



Get Your Business To Work!

- The BIZ-\$UCCESS Blueprint For Contractors & Entrepreneurs



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The BIZ-\$UCCESS BLUEPRINT For Contractors & Entrepreneurs



Presented By:

George Hedley CSP LPBC

Certified Speaking Professional
Licensed Professional Business Coach

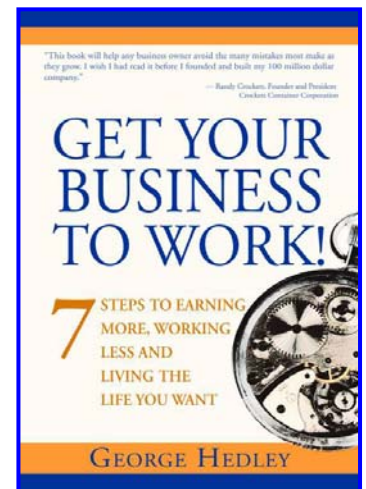
George Hedley founded & built his commercial construction from \$0 to \$50 million dollars in only 7 years! As recognition, George was named "Entrepreneur of the Year" by Venture magazine and Ernst & Young.

Mr. Hedley's expertise is based on his experience owning, leading and managing a profitable construction and real estate development company. He has served as President of 3 industry trade associations and is the author of "The Business Success Blueprint" series: "On-Purpose...On-Target!"; "Everything Contractors Know About Making A Profit" and the bestseller: "Get Your Business To Work!"

George owns **HARDHAT Presentations** and presents speeches, seminars and workshops to companies and associations. He is available to **speak** at your organization. His **BIZ-Building Programs** include topics on: Building Sales, Profits, Leaders, Field Productivity, Estimating and Getting Your Business To Work!

As a Licensed Professional Business Coach, George's **Hardhat BIZCOACH** program will work with you personally and help your company grow and profit. Construction business owners and managers are invited to attend his 2 day **Profit-Builder Circle Academy** boot-camp or become a member of an ongoing executive mastermind peer **BIZ-GROUP** that meets regularly with other BIZ owners. He is also available to facilitate your **Strategic Planning** retreat or serve on your **Board of Directors**.

George's business is built on **referrals** from people like you. To receive more information, give a referral, learn how he can help your company grow and profit, or sign up for his free monthly management e-newsletter, email or visit his website.



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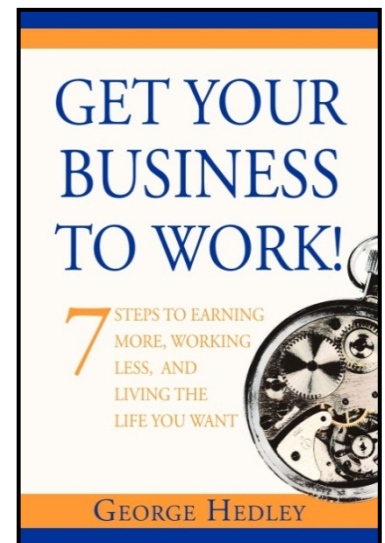


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The BIZ-\$UCCESS BLUEPRINT For Contractors & Entrepreneurs

Classes

1. **Seek BIZ-Opportunities To Grow & Make A Profit**
2. **Make Tough Decisions To Get Your BIZ To Work**
3. **Draft Your BIZ-\$uccess Blueprint**
4. **Targets, Goals, Tasks, Accountabilities & Responsibilities**
5. **BIZ-Systems: Profitability, Numbers, Sales & Progress**



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HARDHAT Presentations
Hardhat BIZCOACH
Hardhat BIZSCHOOL

Other Services Available



Stop trying to run your BIZ alone!

Qualified construction company owners are invited to join an ongoing **mastermind** peer **BIZ-GROUP** that meets twice a year with George and 10 or more like-minded owners. Learn from other successful executives, get input and advice, share best practices, develop lasting relationships and have fun.

BIZ-COACH Mentorship With George!

You can't win without a great coach!

George has a limited number of BIZ-Coaching mentorship spots open for BIZ-Owners who want to get their BIZ to work, grow & profit!

- **BIZ-Builder Blueprint Strategy Session**
- **BIZ-Development Strategy Session**
- **BIZ-Systems Workshop**
- **BIZ-Profit & Wealth Strategy Session**
- **Strategic Planning Retreat**

Hardhat BIZSCHOOL COURSES AVAILABLE

Get Your Business To Work!

- *The BIZ-\$UCCESS BLUEPRINT For Contractors & Entrepreneurs*

1. Seek BIZ-Opportunities To Grow & Make A Profit
2. Make Tough Decisions To Get Your BIZ To Work
3. Draft Your BIZ-\$uccess Blueprint
4. Targets, Goals, Tasks, Accountabilities & Responsibilities
5. BIZ-Systems: Profitability, Numbers, Sales & Progress

9 Numbers Every Contractor Needs To Know To Always Make A Profit!

1. How To Calculate Accurate Job Costs
2. Construction Accounting Made Simple
3. Determine Overhead, Contracts & Profit Goals
4. The 12 Step Formula To Always Make A Profit
5. Financials, Collections, Controls & Bonding

Grow Your Construction Business!

- *How To Find New Customers & Win More Contracts*

1. Find Profitable Customers, Markets, Projects, Opportunities & Services
2. Develop A Winning Estimating, Bid & Proposal Strategy To Win More Contracts
3. Presentation Strategies To Overcome The Low Bid Process
4. Draft Your BIZ-DEV Strategic Growth Plan & Target Profitable Customers
5. Implement A Pro-Active Marketing & Sales BIZ-Development Action Plan

Construction Field, Project Management & Productivity Systems That Work!

1. Implement A Winning Field & Project Management Pro-Active Playbook
2. Install Written Construction BIZ-Systems That Work
3. Pro-Active Project Management, Supervision, Meetings, Contracts & Payments
4. Project Paperwork, Scheduling, Procurement, Documentation & Change Orders
5. Maximize Field Productivity, Production, Tracking & Must-Do Field Systems

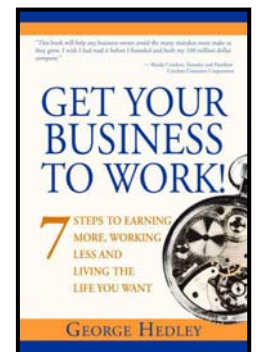
More Courses - Coming Soon!

BIZCOACH BIZ-Builder Programs

- Ongoing personal strategy sessions & group coaching
- Regular webinars, boot-camps & your issues solved
- Mastermind peer **BIZGROUPS** for construction BIZ-Owners

George Hedley Professional Speaker

George is one of the top professional speakers in the USA! He is available to speak at your association convention, company meeting or conference as the keynote speaker or workshop presenter on topics including building profits, sales, or people. Call to discuss your next meeting.



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1. Looking back 3 years from now, what has happened PERSONALLY & PROFESSIONALLY for me to be happy with my progress?

-
-
-
-
-
-



2. What different results or improvements do I want to make over the next 3 years?

-
-
-
-
-
-



3. What challenges, problems, issues, fears, dangers or weaknesses do I need to eliminate?

-
-
-
-
-
-

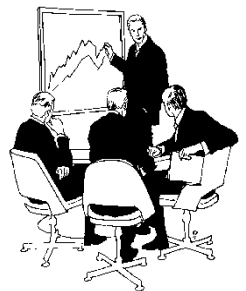


4. What BIZ-opportunities or investments should I pursue to achieve my goals?

-
-
-
-
-
-

5. Why did I attend this class? What do I want to learn or do differently?

-
-
-
-
-
-





BIZ-SUCCESS TEST

Does My Company Work?

Answer **YES** or **NO*** to the following statements*

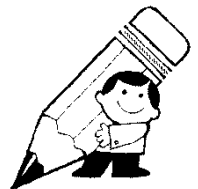
- Your Business Mission & Purpose is understood by all managers & employees.
- You have a current and updated Strategic Business and Marketing Plan.
- Your organizational structure is flexible to meet ever changing workloads.
- Your people always understand what is expected of them.
- Your management systems guarantee consistent results.
- Your reporting system is simple, timely & accurate.
- Your incentive, reward & employee recognition programs work.
- Your organization is dependent on good systems versus good people.
- Your management team is unified and focused.
- Your on-going training program works.
- Your sales system produces long time repeat loyal customers.
- Your #1 management priority is to keep your customers.
- Your staff doesn't line up outside your office to ask questions.
- You are in total control of your business.

You are meeting your business goals in these areas:

- Sales Volume
- Net Profit
- Return on Equity
- Customer Satisfaction
- Customer Service
- Business Ethics
- Return on Energy
- Quality of Life
- Freedom

YOUR COMPANY WORKS!

** Any NO response is an opportunity to improve your bottom-line!*



Does My BIZ Work Without Me?

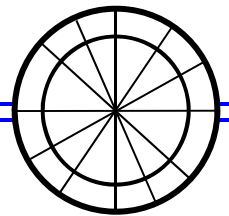
- I Have To Make Most Of The Business Decisions
- I Can't Find Any Accountable Or Responsible Help
- I Do The Hiring, Firing, Purchasing, Pricing & Sales
- I Like To Be In-Control & In-Charge
- My People Would Say I Should Improve As A Boss
- It's Easier To Do It Myself Than Delegate Or Train
- I Work More Hours Than My Managers
- I Feel Guilty When I Leave Work Early
- I Never Have ^{Enough} Time To Do What I Want To Do
- I Know How To Make A Profit But Don't Do It
- My People Don't Understand How To Make A Profit
- My Customers Call Me On Most Important Issues
- If I'm Not There, Nothing Gets Done
- My People Don't Make Decisions Without Asking Me
- I Have To Push People To Hit Goals & Deadlines
- It's Hard To Get My People To Try New Ideas!
- My People Need To Take Charge & Get Better
- My Business Is Not Making Me Wealthy
- I'm Not Getting The Bottom-Line Results I Want
- My BIZ Won't Work Without Me!**





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Do BIZ Different!

Seek BIZ-Opportunities To Grow & Make A Profit!

Entrepreneurs Are BIZ-Builders



What's Your BIZ-VISION?

- ON-PURPOSE...ON-TARGET!

Successful BIZ-Builders:

- Know What They WANT
- Have A Written PLAN
- Always Track & Make PROGRESS Towards What They Want
- What Do You Want?
- What's Your Plan?

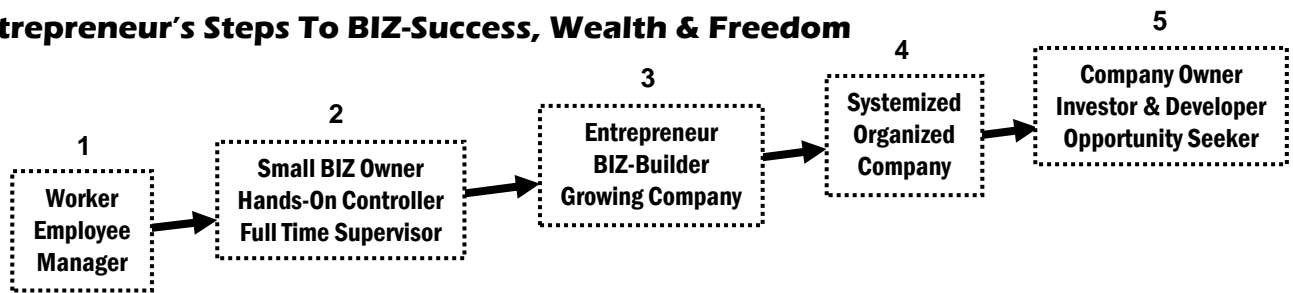


Why Are You In BIZ?

- Your BIZ PURPOSE?
- The PURPOSE For Your BIZ Is To Give The Owner What The Owner _____!
- What's Your BIZ-PLAN To Achieve The RESULTS You Want? - **DOUBLE-IT!**
- Our BIZ Will GROW _____ % / Year! - Our BIZ Will DOUBLE In _____ Years!



Entrepreneur's Steps To BIZ-Success, Wealth & Freedom



What Do BIZ Owners Want?



Poor BIZ Owner

- Borrows money
- Buys equipment
- Rents an office & yard
- Works 12 - 20 hours per day
- Never has enough time
- Does all pricing & purchasing
- Low bidder to get more work
- At the office or jobsites late
- Cash-flow tight
- Postpones the dream

Rich BIZ Owner / Manager

- Invests money
- Buys rental property
- Owns the office & yard
- Works 12 - 20 hours per week
- Spends time on personal investments
- Seeks opportunities for equity growth
- Spends time with loyal customers, bankers & investors
- At the golf course early
- Investments make lots of cash
- Lives the dream



Are You A CEO Growing Your Company OR A Hands-On Make-Every-Decision Worker?

My Top Priorities & Focus

- | | | |
|--|---|---|
| <input type="checkbox"/> Increasing Bottom-Line Profit | <input type="checkbox"/> Growing Revenue | <input type="checkbox"/> Spending Time With Customers |
| <input type="checkbox"/> Increasing Company Value | <input type="checkbox"/> Purchasing New Businesses | <input type="checkbox"/> Spend Time With Our People |
| <input type="checkbox"/> Offering New Add-On Services | <input type="checkbox"/> Developing New Revenue Sources | <input type="checkbox"/> Controlling Costs |
| <input type="checkbox"/> Improving Management Team | <input type="checkbox"/> Finding New Business Ventures | <input type="checkbox"/> Putting Out Fires |
| <input type="checkbox"/> Seeking New Markets | <input type="checkbox"/> Exploring New Opportunities | <input type="checkbox"/> DOING WORK |



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Make Tough Decisions To Get Your BIZ To Work!



My Written TARGETS & GOALS

Target

Deadline

Plan

Action Steps

- Personal
- BIZ
- Financial
- Operational Systems
- Marketing & Sales
- People & Leadership
- Equity & Wealth
- Freedom & Fun

What's important?

The BIZ-Builder's Journey



- Are You Out of Control?
- Do You Need Help?
- Making A Profit?
- Do You Know Your 9 Numbers?
- What's Your BIZ-Development Strategy?
- Having Lots of Challenges?

You Can't Get Rich With Your Head In A Ditch!

- Are You Too Busy Working To Make Any Money?
- Are You In The OPPORTUNITY BIZ?
 - Make A Profit
 - Build Wealth
 - Enjoy Freedom

Trying To Do It All Yourself?

- Time to Re-Structure?
 - The More You Do, The _____ You Make!
- Let Go To Grow!
 - Clean Out the Dead Wood!
 - Hire the Best! - Train? - Keep? - Dump?
 - Out of Balance?



Your Tough Choices & Decisions:

1. Go Back to Doing It All Yourself
2. Sit & Wait For 'IT' to Change
3. Make a Decision to Do BIZ DIFFERENT!
 - Change ME
 - Try New Ideas
 - Work 'ON'

- If you were going to BUY a Company, what would you want to know about it? - Does the BIZ _____ ?

Know Your 9 Numbers!

1. Direct Job Costs
2. Indirect Overhead
3. Sales & Break-Even Goals
4. Profit, ROE & ROOH Goals
5. Mark-Up & Gross Profit Margin %
6. Working Capital, Assets & Liabilities
7. Equity, Wealth & Investments
8. Contracts, Cash, AP & AR
9. Bid-Hit Ratio



\$ales \$uccess \$ystem!

12 BIZ-Development Activities / Week

- 2) F2F Meetings With 'Score 24'
- 5) Sales Phone Calls / Week
- 5) Handwritten Notes / Week (1 / Day)

Annual - Frequent Customer Contact

- F2F Meeting with 'Score 24' Every 3 Mo
- Mail 'Fortune 500' Every 3 Months
- Attack 8 New Targets / Month

= Positive SALES GROWTH



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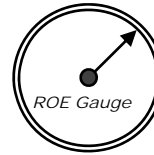
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Draft Your BIZ-\$uccess Blueprint!

Why Do Entrepreneurial Companies Fail?

- # 9) Owner Doesn't Understand Business
- # 8) No Passion For Customers
- # 7) No Technology Advantage
- # 6) Not Different Than Competition
- # 5) Not In An Expanding Market (Selling Low Price)
- # 4) No Management Team
- # 3) Not Enough \$\$\$ / Too Much Debt
- # 2) Owner _____ Everything!
- # 1) Owner _____ Change!



What Motivates Entrepreneurs?

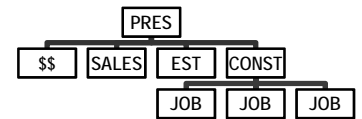
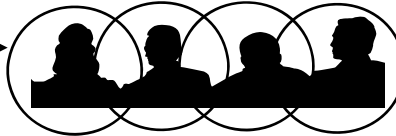
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Do You Have A BIZ That Works?

Without You?

The Entrepreneur

- Visionary Leader
- Manager
- Accountant
- Worker



Is My Company Working?

An 'On-Purpose...On-Target!' BIZ Owner:

- Seeks What They Want
- Thinks & Acts Like An Owner

My Company Will Be Perfect When:



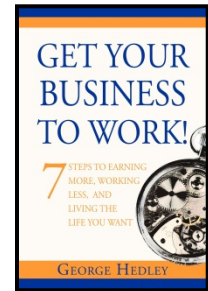
Implementation Challenges

Results Are the #1 Indicator Of:

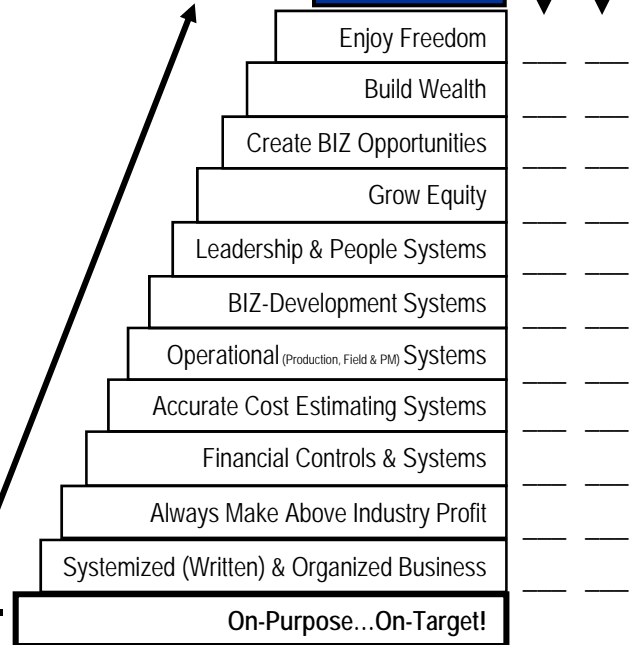
- My Service & Quality
- My Financial Systems
- My Operational Systems
- My Marketing & Sales Systems
- My People Systems
- My Leadership
- _____ & My Priorities!

What Step Are You On?

What Do I Need To 'Work-ON' Next?



My Time Now
My Real Priority

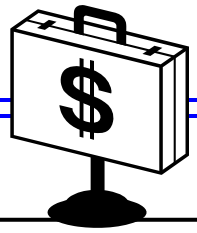
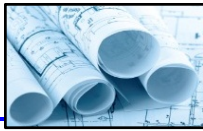


The BIZ \$uccess Blueprint



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BIZ-Builder Key \$uccess Factors

1. Passionate Purpose, Mission & Inspiring Vision

My Grade _____

5. Know The Numbers & Make Above Industry Profits

My Grade _____

2. Track Clear Written Targets & Goals

My Grade _____

6. Unique & Different Delivery System, Service Or Product

My Grade _____

3. Structured Organization & Accountable Responsible Team

My Grade _____

7. Pro-Active Sales & Marketing System Delivers Fast Growth

My Grade _____

4. Written Operational Systems Run The Business

My Grade _____

8. Creates Equity & Builds Wealth

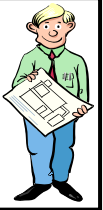
My Grade _____

BUSINESS SUCCESS





My Personal BIZ-Builder PURPOSE Statement (Why I'm In Business)



My Personal BIZ-Builder VISION Statement (Where I Want My BIZ To Go & Become)

My BIZ-Builder TARGETS & GOALS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

My BIZ-Builder ACTION PLAN To Achieve My BIZ Purpose, Vision, Targets & Goals

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

My Business Will Achieve My Purpose, Vision, Targets & Goals By: _____

Signed: _____ Date: _____



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My Business-Builder PURPOSE

• *The Purpose For Owning My Business*

• *Why My Business Exists*

• *What My Business Will Do For Me*

• *I Want My Business To Give Me:*

• *Profits*

• *Equity*

• *Wealth*

• *Freedom*

• *Fun*

• *Status*

• *Stability*

• *The Ability To:*

- *Help Others*

- *Give Back*

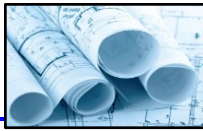
- *Contribute*



• *My Business Will Allow Me To:*

- Live My Life 'On-Purpose...On-Target!'





My Business-Builder VISION

- *My VISION Of The Perfect Business I Want To Own*

- *What Will Make My Business Successful*

- *What I Want My Business To Be & Do In _____ To _____ Years*
 - *Business Characteristics*

 - *Profit / Equity / Wealth*

 - *Our Strategic Partners / Business Opportunities / Joint Ventures*

 - *Our Best Products Or Services*

 - *Our Best Type Of Customers*

 - *How Big We Will Be*

 - *Where We Do Business*

 - *What My Company Will Be Known As*

 - *My Management Team & Employees*

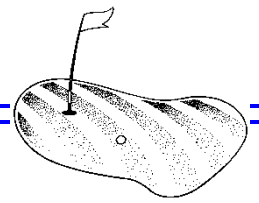
 - *My Role As Owner*





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Set & Track Written TARGETS & GOALS

Everyone On Team Must Know What's Expected !



- *Clear Expectations* = Everyone Must Know What's Expected Of Them!

- What Results Do You Want To Hit?

- Do Your People Know?

- *Why Golf?*

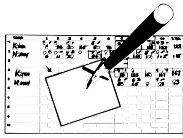
- Results & Information = **SCORECARD**

- *Visible Targets* = Finish Line

- *Written Targets*

- *Feedback*

- *Know The Score!* No Score = No Game!



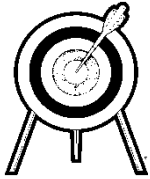
What's Our Exciting VISION?

- **LEADERS Who Get Results Have 1 _____ VISION!**

My Exciting, Unified, Clear
HUGE VISION



GOAL – A Written Target With A Deadline



- S Specific _____
- W _____
- A Attainable
- T Time Dependent
- .
- C Clear & Challenging
- O On-Purpose & On-Target
- M MEASURABLE

STRETCH

GOAL Action Plan Worksheet

Goal: _____

Deadline: _____

Team: _____

Action Steps: 1. _____

2. _____

3. _____

4. _____



Communicate Clear Targets & Goals

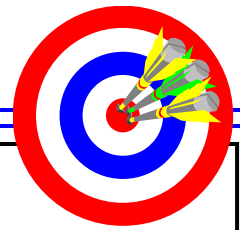


- Add A Wager / Make It Fun / Make It Competitive
- Written
- Visual
- Simple & Clear
- Measurable



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My BIZ-Builder TARGETS

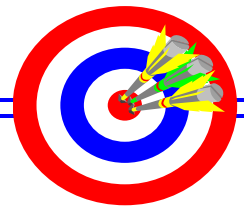
#1= Highest Priority

<u>Personal</u>	<u>Business</u>	<u>Operations</u>	<u>Financial</u>	<u>Marketing & Sales</u>	<u>People</u>
<input type="checkbox"/> Freedom	<input type="checkbox"/> Organized	<input type="checkbox"/> On-Time	<input type="checkbox"/> Sales Volume	<input type="checkbox"/> More Customers	<input type="checkbox"/> Great People
<input type="checkbox"/> Involvement	<input type="checkbox"/> Systemized	<input type="checkbox"/> Quality	<input type="checkbox"/> Gross Profit	<input type="checkbox"/> Larger Customers	<input type="checkbox"/> Leaders
<input type="checkbox"/> Balance Life	<input type="checkbox"/> Integrity	<input type="checkbox"/> Service	<input type="checkbox"/> Net Profit	<input type="checkbox"/> Better Customers	<input type="checkbox"/> Managers
<input type="checkbox"/> Stress Level	<input type="checkbox"/> Growth	<input type="checkbox"/> Safety	<input type="checkbox"/> Reduce Debt	<input type="checkbox"/> New Customers	<input type="checkbox"/> Supervisors
<input type="checkbox"/> Fun & Time Off	<input type="checkbox"/> Capacity	<input type="checkbox"/> Management	<input type="checkbox"/> Cash-flow	<input type="checkbox"/> New Markets	<input type="checkbox"/> Field Foreman
<input type="checkbox"/> Spouse	<input type="checkbox"/> Bid Vs Negotiate	<input type="checkbox"/> Reliability	<input type="checkbox"/> Job Profit	<input type="checkbox"/> Repeat Customers	<input type="checkbox"/> Field Crews
<input type="checkbox"/> Family	<input type="checkbox"/> Service Work	<input type="checkbox"/> Job Profit	<input type="checkbox"/> Service Profit	<input type="checkbox"/> Loyal Customers	<input type="checkbox"/> Teamwork
<input type="checkbox"/> Health	<input type="checkbox"/> Track Goals	<input type="checkbox"/> Field Productivity	<input type="checkbox"/> Owner's Comp.	<input type="checkbox"/> Cust. Relationships	<input type="checkbox"/> Accountability
<input type="checkbox"/> Social	<input type="checkbox"/> Hit Goals	<input type="checkbox"/> # Of Locations	<input type="checkbox"/> Build Equity	<input type="checkbox"/> Marketing Plan	<input type="checkbox"/> Responsibility
<input type="checkbox"/> Spiritual	<input type="checkbox"/> Mgmt. Run	<input type="checkbox"/> Subcontractors	<input type="checkbox"/> Create Wealth	<input type="checkbox"/> Marketing Systems	<input type="checkbox"/> Morale
<input type="checkbox"/> Contributions	<input type="checkbox"/> Estimating	<input type="checkbox"/> Suppliers	<input type="checkbox"/> Investments	<input type="checkbox"/> Sales Plan	<input type="checkbox"/> Attract People
<input type="checkbox"/> Compensation	<input type="checkbox"/> Engineering	<input type="checkbox"/> Customer Service	<input type="checkbox"/> Bonding Capacity	<input type="checkbox"/> Sales Systems	<input type="checkbox"/> Turnover
<input type="checkbox"/> Personal Wealth	<input type="checkbox"/> Finance Dept.	<input type="checkbox"/> Delivery Methods	<input type="checkbox"/> Banking	<input type="checkbox"/> Referrals	<input type="checkbox"/> Training
<input type="checkbox"/> Personal Assets	<input type="checkbox"/> Technology	<input type="checkbox"/> Contract Mgmt.	<input type="checkbox"/> Insurance	<input type="checkbox"/> Image & PR	<input type="checkbox"/> Benefits
<input type="checkbox"/> Passive Income	<input type="checkbox"/> Legal	<input type="checkbox"/> Paperwork	<input type="checkbox"/> Accounting Dept.	<input type="checkbox"/> Differentiation	<input type="checkbox"/> Compensation

Specific Targets

	<u>Target</u>	<u>Measurement</u>	<u>When</u>
<input checked="" type="checkbox"/> Personal	_____	_____	_____
<input checked="" type="checkbox"/> Business	_____	_____	_____
<input checked="" type="checkbox"/> Operations	_____	_____	_____
<input checked="" type="checkbox"/> Financial	_____	_____	_____
<input checked="" type="checkbox"/> Mktg & Sales	_____	_____	_____
<input checked="" type="checkbox"/> People	_____	_____	_____





My BIZ-Builder TARGETS & GOALS

Targets

Specific Measurable Results

Deadline

- *Personal*

- *Business*

- *Management*

- *Project Management*

- *Field, Production & Operations*

- *Financial & Accounting*

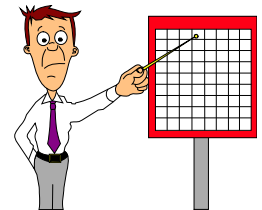
- *Estimating & Pricing*

- *Customers, Marketing & Sales*

- *People & Leadership*

- *Equity & Wealth*

- *Freedom & Fun*



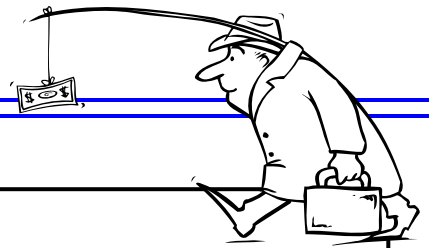
BUSINESS SUCCESS





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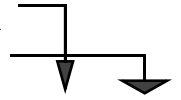
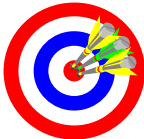
GOAL Action Plan Worksheet

Goal: _____

Deadline: _____

Team: _____

- Action Steps:
1. _____
 2. _____
 3. _____
 4. _____



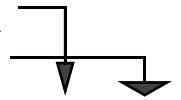
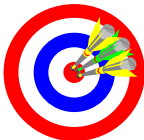
GOAL Action Plan Worksheet

Goal: _____

Deadline: _____

Team: _____

- Action Steps:
1. _____
 2. _____
 3. _____
 4. _____



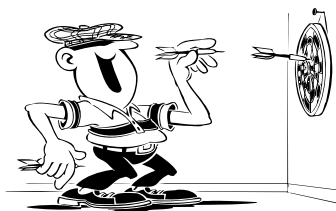
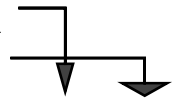
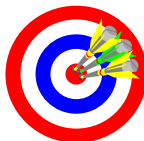
GOAL Action Plan Worksheet

Goal: _____

Deadline: _____

Team: _____

- Action Steps:
1. _____
 2. _____
 3. _____
 4. _____

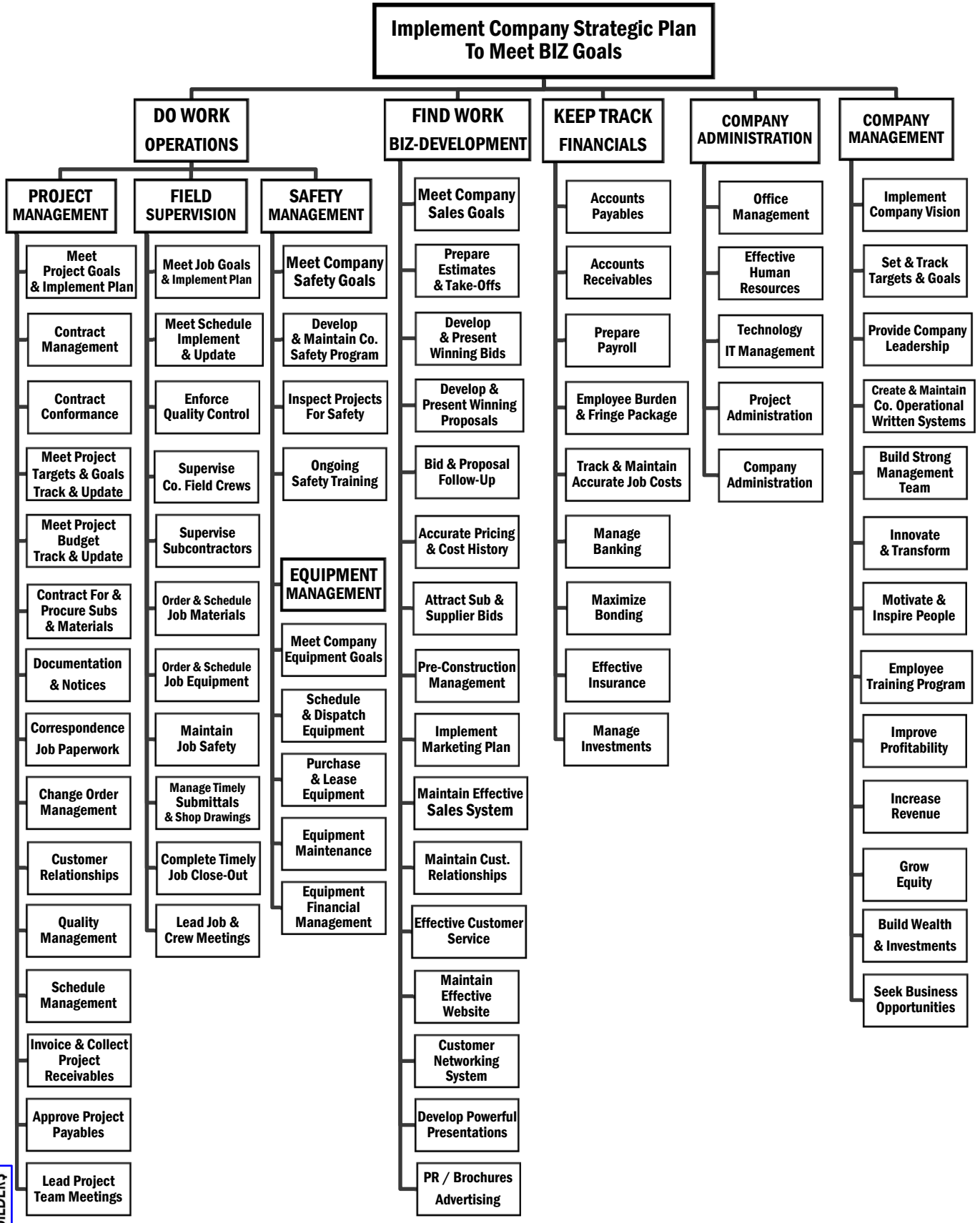


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BIZ-FUNCTION & Task Chart



BUSINESS SUCCESS





Title / Position	Person	<div style="border: 2px dashed black; border-radius: 50%; padding: 5px; display: inline-block;">100%</div> Accountable & Responsible For: 
Owner		
President		
VP Operations		
- Project Manager		
- Superintendent		
- General Foreman		
- Foreman		
- Equipment Manager		
- Safety Manager		
VP Estimating / Pre-Constr.		
- Estimator		
VP Business Development		
- Sales		
- Marketing		
CFO		
- Office Manager		
- Human Resources		
- Accounts Payable		
- Accounts Receivables		
- Payroll		
- Job Costing		
- Administration		
- IT Manager		

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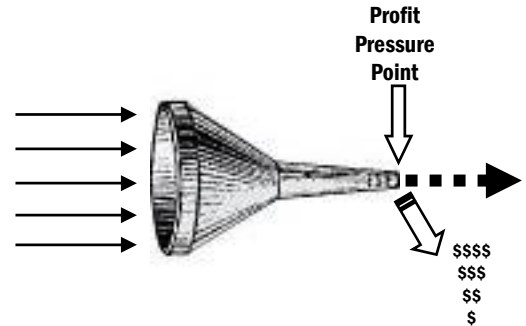
- The BIZ-\$uccess Blueprint For Contractors & Entrepreneurs



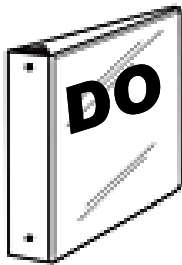
Written BIZ-Systems Get Your BIZ To Work!

Get Everyone On The Same Page!

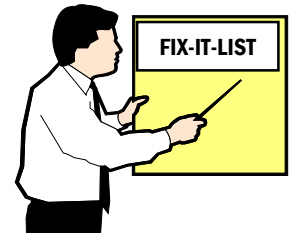
- WRITTEN Operational BIZ-Systems Are The Key!
- Replace Yourself With Written BIZ-Systems!
- Produce The _____ Results Every Time!
- Good Systems Are Simple / Written / Team Designed
- Systems Provide Clear: G. E. A. R. - *Guidelines & Expectations*
- *Accountability & Responsibility*
- Draft Your Winning PLAYBOOK



7 Steps To Create Written BIZ-SYSTEMS - Create A Company "DO" Manual



1. Identify Area To Systemize - *Start A Fix-It List*
2. Assign System Team - *Assign Czar & Captain*
3. Draft Standards, Guidelines & Tracking System
4. Formalize & Try
5. Implement & Train
6. Monitor & Track
7. Follow-Up, Evaluate & Improve



Let Go To Grow!

- Transfer Ownership - Make People Responsible With Written BIZ-Systems!
- Leaders Don't DO!



I S.O.P.P.

Install Written Operational BIZ-Systems – My Top 10 'Must-Do' BIZ-Systems:

1. Start A 'Fix-It' List
2. Assign A Systems Czar
3. Commit To Create, Write & Implement _____ Systems Per Month
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



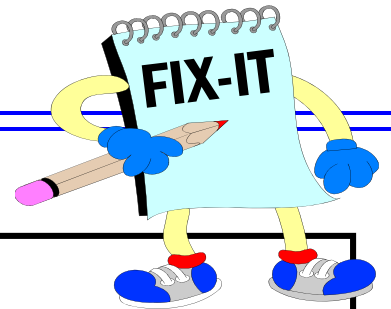
My Time Is Worth?

\$ _____ / Hr.



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Install Written BIZ-Builder Systems

Personal

- Time Management & Priority Systems
- Freedom & Fun Systems

Business

- Strategic BIZ-Planning
- Company Goals & Target Tracking
- Written BIZ-Systems
- Organizational Chart

Financial

- Profit Improvement Systems
- Overhead Systems
- Accounting Systems
- Banking, Bonding, Insurance Systems

Operations

- Company Management Systems
- Project Management Systems
- Field Systems
- Estimating Systems
- Subcontractor & Supplier Systems
- Contract Management Systems
- Scheduling Systems
- Safety Systems
- Equipment Management Systems
- Technology

Marketing & Sales

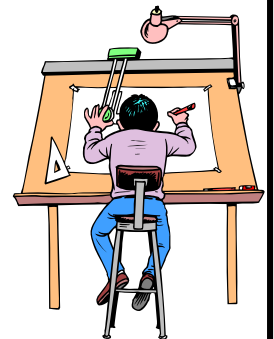
- Marketing Systems
- Sales Systems
- Customer Service Systems

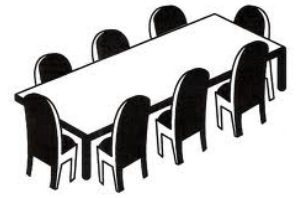
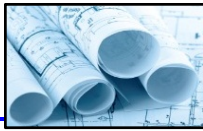
People & Leadership

- **Accountability & Responsibility Systems**
- Incentive Systems
- Training Systems

Equity, Wealth & Investments

- Investment Systems





Pro-Active Management Meetings

Monthly Company Strategy Session

Who: President & Management Team
When: Monthly In Office for 1 to 2 hours
Agenda: Review Overall Company Strategy:



1. Review Progress On Company Goals
2. Create List Of All Old & New Topics
3. Prioritize Topics In Order Of Importance
4. Discuss Topics In Order Of Priority
5. Create Action Plan For Each Topic
6. Assign Responsible Manager For Each Topic

BIZ-Development Weekly Meeting

Who: President, BIZ-Development, Marketing & Sales Estimating & Pre-Construction Team
When: Weekly In Office for 1 hour
Agenda: Review Company BIZ-Development Goals & Results:

1. Review Progress On Sales & Customer Goals
2. Review Incoming Projects To Bid / Propose
3. Review and Plan Future B-D Opportunities
4. Plan Sales Calls & Customer Target Action Plans
5. Select New Customers & Targets To Attack
6. Plan Upcoming Marketing Activities
7. Track & Maintain Loyal Customer Plan



All Supt. & Foremen Weekly Field Wrap-Up

Who: All Company PM, Superintendents & Foremen
When: Weekly - Thurs Or Fri Afternoon In Office - 60 Min.
Agenda: Review All Field Crew Plans & Activities:

1. Review Crew Production, Achievements & Issues
2. Review Schedules & Action Plans
3. Praise & Recognize Crew Accomplishments
4. Set Next Week Production Goals & Targets - VISUAL
5. Discuss Next Week Production Plans - L, E, M, S
6. Each Crew Leader Discuss Their Job Issues
7. Provide Training On Upcoming Activities
8. Discuss Safety Concerns For Next Week
9. Turn In & Review Weekly Paperwork



All Field Monthly Crew Meeting

Who: All PM, Supt, Foremen & Field Employees
When: Monthly @ 6:00 AM In Office For 1 Hour
Agenda: Review Progress Of All Field Projects

1. Review Crew Production & Accomplishments
2. Project Activity, Schedules, Equipment, Manpower,
3. Upcoming Project Plans, Issues & Challenges
4. Praise & Recognize Crew Accomplishments
5. Set Monthly Production Goals & Targets - VISUAL
6. Each Crew Leader Discuss Their Job Issues
7. Provide Training On Upcoming Activities
8. Safety Training

Monthly Project Management Meeting

Who: Company President or Division Manager Project Manager, Superintendent & Foreman Project Accountant & Project Administrator
When: Monthly - Mandatory 'ACCOUNTABILITY'
Where: Office Or Jobsite for Out of Town Jobs - 1 Hour
Agenda: Meeting To Review Project Or Division Progress:

1. Jobsite Photos & Correspondence
2. Updated Schedule & Completion Dates
3. Proposed Vs. Executed Change Orders
4. Executed Vs. Non-Executed Subcontracts & POs
5. Accounts Receivable & Payables Aging
6. Approved Vs. Not Approved Submittals & Shop Drwgs
7. Project Job Cost Report (CCR) - Budget Vs. Actual
 - Contract Budget
 - Change Orders
 - Revised Budget
 - Executed Subcontracts / Purchase Orders
 - Subcontract Change Orders
 - Subcontract Future Change Orders
 - Revised Subcontracts
 - Non-Committed Costs To Date
 - Non-Committed Costs To Complete
 - Estimated Final Total Cost
 - Projected Budget Variance
8. Customer Issues
9. Safety Or Quality Issues
10. Labor, Equipment, Subs Or Supplier Issues
11. Manpower Or Management Issues

Project Meetings:

- Pre-Project Turn-Over
- Field Pre-Job Start-Up
- Customer Job Start-Up
- Customer Job Progress - Weekly
- Field Job Coordination - Weekly



Crew Meetings:

- Team Huddle-Up - Daily
- Monday Morning Quarterback


All Company Meeting

- Company Town Hall Meeting





What Part Of Your BIZ Is Profitable VS. Un-Profitable?

BIZ-Profit Area	PROFITABLE	UN-PROFITABLE
<p>Customers</p> <p>Jobs & Projects</p> <p>Job & Project Types</p> <p>Contract Types</p> <p>Markets / Cities</p> <p>Services</p> <p>Products / Materials</p> <p>Equipment</p> <p>Subcontractors</p> <p>Vendors / Suppliers</p> <p>Purchasing</p> <p>Estimating</p> <p>Job Costing</p> <p>Scheduling</p> <p>Productivity</p> <p>Contract Management</p> <p>Safety</p> <p>Sales & Marketing</p> <p>Customer Relationships</p> <p>Management Team</p> <p>Administrative</p> <p>Project Managers</p> <p>Superintendents</p> <p>Foreman</p> <p>Estimators</p> <p>Accounting</p> <p>Cash Management</p> <p>AR / AP / Cash-Flow</p> <p>Debt</p> <p>Technology</p> <p>Banking / Bonding / Insurance</p> <p>Other:</p>		

Who's In Charge Of PROFITABILITY / PROFITS In Your Company?

-
-



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\$\$\$ ACTION PLAN

DOUBLE-IT!

Numbers I Need To Know	Last Year Target	Next Year Target	2 Years	3 To 5 Years
SALES - Grow @ _____% / Year - Job Costs				
= Gross Profit - OVERHEAD   = NET PROFIT				
ASSETS Liabilities & Debts EQUITY - Grow @ _____% / Year Working Capital				
Owner's Compensation Investments, Wealth & Assets - Cash Flow From Investments				
Overhead + Profit MARK-UP % GROSS PROFIT MARGIN % Return On EQUITY % Return On OVERHEAD % 				
BREAK-EVEN \$\$ SALES To BREAK-EVEN Completed Contracts Schedule Contracts In Progress Schedule Average Final OH & P MARK-UP - By Contract Type - By Project Type - By Project Size - By Project Location				
Accounts Receivables Accounts Payables Cash 				
Total # JOBS Average JOB SIZE BID-HIT RATIO - By Job Type - By Job Size - By # Competitors - By Customer - By Average Size Job				
LABOR Cost LABOR BURDEN Rate EQUIPMENT Cost CREW Cost				
Volume - Per PM / Supt / Fore  Profit - Per PM / Supt / Fore				

BUSINESS SUCCESS





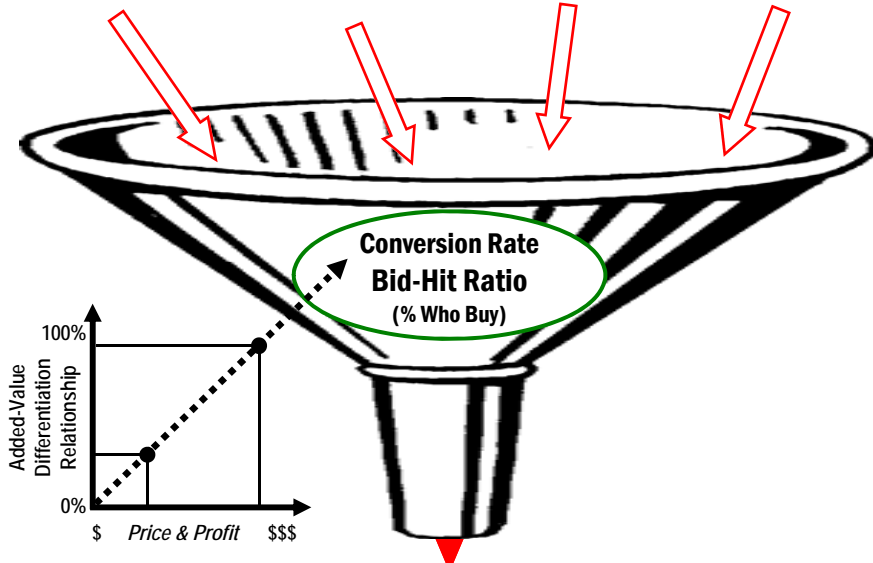
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BIZ-DEVELOPMENT FUNNEL

CURRENT Customers PAST Customers NEW Customers REFERRING Parties

Targets	Targets	Targets	Targets
Leads	Leads	Leads	Leads
Proposals	Proposals	Proposals	Proposals



$$\begin{aligned}
 & \text{Total \# Sales Transactions} \\
 & \quad \times \\
 & \text{Average \$\$ \$ Sale} \\
 & \quad = \\
 & \text{Total SALES Revenue} \\
 & \quad \times \\
 & \text{Gross Profit \%} \\
 & \quad = \\
 & \text{Total Gross Profit \$} \\
 & \quad - \\
 & \text{Overhead Fixed Costs} \\
 & \quad = \\
 & \text{Net Profit \$}
 \end{aligned}$$

BIZ-GROWTH PLAN

1. Generate More Targets
2. Generate More Leads
3. Improve Our Proposals
4. Improve Our Conversion Rate
5. Generate More Jobs / Sales
6. Increase Our Average Sales \$
7. Improve Our Gross Profit
8. Improve Our Overhead
9. Increase Our Net Profit



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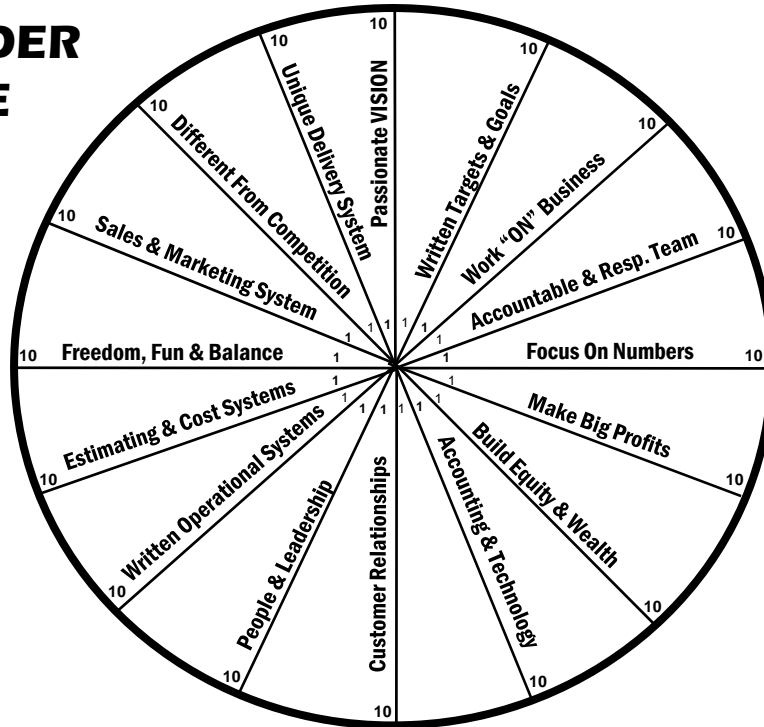
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Always Make Progress Towards What You Want!

BIZ-BUILDER BALANCE WHEEL



My Top Priorities To WORK-ON:

1. _____
2. _____
3. _____
4. _____
5. _____



Work "ON" Your BIZ!



I Hereby Commit to My BIZ Hours per Week.

Signed: _____

Date: _____



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HUGE ACTION IDEAS

Contact George Hedley to determine if his **BIZ-COACH** program & Strategic Planning will help your company grow & profit.

Sign-Up for George Hedley's **Hardhat Hedlines** management e-newsletter @ www.HardhatPresentations.com

Join an ongoing Construction Business Owner Roundtable Peer Mastermind **BIZ-GROUP**

Visit George Hedley's Online **Bookstore** @ www.HardhatPresentations.com

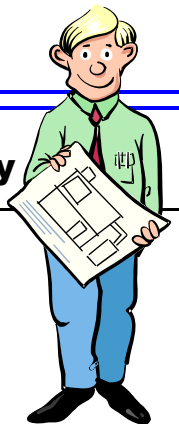


FACTORY



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The Business Success Blueprint By George Hedley

Building a great business is not easy. It takes a burning desire to continually improve by trying new ideas, systems, and processes. You must love what you do, love your customers and not be afraid to hire people better than yourself. To build a profitable business, you must know how to price what you do, track the costs, understand contracts, and do the paperwork required. To expand and grow, you have to market and sell, seek referrals, and then present winning proposals. To take your business to the next level, you must learn how to trust people and delegate decisions to them so you can invest your time on bigger issues. This requires you to get organized and systemized so your people can do what you want them to do.

Have you ever said to yourself:

- I am tired of "doing" all the important work myself.
- I can't find any good help.
- I've got to find a way to make more profit.
- I wish I could pay myself what I am worth.
- I wish I could find more free time.
- I can't figure out how to get rich
- How will I ever retire at this pace?

Where is your business today?

Is it moving towards giving you what you expected when you started the entrepreneurial journey? Business owners had a vision of their perfect business when they started. As they began to grow, they hit the challenges and roadblocks of time, energy, money, people, or customers. Many get stuck at the control lever and can't let go of doing the work or delegating. Some have organization and time management problems. Some don't like paperwork or accounting and leave those for later. Others just like to do the work and don't know how to run a business. In a survey of over 5,000 business owners and managers

I recently conducted while speaking at a large convention, the top ten reasons business owners fail are as follows:

- 10) Company wins business by selling low price
- 9) Owner doesn't understand how to run a business
- 8) No passion for customers
- 7) Not maximizing the use of technology

- 6) Not offering anything different than competition
- 5) Trying to grow in a slow market place
- 4) No leadership or strong management team
- 3) Not enough money & too much debt
- 2) Owner controls everything
- 1) Owner doesn't change!

The downward spiral

Which of these ten factors are holding your company back from becoming a better business? Most businesses never get to the next level is because the owner is not willing to make the necessary changes to make it happen. He or she gets stuck in their "uncomfortable" zone doing the same things over and over. A downward spiral occurs when a company gets stuck at the same level. What happens often goes like this:

- Too much work to do yourself
- Hire some cheap or untrained help
- Work gets out of control
- Customers get unhappy
- Can't make enough money
- Can't afford to hire better people
- Can't find time to train people
- No time for marketing or sales
- Spend your time putting out fires & fixing problems
- No referrals or repeat customers
- Have to sell low price to get more work
- Can't make enough profit to grow
- No hope for the future

The perfect business?

Imagine owning a company 100% run by your management team. You only spend a few days a week in the office while your company makes an exceptional profit and generates lots of loyal repeat customers. The other three or four days you are free to do what you please – hunting, fishing, golfing, spending time with your family, seeking investment opportunities, giving back to your community, or just doing nothing. All while your company runs smoothly, makes money, and you continue to get paid for being the owner.

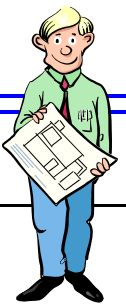
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The Business Success Blueprint .. Continued..Page 2 of 3

Now imagine your company creates lots of other business opportunities to create a financial empire which gives you a generous **positive cash flow** every month. Does this sound good to you? Ask yourself:

- Is your business where you really want it to be?
- Is your business headed in the right direction?
- What do you really want from your business?
- Am I willing to do what it takes to get my business on track?

Like many of you, I founded my construction company with only a pickup truck and a few dollars in the bank. With hard work, determination and drive, my business grew to \$50 million annual volume. I hit my original goal of growing my company every year and became a "big" general contractor in my market. Along the way I struggled with the same problems all entrepreneurs face:

- Not enough good help
- Not enough time in the day
- Not enough profit
- Not enough patience to get my people to do it right
- Few organizational systems
- No freedom to do what I wanted to do.

Better is better!

In other words, my customers, employees and company were in control of my time. I had no life away from work. I was busy doing the wrong things. I was working too hard for the money. As my business grew I continued to work more and enjoy it less. Finally, at a crossroads, I realized **bigger is not better**.

My business wasn't working for me and I wasn't getting what I wanted from my company. Finally I woke up and discovered **better is better!** But, how do you build a better business? Through trial and error, research, educational seminars, coaching, consultants, and books, I discovered the step by step business success blueprint to build your business to work for you.

Step by step!

Most business owners start by trying to fix what is broken or urgently needed. For example, when you land more work than you can handle, your tendency is to hire anyone you can find to help you out. You don't have enough time to interview and screen candidates properly. So you hire the wrong people, put them to work without training, and expect perfect results. To get

good results, you need good systems before people can do good work. Great people are an asset, but when each of your employees do things their way, you end up with different and poor bottom-line results. This then makes you stress out about hiring people. It's not your people, it's the lack of systems and training that causes good people to do poor work.

When I started the process of building a better business, there was so much to fix. I didn't know where to start or have the time to do what I knew it would take. I finally decided to dedicate four hours per week and figured it would take 5 years to get my business on track and the way I wanted it to be. Surprisingly, as I started to install systems, everything fell into place and we were able to improve much faster than anticipated. As we made fewer mistakes and had fewer emergencies I found more time to work on more the important issues.

It is important to follow these steps from 1 to 10. When you jump ahead, your progress will stop. For example, I often hear construction business owners say: 'I need a good estimator.' Hiring a good estimator is a great idea after you have a great estimating system in place which includes job-cost tracking and a cost history library. If you hire an estimator who brings in lots of work, will you make any more money without trained field crews, field organizational systems, and project management controls in place? You can't grow and be profitable jumping ahead of yourself. Take it one step at a time. Before you hire an estimator, get your finances and field management systems in order and be ready for profitable growth.

The Business Success Blueprint

1. On-Purpose...On-Target

Determine what you want, establish a clear vision, and set on-purpose and on-target goals aligned with your mission and values. Identify what you want in the area of profit, wealth, finances, customers, employees, market area, cash-flow, and freedom. Install action plans and set goals to make your business and personal targets a reality.

2. Make A Profit

Develop a profitable business model to give you a financial return for the risk you take. Implement the 12-step formula to always make a profit. Calculate and track progress towards your required sales volume, break-even point, overhead, fixed cost of doing business, and profit markup to reach your goals. Install action plans to make your profit goals become a reality!

Continued.... Page 2 of 3



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The Business Success Blueprint.. Continued..Page 3 of 3

3. Install Operational Systems

Replace yourself with systems and get your company organized, systemized, and in-control. Systems get everyone in your company doing things the same way and produce consistent results without your constant supervision and attention. Identify what systems you need and then use the 7-step formula to create systems.

4. Install Financial Systems & Controls

A fully integrated accounting software package with income statements, balance sheets, job cost reporting, cash-flow projections, accounts receivable and payables aging are required. Secure a bank line of credit and establish a bonding relationship to grow a profitable business. Install financial controls to insure accuracy and accountability.

5. Field & Project Management Systems & Controls

Operational excellence starts with a complete management system to insure on-budget projects, quality workmanship, on-time completion, and a safe workplace. Install systems to insure every crew gets the same end result upon completion. Systems must be in place for contract management and administration, field installation, and training.

6 Accurate Estimating Systems

The key word is "accurate." Estimating and pricing jobs accurately is an outflow of good accounting systems, job cost records, and field input. Install a job cost tracking system to help you determine what things really cost. Track your profitable customers and bid-hit ratio to determine which projects make you the most money.

7. Marketing & Sales Systems

Excellent customer systems help maximize your bottom-line by selecting the best project opportunities for your company. Create an on-going marketing and sales program to build long time repeat loyal customers. Set yourself apart from your competition, differentiate, find you niche market, create customer relationships, and seek value-added opportunities.

8. Install People & Leadership Systems

Hiring and keeping good people starts with a system to build a great place to work that attracts and retains the best people available. Install an employee development and training program to motivate, recognize, and train accountable and responsible leaders, teams, and workers.

9. Grow Equity & Build Wealth

Leverage your business success by seeking other business opportunities, partnerships, and ventures that will build equity, create wealth and provide positive cash-flow. Use your profitable business as a stepping stone into other businesses and investments such as real estate, rental companies, or providing other services which compliment what your company already does.

10. Enjoy Freedom & Have Fun!

Enjoy the benefits of business ownership, passive income, and the freedom to pursue what you want to do with all your free time and money. Give back to your community, family, friends, or faith with your business success.

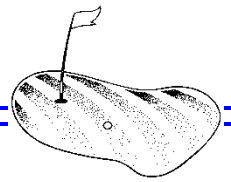
Only you know what you want your business to do for you. Only you are holding it back from being what it can become. Take a look at where you are, decide where you want to be in five or ten years, and then determine what steps to take. Start now by taking the first step out of your "un-comfortable" zone. Let me know your progress. It's an exciting journey building a better business.

George Hedley owns Hedley Construction and Hardhat Presentations. He is the author of "Everything Contractors Know About Making A Profit" and 'The Business Success Blueprint' series. He is available to speak at your association or company on his Business Building Programs - a step by step system to build profits, people, customers and wealth. He also regularly conducts 2 day 'Profit-Builder Circle' boot camps open to company owners.

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Play Business Like Golf By George Hedley



One of my dreams is to play all the top 100 rated golf courses in the world. Often these courses are exclusive private country clubs that hold PGA golf tournaments. I like to play these tough courses because their design features make it difficult to shoot a good score.

To date, thanks to friends and persistence, I have been fortunate to play over 30 of them. Every year, I look forward to "Golf Digest" magazine's new rankings. When I review the annual listing, I look for new courses I may be able to play.

Playing A Top 100 Course

Imagine getting invited to play golf at a brand new top 100 course. You plan your trip for months and finally arrive to get greeted by the golf professional. You go to the driving range to loosen up and ready for the experience of your life. You can't wait to enjoy the round.

You are greeted on the first tee by a member of the private country club. He hits first and you follow. Your first shot is a driver right down the middle around 240 yards. Not able to see the green yet, you hit your three wood down the left side of the fairway 215 yards. The green should be nearing.

No Targets

As you approach your ball, you still can't see the green. You ask your partner for directions and he tells you this course is very unique as there are no greens, no pins, no holes and nothing to aim at. Only a 7,000 yard fairway meandering through the beautiful countryside. The object of this four hour round is to enjoy the scenery and try your best. No score will be kept. Just golf all day until it's time to quit.

Can you imagine wanting to play golf without greens. No targets. No pins. No holes. Just hit the ball all day down the fairway. Seems absurd doesn't it? Look at your business. Is it like *this* game of golf? Are there clear targets for everyone to shoot at?

Why Golf?

Think about the game of golf. It takes four or five hours to play. All day out in the hot sun fighting the elements. You hit a little white ball into the rough, lakes, traps and out of bounds. You miss shots and look for lost balls. Every once in a while you hit a good shot, but usually you can do better. What makes the game of golf so attractive or appealing to millions of crazy people?

Golf is a game. It is competitive. It is challenging. There are lots of different shots and options to consider. Club selection is a personal choice. The game is enjoyed with friends working towards a common goal. No matter what you shoot,

you can always improve. The targets are clear. The greens are easy to identify. Everyone knows exactly what they're shooting for and par is a good score. Everyone knows the rules and what's at stake.

Make Business Like Golf

Do you play the game of business like golf? Do all of your employees, project managers, superintendents, foreman, field crews, business teams, departments and divisions know the rules? Do they have clear targets? Do they know where the pin is placed every week? Do they know when they make a par, birdie or bogey? Is there a reward for hitting a good shot? Is their game competitive and fun? What do they get if they win?

Most employees don't have clear targets. There is no competition. There is no reason to try and improve. There are no incentives to work harder or do more than the ordinary. Their work is the same old thing month after month, year after year. No new terrain. No new targets. No new holes to play. Nothing different.

Clear Targets

To make your business more like the game of golf, give everyone clear targets to shoot for. Try one of these ideas. Weekly milestones for most pipe installed, most billable equipment hours, most customer sales calls, most invoices processed, most bills paid or most contracts let. Monthly contests might include: most referrals, fewest service call backs, fastest schedule, most crew days on a jobsite, largest invoice, best new idea implemented or most leads. Quarterly achievements can include: most estimates, largest proposal, best customer service action, fewest accidents, most job profit, most man-hours saved versus the estimate, most new employees recruited or accurate on-time job cost reports.

Add A Wager

As a golfer, I always play better when there is a little wager on the game. The stakes don't have to be very high to keep my mind on the game. A \$2.00 bet keeps me focused, improves my concentration and lowers my score every time. Try adding prizes to your business targets to get the team excited about winning the game. Simple and fun incentives often work as well as cash.

The list of ideas to track and target can be endless. The key to a good game of business is to shoot for something! Any target is better than no target. Keep them simple and clear. Align them towards your top business priorities. Involve everyone and have fun. Playing business like golf is the perfect shot towards shooting par. Keep your head down, tee it high and watch them fly!

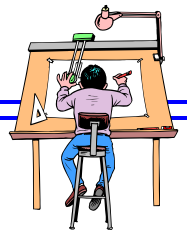
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You Can't Do It All Yourself!

- Replace Yourself With Systems

By George Hedley

During my first seven years starting and building my construction company, I tried to do it all myself. I did all the estimates and presented the bids; I signed all the contracts, subcontracts, and change orders; I made the big field decisions; I purchased all materials and equipment; I awarded subcontracts; I went to all the job meetings; I supervised concrete slab pours; and made every personnel decision. This made me crazy, raised my weight, and caused most of my hair to fall out!

One evening I took my family for a 'happy' meal at McDonalds. I noticed the boss wasn't there, the employees were sixteen, customers were happy, and the food was consistent and relatively edible. I thought: 'How do they do it without the owner supervising and making every decision?' I asked a server to show me their secret. He took me behind the counter where they have pictures clearly displaying how to build different hamburgers and menu items.

Good people or good systems?

Wow! A huge company runs smoothly using pictures of the finished product. This guarantees consistent quality. Plus the owner doesn't have to be on-site all the time making every decision for every customer's order. If I could do this in my business, I could also build an organized company. This could reduce my dependence on having great people.

A systemized business produces consistent performance and the same results every time. How much money are you losing relying on your people to do their best and not following company installation and operational standards? The results of owning a systemized business include:

- On-time projects
- Quality workmanship
- On-budget
- Safe projects
- Repeat customers
- Always make a profit

All these, with or without you being everywhere all the time! Maybe you can take a regular vacation some day!

Good systems are simple

Excellent companies have simple systems. Outline each system on one piece of paper, written or drawn detailing a picture of the end result desired to meet your company, customer, or project specification. The best systems are team designed by the people who actually do the work and know how to do it best.

For example at hotels, all rooms always look the same when ready to occupy. How do they do this? Simple. A picture of a ready room is shown to the housekeepers and the supervisors explain what is expected. They don't care how the result is accomplished, just that the room is perfect when completed. This simple approach can be applied to every part of your business.

Create a "DO" manual

To organize and systemize your company requires time and money to produce consistent results and get everyone doing business the same way. Create a "DO" manual of pictures, checklists, and guidelines as your company minimum standards. Build a three ring binder of standard systems for every aspect of your company and field operations. Include everything from how to prepare a timecard, calculate change order markup, install slab expansion joints, form door openings in concrete walls, do monthly job close-out, and get paid. Focus on the important things first that will make a difference in your bottom-line. Make a goal to create one system a week and you will be very organized in a year.

7 steps to create systems

#1) Identify areas to systemize.

Starting a 'Fix-It' list identifying everything you need to fix in your company. Keep this list handy and add to it when things go wrong. At your manager meetings, pick the top one or two items to systemize every week.

#2) Assign system team.

After choosing a system to create, pick three or four people to work on the company standard. Let them pick a convenient time and location to work together for a few hours. Involve those who actually work within the area being systemized. For example, your team might include a project manager, foreman and journeyman when systemizing a field standard.

#3) Draft minimum standards.

Create checklists with pictures of the desired end result for each system. Draft it on a standard paper for three hole punching into a binder.

#4) Formalize it.

Assign a staff person to be in charge of formalizing and distributing the systems.

#5) Try it.

Let the team who created the system try it and work out all the bugs for a few weeks before implementing it company wide.

#6) Implement it.

At regular monthly meetings, have the team who created the system present it to the entire company. You must insist everyone do the system per the company standard – no exceptions including yourself. If someone protests, let them put the item back up on the 'Fix-It' list for further revision.

#7) Follow-up.

After six months, revisit the new systems to insure they are still being used and working well.

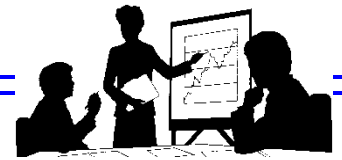
The beauty of systems is not worrying every project will be built the same way. This will allow you to spend your time on important matters as little problems go away. To get started, create a "Fix-It" list today and you will be organized sooner than you think

George Hedley, owner of \$75 million construction and development company and recipient of the nationally recognized "Entrepreneur of the Year" award. He also owns HARDHAT Presentations and speaks to companies on building profitable businesses, leaders and loyal customers. For information or his free e-newsletter, visit www.hardhatpresentations.com



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Let Go To Grow!

By George Hedley

As a business owner, I need to get a huge return on my time. Every year, our company does \$40 to 75 million in construction and development. We also manage over 700,000 square feet of buildings. I don't have time to sweat the small stuff. But, I have great people who do!

When I started my construction company in 1977, I took care of everything: hiring, purchasing, awarding contracts, marketing, sales, bids, estimating, supervising projects, project management, job meetings, paying the bills, invoicing customers, depositing checks, etc. You name it, if it had to be done, I did it! Often until the wee hours of the night.

Can't find any good help?

As my business grew, I had to get some help. So I hired family and friends. Not the best idea in retrospect! It's hard to build a professional company with inexperienced people who don't respect you like a boss. Over the next seven years we grew to 150 employees. Wow, what a workout! I had to learn how to manage people or die trying. In one 2 year period, I hired and fired 14 secretaries, 3 vice presidents, 5 project managers and 9 superintendents. I couldn't find anyone who could do the work exactly the way I wanted it done. No one seemed to care, be accountable or accept any responsibility except me.

Our company became a revolving door. Hire people, put them on the job and then watch them leave after less than a year. Not a good thing for our bottom-line profit! We had lots of exciting work with great clients, but our company didn't retain people. My job description changed from contractor to personnel complaint department. Not what I enjoyed doing.

I continued to try and find answers to our company's people problem. I looked everywhere for the magic fix. I tried new management ideas, went to time management seminars, read business books, and attended company retreats. Nothing worked. As a last resort I decided to try a new approach. Let go of all daily management decisions, trust my people, and *delegate everything except leadership, vision and values.*

Look in the mirror!

I finally realized that the only factor that was holding our company back was me! I was the problem. I was trying to control everything and everybody. This was holding back our people from accepting responsibility and being accountable. When I made every decision for them, they didn't take responsibility. When I fixed their problems, they weren't accountable. When I controlled and lead every meeting, they didn't grow. When I approved every purchase, contract and strategy, they people didn't have to think or be their best.

Don't control, let go!

I learned that high control equals low performance. And low control equals high performance. 99% accountable and responsible equals 0% accountability and responsibility. You can't be partially responsible! When you solve other people's problems, they bring you more problems. Are you wearing a sign around my neck that says "Bring me your problems"? This makes you feel large and in-charge while you go nowhere!

If in doubt, delegate!

When a project owner calls you about a field problem, do you immediately handle it yourself and get right back to him? You should listen and then

turn your customer over to the project manager or superintendent to take care of the situation. When it's time to award a major subcontract do you get right in the middle of the negotiations? Instead, ask the project manager to review all the bids, analyze the scope of work and then award the subcontract to the lowest responsible qualified bidder without your input. When a supervisor asks you call a subcontractor who isn't performing on a jobsite, do you get involved right away? Train your field supervisors to update their schedules, plan ahead, hold weekly field meetings, communicate, put things in writing and manage their projects professionally.

Here are strategies you can use to "let go" of the small stuff:

- Weekly management meetings
- Pre-job start-up checklists
- Subcontract scope of work checklists
- Contract administration checklists
- Two week look-ahead schedules completed weekly
- Weekly field coordination meetings with all subcontractors
- Increase maximum spending limit to \$5,000 per employee
- Weekly project meetings with the customer
- Project managers award subcontracts & material purchases
- Superintendents prepare project schedules
- Office manager purchase all office equipment
- Accounting manager purchase all computers
- Construction administrators handle shop drawings
- Estimator prepare and sign all bids

Lead to grow!

Performance is the number one indicator of leadership. No results, no leadership. If you control the work, hold your people back, and tell them what to do, you will hurt your company's growth and bottom-line profit. My leadership role now is to inspire others to be the best they can be. My job is to lead, not do. I don't even sign the checks. When I worry about all the little details, I waste a valuable resource – me.

What is your time worth?

When you do \$10 per hour work, you are not even earning \$10 per hour. My company needs to bring in \$2,000,000 annually to cover our overhead and projected profit. As the owner I only have 2,000 hours to make that happen. Therefore, I must earn at least \$1,000 per hour for our company on important things like customer relations, leading our people, training, financial matters and looking for new business opportunities. Effective leaders invest and spend their time as follows:



- 25% Leading your Company
- 25% Spending Time with Customers
- 25% Training your People
- 25% Doing your Work

Less is more!

The results are incredible: more profit while doing less, more loyal customers, and employees who love to work for our company. Over the last ten years our employee retention rate exceeds 95%. We have built a great place to work where people can grow, take responsibility and be accountable to meet our company goals. The only way to **grow** is to **let go**. *What will you let go of?*

George Hedley is available to speak at your organization. Visit his website or contact him @ gh@hardhatpresentations.com

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