

10. What type of contract does our customer have and how will they make money and measure success?

11. How will we make money?

12. Will this be an aggressive job? Or a passive job?

13. Any other contract items that may cause concern or seem unfair?

14. Plans and specifications
   - Problems omissions with engineering or other
   - Any gray areas with plans, estimate the percentage complete?
   - How many sets of plans?
   - Does the field have a complete set, and have a copy of the estimators set?
   - Electronic files? How about CAD? How about BIM?
47 Steps to a Profitable Job

15. Alternatives
   – Last minute changes
   – Have the alternatives been provided to the field and shop
   – Have all the last minute changes been included?

16. Scope Letter
   – Highlight and go over inclusions and exclusions, and provide copy.

17. Explain project perceptions, concerns and concept for hitting target
   – Discuss the opportunities and ideas for increasing productivity. (Be creative)
   – Explain all the pitfalls and open up discussions for overcoming these pitfalls
   – Any PINK ELEPHANTS?
   – How will we determine quickly if we are tracking correctly?

18. Does the field know how many hours they have to do the job? Are they in agreement? If not why and what do they think it should be?
   – Discussions should get heated

19. **Field Labor**
   – What if anything could effect it?
   – Do we have the right people to man the job?
   – Your estimated production rates
   – Project duration, crew size, peak crew size, crew mix
   – Has the BA been contacted?

21. How will we measure production?
   Do the production rates make sense?
47 Steps to a Profitable Job
22. List all your subcontractors with their scope and contact information
23. List all subs on project with contract information
   – Who will make contact with them and when?
   – Have we worked with them before? How would we rate them?

24. Equipment and Material
   – List equipment with suppliers, phone numbers and expected delivery dates
   – List potential problems, IE storage, delivery
   – Are there any equipment alternatives? If so what? If so when will we know?

   WHO IS RESPONSIBLE FOR MATERIAL TAKEOFFS AND INSURING THE EQUIPMENT IS ACCOUNTATE FOR?

25. Are there prefabrication opportunities? When will we know? Who is responsible? Can we save $$ if we do? How much?
26. Do we have the current schedule of the project?
27. Do we have the bid day schedule? How do we handle the difference and will this effect our production?
28. Estimated start dates, benchmarks, completion dates, addendums
29. Who is required to submit schedule, how often and by whom?
30. What are the incentives and damages for performance and non-performance?
31. How will we handle out-of-sequence work? By us or other subs or mandated by the GC or CM?
32. Does the field and shop have a current copy of the schedule? Who will insure that the field and the shop continually get schedule updates?
33. What are the tool requirements for the job? List
34. Does the field agree?
35. Any special lifting devices?
36. Any special order tools?
37. Who is responsible for insuring proper usage and a good ROI?


47 Steps to a Profitable Job

38. Any special safety considerations? Does the field have a copy who is responsible for administrating and documenting?

39. What are the documenting protocols? Job logs, etc.
40. Any weld testing requirements?
41. Special inspections?
42. Delivery and parking requirements?
43. What are the other site logistics such as, parking, lunches, smoking, breaks, storage, trucking, delivery?
44. What are the job close out needs?
45. What are our commissioning responsibilities?
46. How will change orders be handled?
   
   – What is your internal strategy? Who will be the good guy and who will be the bad guy?

47. Is there any reason why this job will not make money or hit the number? List?