



## Build a More Engaged Workforce



For any business, adaptability is often the key to staying competitive and successful. Due to the nature of construction and the composition of the workforce, adaptability is also a characteristic that

sometimes proves elusive. No longer, though. Along with the rest of the economy, the construction industry is experiencing several shifts in thought and process, and your company's choice to either adapt or ignore could be a predictor of its success. Read below and consider how your company's culture, tech offerings and compensation strategy compare to your competition's.

### 1. The Culture Shift

It may seem that "culture" is the buzzword you cannot get away from lately, and for good reason. Your company culture can be the determining factor in whether your workforce is comprised of the best people the industry has to offer or employees who are completely satisfied with merely producing status quo. You've heard over and over again that, as the owner, you are largely responsible for driving the culture in your company, but have you ever considered how your specific leadership style could be influencing that culture?

Brad Nakase, chief executive officer (CEO) of HL Builders, based in National City, California, believes in a servant leadership approach. Nakase focuses on finding out what his employees need in order to be more engaged and, in turn, more productive. "By serving [our] employees and engaging with them often, we encourage them to speak up and discuss alternative views to completing tasks or processes," Nakase said.

The industry is also seeing a shift toward hiring more freelance and contract labor. According to Woody Klemmer, CEO and co-founder of Laborocity, the idea of a more transient workforce is not going away, and it shouldn't be considered a negative trend. "The twisted metric there is that this trend toward more of a freelance economy is millennial-driven, but I don't think that's true. It's across the board," Klemmer said. "You don't stay with a company for 30 or 40 years. You stay as long as you are growing and playing a role in the company's success, and then you move on, and this trend toward a transient workforce will also have an effect on human resources (HR) professionals." HR teams will likely be much more involved in the recruiting process.

Tammara Sutton, a recruiter for Eagle Hill Consulting LLC, said it is absolutely necessary that talent management is directly aligned with operations to gain a clear vision of what kind of talent the company is trying to attract and how they will drive the bottom line.

To Read More See Excerpt: <https://www.constructionbusinessowner.com/what-you-can-do-build-more-engaged-workforce>



### About The FDOT

The goal of the DBE Supportive Services Program is to increase the number of DBEs participating on FDOT contracts and facilitate the opportunity for DBEs to obtain contracts. The services are designed to:

- Assist established construction firms to move them from bidding as a subcontractor to bidding as a Prime Contractor to produce sound bids.
- Provide access to training increases DBE expertise in handling of daily business operations.

### About The Program

The Construction Estimating Institute (CEI) works with FDOT as the statewide provider of the federally funded Disadvantaged Business Enterprises (DBE) Supportive Services Program. We want to increase the number of certified DBEs participating in highway and bridge construction, as well as assist DBEs in growing and eventually becoming self-sufficient. Additionally, CEI provides supportive services by assisting prime contractors and consultants with identifying DBEs for subcontracting opportunities on priority projects.

## 3 Growth Barriers Keeping You from Reaching Your Goals

### *How to keep your company growing at a steady pace*



Construction business owners usually begin their industry venture with a long-term vision of what they want their company to do for them. For example, when you buy stock in a public company, you want the stock to

earn dividends and increase in value over time. When I coach contractors, I begin by asking, "What is your long-term vision? Can you define where you want your business to be in 5 years? To help find the answer to this complex question, my clients complete an exercise that explores:

- The type of company they want to build
- Growth and revenue goals
- Mark-up and net profit targets
- Management team structure
- Estimating and project management systems
- Systems, processes and technology
- Field safety, quality, production and equipment
- Customers and markets to attract
- The type of projects in which they prefer to specialize
- The owner's role and time commitment
- Wealth and investments
- Financial management standards

Once you have answered this question, your company must continue to grow at a steady pace and make a good profit margin to bring the vision to fruition. Without growth, overhead expenses and costs eventually erode your profits. In observing other new construction businesses, you might notice that some grow quickly for the first 4 to 5 years, flatten out and eventually stop growing. Others stop at two, three or four crews, while some grow to a higher level and then stop.

#### *Why Do Companies Get Stuck?*

Most firms eventually reach a roadblock, or what I call a growth barrier. At this point, the business owner typically doesn't want to take on more risk, let go of control or try new markets and project types. Stuck at the same level of performance year after year, the business owner can become frustrated, working at maximum capacity and getting little in return for the stress and workload they assume. They are left in the uncomfortable position of having sole responsibility for making all of the company's important decisions, being responsible for every aspect of operations and struggling to enjoy the benefits of business ownership.

#### *What Causes a Growth Barrier?*

Business owners want their companies to grow and make money, but as they grow, it becomes harder to do what is necessary to implement positive changes that will guarantee a bright, profitable future. They typically increase their workloads, taking on more duties themselves, which actually holds back the company from reaching its long-term vision and goals. In fact, a stuck business owner is generally the growth shut-off valve that restricts the company from reaching its full potential. So, what are the reasons a growth barrier occurs?

#### *1. Fear*

A stuck business owner is afraid and unwilling to do anything differently for fear of failure. They continue to conduct business the same way, waiting for something good to happen. These owners are afraid to make bad decisions, make mistakes, lose money, hire the wrong people, try a new project type, work for new customers and hold people accountable for results. They are stuck in their own comfort zones, without even truly being comfortable, a place from which no good things come.

To Read More See Excerpt: <https://www.constructionbusinessowner.com/without-risk-there-no-reward>

## Supportive Services Offered



- Estimating Training
- Building Capacity
- Mobilization Financing
- Bonding Assistance
- Marketing Plan Development
- Creating a Business Plan
- Building a Website



**BONDING,  
FINANCING,  
AND  
INSURANCE**

CEI is an educational organization providing the highest quality construction training in the industry. Over 100,000 owners, estimators, project managers, field supervisors, office support staff, foremen, laborers, and key management personnel have attended courses that are offered nationwide. The courses provide students with construction skills training and the critical information needed to be effective within their companies and organizations.

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