

HOW TO STOP MAKING EXCEPTIONS & DELIVER EXCELLENCE EVERY TIME

continuously profitable construction company. You, your managers, field supervisors, estimators, and crews must know the basics—rules, standards, values, and fundamentals—that you stand for as a company.

Success is achieved by doing what you believe is the right and setting firm company standards, processes, and systems—no exceptions. Too many construction business owners manage using the path of least resistance. To avoid confrontation and questioning, these owners let slide too many exceptions. They try to go with the flow instead of holding people accountable to do what's required. To set expectations and align teams

requirements through execution at every stage of work. When some employees are perceived to “get away” with cutting corners, others will undoubtedly attempt to follow suit.

It's important to have a must-do strategy for your company to ensure that your values are reflected in your team's work and there is a consistent quality to the projects being completed. One way to see to this is to organize a set of commandments that must be followed on every jobsite and project. Your

per hour. Develop detailed estimating templates with every trade, work item, requirement, and add-on that may be required on projects to ensure there are never any missed items.

Always get input from superintendent and f

1. PROVIDE ACCURATE ESTIMATES

history for crew, equipment, production, and quantity installed

3. FINISH PROJECTS WITHOUT PROFIT MARGIN FADE

Set, develop, monitor, and implement project goals, targets, and plans to beat or meet the project budget.

complete and final job costs monthly. Track, monitor, and review updated crew hour production job cost scorecards weekly with project manager, superintendent, and crew foreman to produce high-quality work with no callbacks, mistakes, or rework. Management should meet with crew foreman weekly to review performance.

4. DEVELOP & IMPLEMENT PLANS TO FINISH ON TIME

Commit to finishing every project 10% faster than estimated or planned. Draft and commit to project work plan, schedule, phases, move-ins, and milestones. Crew foreman and job superintendents should develop and update a 2- to 4-week look-ahead schedule. Meet all subcontractors and major suppliers on-site both 3 weeks prior and 1 week prior to meet needs. All materials, tools, and equipment should be on-site 2 to 3 days prior to needed.

5. PROVIDE PROFESSIONAL PROJECT SUPERVISORS & FOREMAN

When project budget allows, full-time supervision is preferred to produce positive results—don't under budget supervision. Supervisors need to be fully capable of understanding contract,

also be able to make project decisions and represent the company with customers. Supervisors should perform daily crew huddles and weekly crew meetings while managing job safety programs, weekly punch lists, quality and safety inspections, and review crew production scorecards with project managers on-site.

6. ENGAGE IN PROACTIVE PROJECT MANAGEMENT

Your company should provide a professional and competent project manager that is 100% responsible for the success of project from start to completion. Make sure project managers are allowed adequate time to properly manage a project. The project manager should visit every job weekly to review job costs, crew production scorecards, look-ahead schedule, quality, and safety. Project managers should approve crew timecards and job invoices weekly and submit project payment requests

in a timely manner.

7. BE AGGRESSIVE WITH PRODUCTION

About the Author

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