

# **“The Bullet Foreman”**

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# Do you Run Your Job or Does it Run You?

## Frequently job and personal Goals Clash....

Take a moment to think about your personal goals

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Take a moment to think about your family goals:

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Take a moment to think about your job or business goals:

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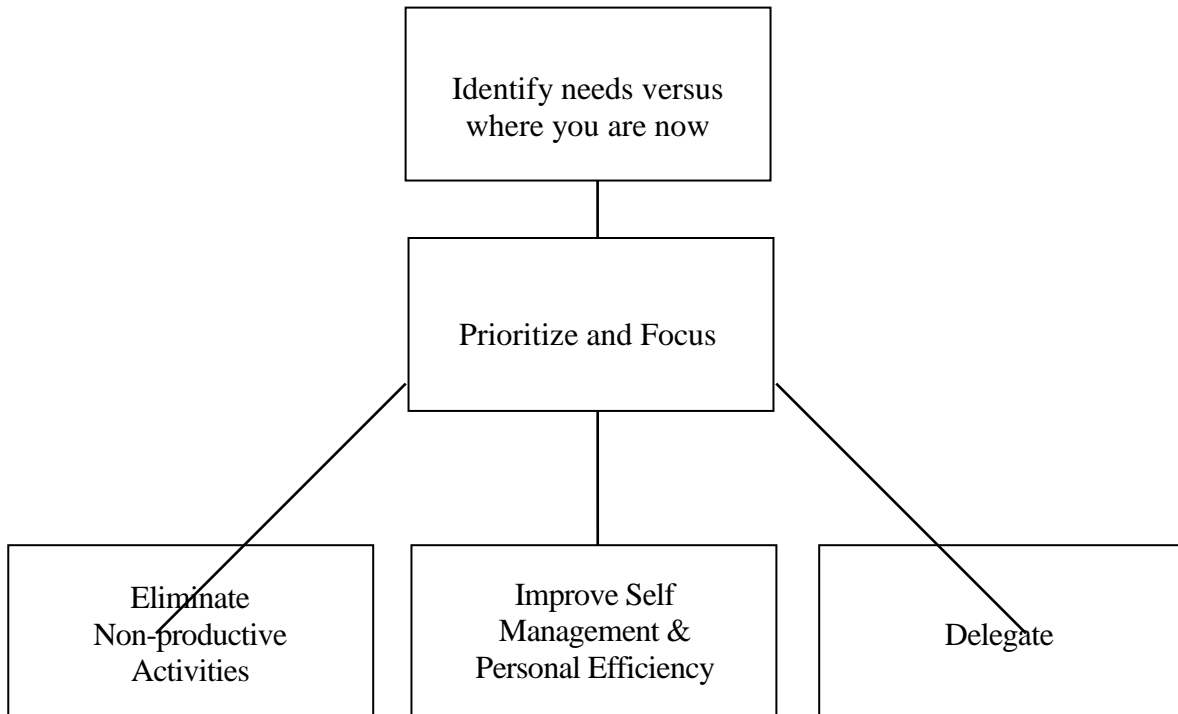
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Do you see a conflict?

# Increase your efficiency

The key to being more personally productive follows the format below:



Only by clearly defining where you are now, where you want to go, and how to stay in control when you get there can you plan to be effective.

# Self Management

Time is a unusual asset. We all have the same amount of it, it cannot be stockpiled, and we never seem to have enough of it. While we can at length discuss options and methods for better management of our time, our ultimate success is driven strictly by our acknowledgment that we are masters of our own time. The following overview identifies the basics of better time management:

- activities tend to expand to the time available.
- paper and pencil are essential tools.
- step one is to analyze how time is currently spent.
- step two is to commit to changing habits and practices.

Change is required and usually entails:

- eliminating time wasters and low priority items.
- being more effective and performance focused.
- delegating.
- long term success includes thinking, planning and personal time.
- prioritization.

Simple but effective planning and discipline provide time savings. Complexity and time constraints are a reality, success is in the acceptance and management of the problem.

***A common trait of successful people is prioritizing and getting the important things done.***

# Task Lists

List What do you do? Seems like an easy thing to remember, quite the contrary. Take a moment and list as specifically as possible all of the things you have done in the last few days.

Example:

- A. Priced change order.
- B. Got prices from supplier
- C. attended safety meeting

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_
- 7. \_\_\_\_\_
- 8. \_\_\_\_\_
- 9. \_\_\_\_\_
- 10. \_\_\_\_\_
- 11. \_\_\_\_\_
- 12. \_\_\_\_\_
- 13. \_\_\_\_\_
- 14. \_\_\_\_\_
- 15. \_\_\_\_\_

# Identifying How You Spend Your Time

On the previous page is a time card we have designed to help you identify your current activities. Be as specific as possible. It will be a lot harder to remember specifics than you might think, therefore we encourage you to actually keep a time card on yourself.

Once you have identified current activities, you will need to evaluate your time using the following criteria:

- \* **Hourly value:** Assign an hourly value beside the activity to determine its cost effectiveness.
- \* **Delegation Possibilities:** High for easily delegated, Medium and Low, etc.
- \* **Importance:** Rate each one by High, Medium and Low in importance.
- \* **Strengths or Weakness:** Put an **S** or **W** by areas for identifying your personal strengths and weaknesses.
- \* **Likes and Dislikes:** Put an **L** by the tasks you like and a **D** by the ones you dislike.
- \* **Job Effectiveness:** Circle the items where focusing will have the greatest impact.

# What type of Supervisor are you?

## Rate yourself

**1 is never true, 2 is sometimes true, 3 is often true, 4 is always true**

1. I prefer to do most things rather than ask for help
2. I get impatient when I have to wait on someone else or when something takes too long
3. I feel like I am always in hurry and always racing around the clock
4. I get irritated when I am interrupted while I am in the middle of something
5. I stay busy and keep many irons in the fire
6. I find myself doing two or three things at a time
7. I over commit myself by biting off more than I can chew
8. I feel guilty when I am not working on something
9. It's important that I see concrete results of what I do
10. I am more interested in the final results of my work than the process
11. Things just never seem to move fast enough or get done fast enough for me
12. I ask the same question over and over again without realizing it, even after I have been given the answer at least once.
13. I lose my temper when things don't go my way or work out to suit me.
14. I spend a lot of time mentally planning and thinking about future events while tuning out the here and now
15. I find myself continuing to work after my coworkers have called it quits
16. I get angry when people don't meet my standards
17. I get upset when I am in situations where I can not be in control
18. I tend to put myself under pressure from self imposed deadlines
19. It is hard for me to relax when I am not working
20. I spend more time working than socializing with friends or hobbies or leisure activities
21. I put more thought, time, energy into my work than I do relationships with loved ones and friends
22. I dive into projects to get a head start even if all the phases have not been finalized
23. I get upset with myself for making even the smallest mistake
24. I forget ignore or minimize celebrations such as holidays, birthdays, and anniversaries.
25. I make important decisions before I have all the facts and have a chance to think them through.



# What Type of a supervisor Are you?

## Super Hard Driver

80-100—you are considered highly workaholic, very controlling, hard driven and highly focused. However, you are on the road to burnout and research suggests that the family members and relationships tend to suffer from your focus. You expect a lot of yourself and other people. You pride yourself on your ability to outwork everyone. People eventually stop trying to keep up. This person has a very difficult time delegating.

## Hard Driver

60-79-----Intense person has the ability to outwork most people. Like the super hard driver this person does have the ability to be highly focused. This person struggles multi tasking and has a hard time saying no. This person makes the job more difficult than what it needs to be.

## Driver

45-59---you're considered mildly workaholic, however there is hope. With slight modifications you can prevent the effects of burnout. You tend to be a reforming hard driver. You will still let stress bring you down, but have or are learning how to deal with it.

## Delegator

25-44---you are probably a hard worker instead of a workaholic. You are very good at pushing work at other people. You tend to let problems and challenges roll off your back.

# Bullet Journal Set-Up

Build a system that works the way you do.

- Track the Past
  - Organize Present
  - Plan the future
- 
- Being Busy versus Being Productive
  - Don't do all the things do the right things
  - Success is doing the right things in the correct order

## Step One

Number all pages starting with 1 on the bottom of each page.

## Step Two

The first 4 pages will be the index also called the table of contents

# Bullet Journal Set-up

## Classify your actions

### Step Three

- Events are represented by a “O” events are date driven such as a safety meeting, or job meeting.
- Activities are represented by a dark circle activities are items that you have to do such as do estimate, paperwork, material take-off.
- Notes are represented by a dash “---“ notes are ideas and things you want to remember such as measurements, dates, times, ideas
- Signifiers are symbols that give your Bullets additional context.
- **Priority** Represented by “\*”; used to give a Task priority. Placed to the left of a Bullet so that you can quickly scan your pages to find most important entries.
- **Inspiration** Represented by an exclamation point “!”; most commonly paired with a Note. Great ideas, personal mantras, and genius insights will never be misplaced again!
- **Explore** Represented by an eye; used when there is something that requires further research, information, or discovery

# Bullet Journal Set-Up

**Set your “schedule” the way you work.**

## Step Four

- The big visual calendar
- On a full spread have two months per page, so on the spread you will have four months
- So three spreads will equal a year
- Use a ruler to make the spacing correct or even

## Step Five

Bullet Journal Monthly Log

On the left side of one page

Start with the first day of the month such as

Jan. 1 sun

Jan. 2 Mon

Etc

The full spread gives you space to add items and plan month

# Bullet Journal Set-up

## Step Six

Each day has a daily log

- Task is a dark circle
- Event is a open circle
- Note is a straight line

Rapid Logging relies on the use of short-form notation paired with Bullets. Every bulleted item should be entered as short objective sentences. The Bullets will help organize your entries into three categories: Tasks, Events, and Notes

## Step Seven

- Create chapters for all kinds of things such as:
  - Material needed for abc job
  - Ideas to improve productivity
  - Safety
  - Plans
  - RFI
  - Your PM
  - Training
  - Employees
- Make sure to add chapters to the table of contents chapters can be in different places so you can track via table of contents.

# Bullet Journal Set-Up

## Step Eight

- Every Month go through the future lag a migrate the activates to the corresponding day, and or month
- > move to the next month
- < move further into future month
- Circle when completed
- Cross off if no longer relevant

## Step Nine

- Every month at the end of the Month you migrate activities to the future.
- > move to the next month
- < move further into future month
- Circle when completed

Cross off if no longer relevant

## Step Ten

- Every day at the end of the day you migrate activities to the future.
- > move to the next day
- < move further in the future
- Circle when completed
- Cross off if no longer relevant
- Threading (22) ---54

# Time Waster

Time wasters come in many forms and varieties but generally can be categorized in two types: individual and environmental.

- **Individual Time Wasters:** Personal time wasters are areas where we have direct control of our own destiny. They usually center around our likes, dislikes, habits, personality, etc.
- **Environmental Time Wasters:** Environmental time wasters are harder to control and focus on issues other than ourselves. They can be caused by co-workers, acts of God, systems, bosses, suppliers, etc.

Specific time wasters are:

- **Disorganization:** Some people are disorganized by nature, others simply have never learned effective organizational skills. Two major sources of disorganization are:
  - ◆ Ineffective Work Areas
  - ◆ Poor paperwork management
- **Procrastination:** Some individuals by nature procrastinate. Rarely do procrastinators make good managers. One common trait of effective supervisors is a sense of urgency.
- **Interruptions:** Interruptions can be a source of inefficiency. Some interruptions are inevitable but learning to control them can be a key to improved efficiency.
- **Lack of Self Confidence:** Studies have shown that there is a tendency for an insecure manager to simply take no action and wait to see what happens.
- **Meetings:** Meetings can an effective way to communicate with a group or a great way to waste great deal of time all at once.
- **Crisis Management Versus Crisis Prevention:** Failure to plan and avoid problems can create a constant fire fighting need which destroys any hope of being effective.

All of these areas can affect the ability of a manager to get things done.

# Opportunities and Roadblocks

The road to successful time management is paved with good intentions. Only by focusing on key areas can you expect to actually change your behavior.

Rate from 1-6 with 1 being the biggest need and 6 being the lowest need.

\_\_\_ Disorganization

\_\_\_ Procrastination

\_\_\_ Interruptions

\_\_\_ Lack of self confidence

\_\_\_ Meetings

\_\_\_ Crisis management

Action plan. For the next 30 days, I plan to make it a priority to change in these areas:



# Focus on the Focus

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 cannot 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?

## Urgent Vs Important

- 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.

## Staying Proactive in Your Time

<p><b>Zone 1</b></p> <p>Day to day activities Work activities Job duties Paperwork Some job meetings</p>	<p><b>Zone 2</b></p> <p>Planning, organizing, coaching Training classes Job kick-off Job walks Proactive planning Pre plans Production reports</p>
<p><b>Zone 3</b></p> <p>Fire fighting Some phone calls Job derailment Out of sequence work Job conflict</p>	<p><b>Zone 4</b></p> <p>Wasters Smoke breaks Bull sessions Other non productive activities</p>

# Improve Your Effectiveness

We all get pulled in different directions and many times everyone else's emergency becomes our priority and it can become very difficult to get what you need to get done.

**List your most common time wasters and fire drills which you deal with on daily or weekly bases:**

**What could you do to minimize these time wasters and fire drills, make a list of what you should do:**

# Supervisor Attributes

Supervisors who are successful display some basic attributes in their relationships with their people. Effective coaches focus on four activities described below. Use this worksheet to evaluate what you are currently doing and any improvements you may want to make.

## 1. Orientation and Training

- I have an orientation plan that I use with new people.
- I have a training plan to teach new people their jobs.

Whether a person is new to the organization or just new to the team, orientation is necessary to give the person the right start. Orientation occurs during the first few days or weeks on the job. Training, on the other hand, is an ongoing activity. Use the space below to list any action(s) you need to take with regard to orientation and training.

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## 2. Development

- I have met with each of my people individually to discuss strengths, weaknesses, and opportunities for improvement.
- I have written development plans for each of my people that list specific activities and deadlines.

Whether a person is new to the organization or just new to the team, orientation is necessary to give the person the right start. Orientation occurs during the first few days or weeks on the job. Training, on the other hand, is an ongoing activity. Use the space below to list any action(s) you need to take with regard to orientation and training.

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# Supervisor Attributes Cont.

## 3. Support and Encouragement

- I provide regular feedback, positive and corrective, to my people about their performance.
- I provide resources, remove barriers, or work directly with my people to help them be successful.

Effective leaders know that when their people are successful, they will be successful. Regular support and encouragement leads to enhanced confidence, new skills, and better overall performance. Use the space below to list any action(s) you need to take to provide support and encouragement to your people.

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## 4. Performance Problems

- I accept responsibility for helping my people with performance problems.
- I use a systematic process to resolve performance problems.

Effective coaches help their people understand and overcome problems that get in the way of their best performance. They develop skills in dealing with performance problems. Use the space below to list any action(s) you need to take to improve your ability to handle performance problems.

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# Delegation

Delegation is an important skill all supervisors must learn to master. Delegation is a difficult process for most of us because:

- \* It is against human nature. It requires us to admit that someone else can do something as good as we can.
- \* We like to do things ourselves because it is comfortable to us.
- \* Job turnover and change requires a constant dedication to delegation.
- \* It takes time, patience and training to truly be effective.

Successful delegation requires several steps:

- \* Identifying what can be delegated
- \* Establishing standards and feedback systems
- \* Training and developing people to handle the assignments that have been delegated to them

Identifying what can be delegated:

# Delegation: Responsibility, Authority and Accountability

For proper delegation it is critical that the delegate be given the proper responsibility, authority and be held accountable.

## **Responsibility:**

Given:

Inherent:

## **Authority:**

Given:

Inherent:

## **Accountability:**

Given:

Inherent:

# Establishing Standards, Training, and Feedback Systems

Don't confuse delegation with the dumping of responsibilities and tasks to employees. Effective delegation requires more than just the passing of the baton to someone else. Never delegate items simply because you don't want to do them yourself. Instead look to build a team effort. Effective delegation requires:

- A clear expectation of what is required.
- A feedback system to inspect what was done.
- An employee development and training system

For simplicity, we are going to divide the delegation process into three phases. It is important to remember that a person may be at different stages of the delegation process depending on the item or area being delegated.

<b>PHASE</b>	<b>DELEGATOR</b>	<b>PHASE</b>	<b>DELEGATEE</b>
<b>I</b>	<ol style="list-style-type: none"> <li>1. Defines project</li> <li>2. Defines what is done</li> <li>3. Defines how it is done</li> </ol>	<b>I</b>	<ol style="list-style-type: none"> <li>1. Controls individual pieces of the process.</li> </ol>
<b>II</b>	<ol style="list-style-type: none"> <li>1. Defines project</li> <li>2. Defines what is done</li> </ol>	<b>II</b>	<ol style="list-style-type: none"> <li>1. Defines how it is done and controls pieces</li> </ol>
<b>III</b>	<ol style="list-style-type: none"> <li>1. Defines expectations of the project</li> </ol>	<b>III</b>	<ol style="list-style-type: none"> <li>1. Defines what is done</li> <li>2. Defines how it is done</li> <li>3. Controls entire process</li> </ol>



## Planning. . .The Visualization of Your Goals

Many people are reluctant to plan because they mistakenly believe planning is a cumbersome process which takes a lot of time and energy. Planning need not be complicated and sometimes the simplest plans are the best. Your plan should give you a roadmap to your desired outcome.

### Planning:

- Provides a step by step process
- Helps you focus on key issues and priorities
- Creates a road map and visualization of your goal
- Helps communicate your direction it is important to share your plan with your team
- Identifies the resources needed to accomplish the task or project

### There are generally two kinds of plans:

- **Long term:**
  - ◆ Focuses on development and broad objectives. Long term planning may be looked at as **crisis prevention**. The goal of long term planning is to fundamentally change the system.
- **Short term:**
  - ◆ Focus on controlling daily and weekly priorities. Short term planning may be looked at as **crisis management**. The goal of short term planning is to help you control the day to day activities you face.

# Types of Plans

There are many different types of plans. For simplicity, we will focus on the planning needs you are more likely to face in your day to day job needs.

**Project Management:** Project management planning focuses on a particular project or task. It clearly defines the task and objective, attaches a time line to the project and has a measurement mechanism to review the results.

**Development Planning:** This focuses on the who and the what and what. This plan gives you a step by step approach as to what skill sets and improvements need to be made in order to reach your ultimate long-term goals. Examples of this is training and coaching.

**Personal Planning:** Personal planning can consist of a long term plan which focuses on your personal growth much like a business plan. Such a personal plan could include retirement concerns, skill development, etc.

For supervisory purposes, we are going to concentrate on short term planning skills, particularly in the area of weekly and daily planning.

**Weekly Plans:** Weekly plans can be extremely valuable as they force focus and create a method of communicating expectations to those around you. Weekly plans are most effective when a specific pattern is established that requires the plan be made. (i.e. Monday morning, Friday afternoon, etc.)

**Daily plans:** Daily plans are used to focus daily activities. They should start with a review of your other plans and a listing of all the things you wish to accomplish today. Once this to do list has been created, you simply prioritize your list by numbering items in the order of importance. Items not finished today can carry onto tomorrow's list.

# Management Activity

Simple tools and systems can be dramatically impact productivity. Consider:

- **Pre-Job Meetings**
  - Plan with "milestones" and checkpoints
  
- **Establish a look ahead report.**
  - Evaluate Manpower
    - ◆ Will you need more or less people on the job?
  - Additional Tools / Lifting Devices / Equipment
    - ◆ Will you need any additional tools or equipment you currently do not have, or do any of your present tools require maintenance or removal from the job?
  - Material
    - ◆ Do you have adequate material on hand, or can you verify delivery?
  - Areas
    - ◆ Are work areas and the job-site ready for you?
  
- **Anticipate.**
  - Do you know any reason why this job will not be completed on time and/or under budget?

# TEAM EXERCISE 1

**A. We all have things in our personal lives we never have enough time for, e.g.: fishing, golf, family time, relaxing, etc. Each team member should explain one thing they never have enough time to do.**

**B. As supervisors, it always seems that fire fighting, job pressures and other details keep us from accomplishing some of the key things we need or want, e.g. planning, job set-up, employee development. Name something you never have enough time to do and if you could do it would make your job easier.**

## **Team Exercise 2**

**We all agree that supervisory demands are greater than they used to be. More complex projects must be installed in less time, with less time and under poorer job-site conditions.**

**One of the consistent ingredients of successful supervisors is their ability to stay focused and get things done. Combine this trait with the fact that supervisory needs and demands have changed. Knowing and understanding a supervisor's job priorities is extremely important. Take a moment and list some of the skills you think a good a supervisor should possess.**

**Now that you have listed these skills, work as a team to develop a job description for a supervisor.**

## **Team Exercise 3**

**Research shows that disorganization is one of the key problems facing managers, especially supervisors in the mechanical industry. What type of tools do you use and what type of tools does your team think a supervisor should use to be both personally and job-site organized?**

## **Team Exercise 4**

**We all agree that planning is an essential part of management, yet it can be one of the most difficult areas to implement. Share information on how both you and your company plan projects as a group.**

**Take a moment and list specific ways you plan jobs, pre-job, daily, weekly, etc.**

**Take a moment and list ways your company plans.**

**As a team, identify a list of planning procedures you feel a supervisor should follow on each job.**

**What obstacles prevent you from being as effective of a planner as you might want to be? How will you overcome them?**