

“Growing and Developing Supervisors”

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Introduction

This program focuses on the following realities of people management:

- **Leadership vs. Daily Realities**
 - ➔ Most of us agree that leadership is important, but day-to-day deadlines, job anxiety, and production pressures keep us from maturing as leaders. While constant job pressures force bossing tendencies, no demand is forcing us to be better leaders. We must be self-motivated.
- **People Difficulties**
 - ➔ People are all different, making dealing with them can be quite a challenge. They hurt our feelings, steal from us, think differently than we do, and generally confuse us. Such difficulties can cause us to approach people problems with little or no logic. Successful people leadership requires commitment to basic people management practices.
- **People as an Investment**
 - ➔ People are like any other investment. With proper planning and selection, you can maximize your return. While there is no guarantee you will be successful, you can increase your odds.
- **Productivity and Communication Pitfalls**
 - ➔ The larger a business becomes, the greater the likelihood of production and communication problems. Working smarter, not harder, is the key to enhanced productivity.

This program emphasizes skills and techniques you may use to expand your people management abilities. Most business owners, front-line supervisors, and other managers are not people management experts. Many are proficient technicians who were suddenly thrust into the role of managing people.

Day to Day Realities

- Our job is to make the customer look good.
- Rarely do customers complain when things are working correctly.
- Preventative maintenance and preplanned repairs are always a better deal for the customer than an equipment breakdown.
- Most customers don't know the difference between a good or a adequate job.
- If you don't give the customer a price your competitor will.
- To the customer you are the company.
- Contrary to popular belief your price is never perfect.
- Learn to say NO. Don't become part of someone else's agenda.
- Know the rules of how decisions will be made and what is important to all participants.
- We have got to be assertive and customer oriented at the same time.
- Learn to ask questions up front and get clarifications remember it is ultimately the other persons decision.
- Identify problem, provide solutions/options, price the job.
- Get credit for no charge work and leverage.

Supervisorship: Keep It Simple

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

- **Raise Standards:** Constantly recruit new talent and, the bottom percentage of your crew causes most of your problems. If you eliminate and/or upgrade many of your problems will disappear.
- **Strategic Job Costing Review:** A small percentage of your activities cause most of the problems. Learn which of your activities provide you the biggest payback.
- **Business Structure:** Foreman need to build a structure that fits their needs and personality, rather than let the structure just “happen”. For many foremen, having a two key people that you can count on and will tell you the truth are critical.
- **Set accounts:** It is impossible to hold your people accountable if you are constantly shifting people around.
- **Days and hour goals:** Your workers must be told hours/production rates and asked to hit the targets.
- **Identify Winners:** Identify which workers will perform, won’t perform or can’t perform.
- **Influencing Skills:** Foreman must learn how to effectively communicate and deal with negotiations, sales, conflict and also be able to influence workers, suppliers and other stakeholders to perform.
- **Systems:** Foreman need basic but simple systems for communicating to the crews, job set up, ordering material and things that are routinely required. These systems need not be over complicated. Their purpose is to allow everyone to see and understand what is going on with jobs even if they are not present.

These are some of the basic areas foreman should target for productivity improvement.

Philosophies on Recruitment

It is OUR philosophy that it is much easier to teach a hard worker a craft than attempt to teach a poor worker how to work hard. With this in mind, remember these points:

- **Recruit work and hire the right ethic.**
 - ➔ Don't be willing to accept someone else's rejects. Check all references. Avoid the pitfalls of hiring people because they are super-qualified, you like them, or because you are desperate.
 - ➔ Hire the most suited person for the position. Ask applicants:
 - ◆ "Tell me about your first job."
 - ◆ "What might your former employers say about you?"
- **Use third-party qualifiers.**
 - ➔ Consider using a third-party qualifier such as a coach, teacher, minister, or parole officer.
- **Ask for employee referrals.**
- **Develop mentors.**
 - ➔ Assign teachers and mentors within your company.
 - ➔ Establish a "top gun" program to train key employees.
- **Training**
 - ➔ Set specific training goals and objectives.
 - ➔ Train for career employment opportunities.

While most companies feel positive about recruiting the right people and setting up a training program, few actually put an effective program or system in place. Implementation is the key to success.

Some Fact-Finding Questions about Your Company and People

Many companies have trouble finding good people but do not change their management or recruitment methods. The following questions serve as an excellent self-evaluation:

1. FINDING GOOD PEOPLE

Does your company have trouble finding good people?

Yes No

2. RECRUITMENT TECHNIQUES

What steps are you taking to constantly improve this situation?

3. FACILITIES INVESTMENT

How much did your company spend on equipment and facilities last year?

4. PAYROLL INVESTMENT

How much money did your company spend on wages last year?

5. TRAINING INVESTMENT

How much money did your company spend on training and developing your employees' potential (not wages) last year?

6. SUPERVISORY INVESTMENT

A. Does your company have difficulty in finding and developing leaders?

Yes No

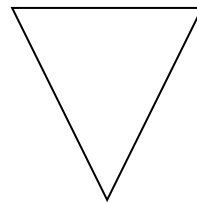
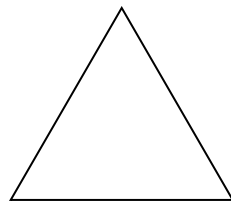
B. What are you doing to correct this problem?

Understanding Management Transition

Transition into leadership is difficult. Supervisors are caught between the office and field, thereby making the transition even more difficult. Being a good worker does not ensure success. Leadership is imperative to success.

TECHNICAL

PEOPLE



- **Being a good leader requires a different set of skills other than just being a good worker.**
 - ➔ New supervisors should be coached and trained in the areas of problem solving, trouble shooting, and other basic supervisory skills.
 - ➔ When possible, new supervisors should be temporarily promoted into supervision with an avenue available for possible return to production.
- **Workers need leaders, not buddies. Supervisors must make this transition.**
 - ➔ When possible, new supervisors should be given non-peer groups to supervise.
- **Most new supervisors will not admit to being lost or ineffective.**
 - ➔ Management should make it easy for them to reach out for help.

In summary, even though frontline management is a key position in most organizations, little training and development of supervisors actually takes place.

Supervisory Growth Stages

All supervisors go through growth stages and being a foreman is no different. We all start out with the best intentions only to be become disenfranchised and distraught. Many of us wonder if we made the right decision to become a supervisor. Understanding your current supervisory stage and how to progress can make a big difference in your future performance.

Wonder Stage:

Blunder Stage:

Thunder Stage:

Plunder Stage:

What stage are you in and what do you need to do to in order to improve or get back on track?

Reasons Supervisors are Successful

There are many reasons why a supervisor may have difficulty and many of the reasons are beyond the supervisor's control. However these situations even though they are beyond the supervisors control will ultimately affect the supervisor's success. A good supervisor learns to anticipate potential problems before they arise and learn to make adjustments.

A. List at least five reasons why a supervisor will not be successful:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

B. Now take a moment and list some traits of successful supervisors.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Leadership and Outside Influences

While leadership skills can help control a manager's destiny, social, economic, and employment trends, the following also must be taken into consideration:

- **People are no longer meek.**
- **Depression-era employment attitudes are gone.**
- **Economic conditions affect attitudes.**
- **Age and cultural activities of employees affect their perspectives.**
- **Social conditions and trends carry over into the workplace.**
- **Workers today are different than twenty five years ago.**

While improved leadership will improve your results, many other factors will also influence the outcome.

Leadership and Self-Management

Our philosophy is that you must first be able to effectively manage yourself before you can effectively manage others.

Leadership is defined as the influential process of accomplishing goals through others. Supervisors act like wardens. Leaders develop people.

- **Bosses**
 - Get compliance.
 - Are short-term oriented?
 - Don't develop employees.
 - Have a project-to-project focus.

- **Leaders**
 - Get commitment.
 - Are long-term oriented?
 - Build organizations.
 - Are opportunity-oriented.

- **Musts for Leadership:**
 - Integrity
 - Consistency

Leadership is an acquired skill. However, without self-evaluation and constant self-motivation, job pressures can turn the best of leaders into bosses.

Supervisor Checklist

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

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

Self Evaluation

Rate yourself in each of these categories with 1 being a weakness and 10 being perfect

1. _____ Consistency and integrity
2. _____ Self-Awareness
3. _____ Walk the Talk
4. _____ Admit your shortcomings
5. _____ Coach, train and mentor
6. _____ Make your intentions known
7. _____ Create a positive environment
8. _____ Be Honest

Understanding Leadership Styles

All people have personalities, communication habits, and behavior traits that influence their leadership style. These traits are ingrained in us and are difficult to change. Leaders, unlike bosses, learn to control their natural tendencies, and develop versatile management techniques.

- **Personalities**

- Individual personalities can also affect leadership techniques. Some standard personality styles are:

- ◆ *Introvert vs. Extrovert*
- ◆ *Detailer vs. Conceptualizer*
- ◆ *Retreater vs. Aggressor*

- **Communication Styles**

- *The Teller or Directive Style*

- ◆ This person is most comfortable when giving information.

- *The Questioner or Supportive Style*

- ◆ This person is most comfortable when receiving information.

- **Match Up**

- It is important to use the most appropriate style and not just do what is comfortable to you.

Controlling personalities and behaviors can maximize your ability to influence others, but the single most important person to affect is you.

Effective On-The-Job Coaching

Coaching is a skill practiced on the job to teach and support employees. Timing, pre-job meetings, look-ahead reports, walkthroughs, and other "pre-performance" tools should be used as a way to change how employees think without appearing critical. Coaching is not preaching, criticizing, or learning by trial and error; it is logical counseling.

- **Coaching Guidelines:**
 - ➔ Tell them what to do
 - ➔ Show them what to do
 - ➔ Let them try it
 - ➔ Observe the results
 - ➔ Praise or Redirect
- **Coach, Don't Criticize**
 - ➔ Dominant leaders or people with dynamic personalities may be better at doing projects themselves and be poor at developing others.
- **Pre-Job vs. Post Job Training**
 - ➔ Timing is a critical element of training.
 - ➔ Do more pre-job coaching and less post-job criticizing.
- **Set direction.**
 - ➔ Employee development is most effective when a specific career plan is followed.

Monitor responsibility.

- ➔ Employee growth is faster when specific mentors have been established.

Unlike asset development, people development takes time, and coaching is a vital component of leadership.

When to Coach

1. Skill sets are critical. IE new programs, new equipment
2. Inexperienced people
3. New employees
4. Change in company or industry policy
5. New skills
6. Behavioral or attitude problems
7. Inconsistent actions
8. Performance is lacking

Coaching Guidelines

1. Be clear on why performance is critical
2. Identify outcomes
3. Use active listening
4. Be supportive
5. Be collaborative
6. Take time
7. Pick a good time to coach
8. Remove all distractions

Coaching Resistance

- Employees resist coaching to save face, because of fear, to avoid additional work, avoid having to change
- You can help by:
 - Focus on performance not them
 - Communicate the importance of the improved performance
 - Supporting them
- In order to improve the skills we need to make the employees understand the importance of the change
- Make sure employees know that the coaching is there to help them and not make their job tougher
- Define what you want to improve
- Show how the improvement will help them, the crew, and the company
- Develop an agenda for the improvement
- Get buy in
- Follow-up and measure the improvement.

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:

Dealing with Personalities

Social background, education, work experience, genes, and many other factors contribute to people's individuality. Yet, certain personality types are clearly defined by an employee's work habits.

- **The Mavericks**
 - ➔ Classic "unbreakable" or difficult workers.
 - ➔ They should be isolated, overloaded, and praised. Never give them a chance to influence the workplace.
- **The Mules**
 - ➔ Build profits. Generally dependable and relentless but are non-communicative workers.
 - ➔ They should never be taken for granted. Forced feedback can identify problems before they grow beyond repair.
- **The Plodders**
 - ➔ Typical followers whose dreams have died. They tend to be "rent an employee" or "time putter-inners."
 - ➔ Easily influenced. Praise, short term goals, and constant feeding of rewards will influence the plodder.
- **The Racehorse**
 - ➔ New employees who run on a constant diet of enthusiasm.
 - ➔ Their enthusiasm will wane with time and will not stay new forever. Constantly review their work to sustain their energy.

While it is impossible to categorize all employees, these tendencies are probably evident with some of your co-workers. Adapting to individual needs is a key element of people success.

Motivating People

While we cannot make people do what they do not want to do, there are certain basic variables to be aware of before you can maximize performance.

- **Environment**
 - ➔ Create a motivational environment to influence behavior.

- **Individual Differences.**
 - ➔ All people are different.
 - ➔ Adapting to individual needs and personalities is essential to success.

- **Self Interest.**
 - ➔ People are motivated to do things for *their* reasons, not yours.

- **Behavior vs. Personality**
 - ➔ It is a reasonable management goal to attempt to control an employee's behavior.
 - ➔ It is not reasonable to attempt to change an employee's personality.

Motivating employees is an ongoing process that requires maintenance and continual improvement.

Motivation Tactics

- Management Proximity
 - You being there at certain times can boost performance.
- Goal setting
 - Make the expectations clear and in the employee's terms so that they can understand goals.
- Value of feedback
 - Providing constant feedback will insure employee stays on track. Match the feedback to the employee's skill and confidence level.
- Winning environment
 - They need to win.
- Employee adaptation
 - Hold, kiss, slap.

Handling Conflict

Complaints should be seen as an opportunity, not as a hassle. For every person that complains, many others take their business elsewhere.

- * Your goal is to keep normal people from becoming difficult people, not to make difficult people from becoming normal.
- * Do not avoid the problem.
- * Most people feel guilty once they calm down.
- * Separate feelings and facts.
- * Shut your mouth and listen.
- * Use good body language.
- * Take notes.
- * Use the "**A.C.T.** principal, “**Acknowledge, Show concern, Then focus on the task.**”
- * Use the "**feel, felt, found**" principle.
- * Use **mirroring**.
- * Look for win-win situations.

Negotiating for Better Terms

Field leadership must be effective in the art of negotiations, in order to improve your potential for success. A key element in negotiations is never to wait to the end to start the process. Even on the first day of the job there may be instances where negotiations may play a role. For instance, if you were promised a clean working area and it was not provided then ask for this or some sort-of compensation. On the other side if you ask for something then expect to be asked to give something in return.

- Negotiating is a process
 - Separate the people from the problem
 - View the problem from the other persons' perspective
 - Use leverage
 - Don't wait
 - Have a plan
- Tactics
 - Give small victories
 - Use good guy/bad guy
 - Use higher authority

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.***

What is Your Job?

As simple as it may sound, one of the greatest culprits of inefficiency is a failure to truly understand your current job priorities. For a supervisor, this means thinking like a manager, not a worker. Take a few moments and write a job description for yourself:

My job description is:

List specific things you do each day and rate the importance.

For home work, ask your supervisor to describe your job. Once you have done this, ask your customers. Where are there discrepancies in your descriptions?

What would your ideal job description be?

How does this vary according to what it is now?

The 80/20 rule clearly applies to management. The ability to identify key items and focus on those items is extremely important to success. Unfortunately, these key drivers vary greatly from job to job. What made a successful craftsman, may not translate to the creation of a successful working foreman, or to superintendent to project manager to owner. Being able to recognize and prioritize these key issues and needs is a key to success.

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. Called office to get copy of work order.

B. Put proposal together

C. Made sales call with sales person

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

Identifying How You Spend Your Time

On the following 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

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 show 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.

First Things First

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

- What we can control is our choice of action.
 - **What we do first, second, third and the emphasis we put on it.**
 - We can not control the consequences of our actions.
“For example we make sure that our material order is in on time, but we can't control if the order is delivered.”
- In order to stay focused we need to concentrate and stay focused on the **outcome**.
 - The outcome is what you need to accomplish.
 - A very important aspect you want to ask yourself is why do you want to accomplish the outcome? What will the results be?
- What is your purpose for doing it?
 - Why do you want to do it?

How will this outcome help you?

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.

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:

Communication Basics

A company's efficiency depends on the quality of its communication. Supervisors and managers must continually work to improve their communication skills.

- **Frontline**
 - ➔ Frontline supervisors are the gatekeepers of communication within the organization.
 - ➔ They are the company's link with upper management, employees, and customers.

- **Management**
 - ➔ It is not a worker's responsibility to figure out what the supervisor (sender) communicates.
 - ➔ In reality, there are no dumb workers, just poorly communicated messages.

- **Communication Gaps**
 - ➔ The largest gap in communication occurs between the office and the field.
 - ➔ This problem intensifies when the only time the office and field people talk to one another is in a problem or crisis situation.
 - ➔ All organizations suffer communication gaps.
 - ➔ The larger the organization, the greater the probability of a communication problem.

Only by working to improve communications can a company avoid problems. Since organizations constantly evolve, this is an ongoing practice.

Types of Communication and Misconceptions

There are many systems of communication. The four basic modes of communication are:

- **Symbolic or Judgmental**
 - Clothing, grooming styles, vehicles, height, age, etc.
 -
- **Verbal**
 - Information passed on through content and tone
- **Non-Verbal**
 - The Quiet Communicator
 - Facial expressions, posture, subtle gestures, etc.
- **Written**
 - Documentation and data preservation

Misconceptions

- **Words are precise**
 - Words are not precise.
- **Technology is always accurate.**
 - People operate technology and there are margins for error.
- **Talking and listening dominate communication**
 - There is more to communication than just talking and listening.
- **Open communication is best.**
 - Politics, individual ego strength, and the need for straight forwardness dictates appropriate openness.
- **Communication does not solve all problems.**
 - Communication identifies problems.

Communication is a complicated subject.

Providing and Getting Feedback

Reactive vs. Proactive

- *Reactive is waiting for it to happen*
- *Proactive is making things happen*

- **Be Proactive**
 - Showing up on the job builds trust confidence and improves your knowledge
 - Constantly go over the estimate and job information with estimator and PM staff to insure proper procedures and accuracy. Learn and take a positive approach – don't place blame.
 - Learn and improve. Always look for things that may have been missed and look for things you may be able to improve
 - Catch mistakes and improve communication, look for ways to improve production
 - Know beforehand what you own and what you are responsible for.

- **Early and constant**
 - Develop a three-week look ahead plan, and insure that it is used, and a one-week look-behind report to monitor and improve the job. These are simple tools that can keep the job moving in the right direction.

- **Real world**
 - The lack of specifications, details, plans, and slow response to information make it difficult to stay ahead.
 - Make an effort to set current and real production numbers. A ten minute phone call can tell a lot.
 - Jobs don't lose money on the last day - they usually start on the wrong foot. If errors are caught early many times they can be corrected and the job has a chance to become profitable again.

- **Build team and communicate**
 - Insure that your production team communicates don't assume anything.
 - Develop a good core of people around you and train them.
 - Good communication helps insure a profitable job.
 - Demand open and honest information – “do not shoot the messenger”.

What was your worst Project

Describe the situation you were in where you had a project which turned out to be a real loser.

What specifically caused this project to tank?

How can you avoid making mistakes like this or having projects like this again?

Three critical Opportunities to Improve Project Performance

Kick-off meeting

- Is the transition from the estimator to project team?
- During the kick-off meeting, project knowledge is passed from those who estimated the project to those who will build the project.
- In this handoff, it is important to include all relevant project information the production team needs to hit the estimated production rates.
- It is important to pass all applicable information to the production team. Don't assume the production department understands the estimate. In many situations it is the first time they have seen the estimate.
- Running a good kick-off meeting is a process. If you follow the process the chance of having a profitable job increases.

Project meetings

- Is a timely meeting to inform critical personnel as to the status of the project and to adjust and correct productivity issues needed? This meeting needs to be proactive and future focused. The goal of the meeting is to keep or improve the project's profitability.
- Insure the project is on schedule. If it's not then develop a new schedule to get project back on track.
- Take an active role in project meetings.

Postmortem Meeting

- Did the job hit the target?
- Review all jobs – the good, the bad, and the ugly.
- Avoid placing blame – use this as a learning tool and a way to sharpen your estimation skills.
- Review good jobs to calculate if your company has improved production standards and rates.
- Update your production standards after every post mortem meeting.

Kick-Off Information Needs

In order run a profitable job you need good honest reliable information. The following is a list of informational items which can greatly improve your chance for success.

1. What are you building and for who?
 - What are the specifics, inclusions, exclusions
 - How should the job be built?
 - Any money saving ideas?
2. Do you have the contract with details?
 - What are the specifics in the contract? Anything out of the ordinary?
 - Any concerns or issues with contract?
 - What form?
3. What type of Contract do you have?
 - Firm Price Contract
 - Time and Material Contract
 - Negotiated Contract
 - Guaranteed Maximum Price
4. What are the advantages and disadvantages of each?
5. Who owns the design?
6. Plans and specifications
 - Problems omissions with engineering?
 - Any gray areas with plans?
 - Electronic files? How about CAD?
7. Alternatives
 - What are the last minute changes?
8. Do you have the scope Letter?
 - High light; what are the inclusions and exclusions?

Kick-Off Information Needs

9. Are there opportunities for increasing production?
 - Be as specific as possible. List
 - Have you identified the pitfalls? List
10. Labor
 - What could effect your production?
 - Do you know total man hours?
 - Are the man hours broken down so you understand them and can bench mark them?
 - Do you know what you have to produce each day?
 - Do you have the right crew
11. List all subcontractors
 - Do you know them? Strengths and weakness?
12. Equipment and Material
 - List equipment with suppliers, phone numbers and expected delivery dates
 - Who is responsible for what?
13. Where will you store equipment and material?
14. Do you have the schedule of the project?
 - Estimated start dates
 - bench marks,
 - completions dates,
 - other critical targets
15. Is the schedule realistic?
 - Incentives or damages
 - Do you have a copy along with drawings or addendums?
 - Will weather play a factor
 - delivery issues
 - Who is required to submit the schedule?
 - When is the schedule required to be submitted?

Kick-Off Information Needs

16. Will safety be more or less stringent than normal?
17. Any special equipment needs?
18. Any weld testing or commissioning issues?
19. Job closeout needs
 - Who is responsible for AS builds, warranties, and punch list items?
20. What are the possible mistakes? What about potential opportunities?
21. Prefabrication opportunities?
22. Will travel time be a factor?
23. Will parking affect production?
24. Can you verify storage on site? Any alternatives for storage if equipment or material shows up early or we have production delays?
25. Any other on site logistics such as material handling?
26. Will there be trucking and delivery problems?