



FUTURE
FRAMING THE Opportunity. Efficiency. Growth.



Frame Building Expo

*Foreman and Crew
Development*

*Building success through
building a winning crew*



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Basic Elements of a Successful Foreman



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Basic Elements of a Successful Foreman



Technical Skills

- Competent post frame carpenter
- Safety program execution
- Job site construction
- Equipment operator
- Print reading



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Basic Elements of a Successful Foreman



Administrative / Organizational Skills

- Job site material placement
- Work flow sequencing
- Crew sizing
- Equipment utilization
- Paperwork



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Basic Elements of a Successful Foreman



Leadership Skills

- Builder of people
- Transferring company vision
- Defining excellent crew performance
- Setting goals
- Feedback (qtr or month)
- Pre-job planning ~ job goals
- Daily planning
- Clear task assignments



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Basic Elements of a Successful Foreman



Basic Elements of a Successful Foreman

What does leadership look like for the post frame foreman?

The Leading Foreman

- Provides vision
- Defines and role models desired culture
- Trains
- Motivates
- Supervises



Basic Elements of a Successful Foreman

The ultimate measure of leadership for a foreman

Builder of people



Basic Elements of a Successful Foreman

P = Production

P/C = Production capacity

The more you do for the
goose the more the goose
does for you!!



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Basic Elements of a Successful Foreman

The Builder of People

- How many foremen has he developed?
 - How many promotions have come from his crew
- Has he challenged, developed, and lead each man to be the best they can be?
- Does he see potential in people that others may not see or that the person may not even see in himself?
- What is his turnover / retention rate?
- Is he connecting his people to the company's mission?

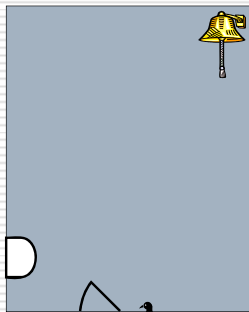


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Basic Elements of a Successful Foreman

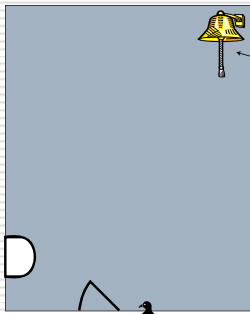
The Builder of People

Transfer and promote
company vision



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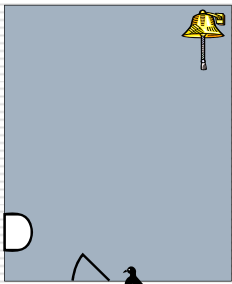


High
Performing
Crew



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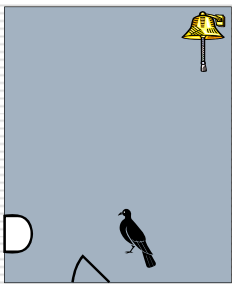
High Performing Crew

- No worker's comp accidents
- No safety violations
- High customer satisfaction ratings
- No workmanship callbacks
- Collects high percentage of final payments
- Labor efficient
- Exceeds production goals
- Jobs gain in gross margin



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Setting the Vision

Do we hire winners?

Normally not.

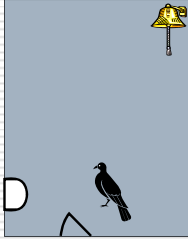
We develop them.



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Basic Elements of a Successful Foreman

Define and Role Model Culture



*Culture is about how we work,
not what we do*

- Moral values
- Professionalism
- Work ethic
- Mutual respect
- Problem solvers
- Quality craftsmen
- Servant attitude
- Creating a learning environment



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Basic Elements of a Successful Foreman

If you don't like the culture,
performance, or attitude of your
crew

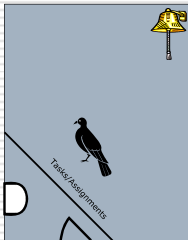
Look in the mirror



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Basic Elements of a Successful Foreman

Be a trainer



Clear task assignments

- Tell
- Show
- Observe (MBWA)
- Praise or re-direct
 - Re-direct a learner
 - Discipline an attitude
- Repeat and raise the bar



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Basic Elements of a Successful Foreman

Be a trainer

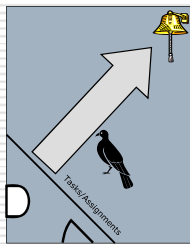
- Knowledge is power
 - Give it away
 - Leverage it in a positive way
- Create a learning environment
- Everyone has a better idea
- Work your way out of a job
 - Train people like you want them to replace you



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Basic Elements of a Successful Foreman

Be a motivator



Motivating Factors

- Clarity on what needs done
- Set the pace
- Share the responsibility
- Show trust
- Praise incremental progress
- Celebrate success



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Basic Elements of a Successful Foreman

Be a motivator

It only takes a minute!

One minute goals

One minute praising

One minute reprimands

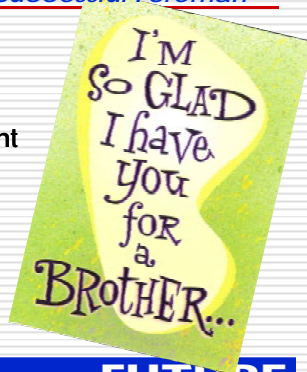
The highest wage you can pay is a sincere compliment (TAPS)



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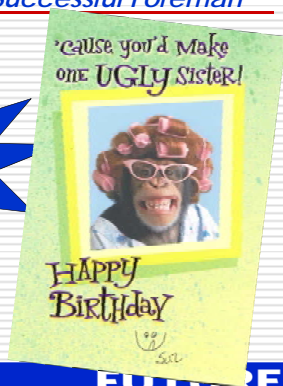
Basic Elements of a Successful Foreman

- T = Thing
- A = Accomplishment
- P = Personality trait



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Basic Elements of a Successful Foreman



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Be a supervisor

Supervision is a hygiene issue

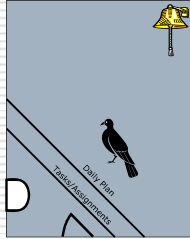
- Set work schedules
- Determine meeting places
- Fair wage administration
- Enforce company policies
 - Attendance
 - Safety
 - Uniformity
 - Drug/alcohol free workplace



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Basic Elements of a Successful Foreman

From vision to reality
Leading crews to high performance



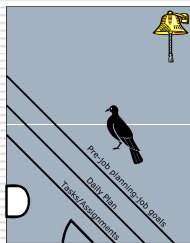
Daily Planning
Plan your work ~ work your plan

- Utilize morning travel time
- A plan is not a plan until it is written down and shared
- Determine who does what
- Set goals for the day
- Get crew participation



Basic Elements of a Successful Foreman

From vision to reality



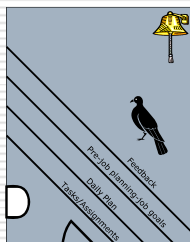
Pre-job planning
Job goals

- Crew sizing
- Equipment needs
- Material flow
- Safety, quality, and efficiency goals
- Milestones for success ~ go sit in the truck
- Daily evaluation



Basic Elements of a Successful Foreman

From vision to reality



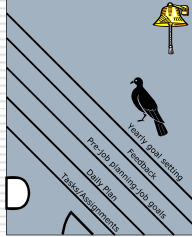
Feedback

- The breakfast of champions
- Spontaneous
- Regular - metric based
- Connect the job(s) to the month, quarter, and year



Basic Elements of a Successful Foreman

From vision to reality



Yearly Goal Setting

- Set aside a special time
- Reflect on past performance
- Reward and celebrate success
- Engage the whole crew
- Goals must be written with action plans
- Get the crew to own their goals



Basic Elements of a Successful Foreman

From vision to reality . . .

- Clarify the vision
- Identify how you are going to keep score
- Give objective and specific feedback
- Remove obstacles in the way of good performance
- Get out of the way!



Basic Elements of a Successful Foreman

Fundamentals that will enhance your leadership

- Always measure against a performance standard
- Everyone should be able to be a winner not just the highest performer
- Recognize and accept that there will be differences in abilities and performance
- Expect each person to be the best they can be
- With good leadership most people will perform beyond the limitations they place on themselves



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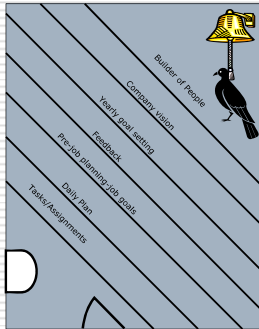
The ultimate measure of leadership for a foreman

Builder of people



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From vision to reality



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Builder of People

Judge not the day by the harvest
but rather by the seeds you
have sown

Leadership is about serving



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Questions and Answers



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