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# STRATEGIC MANAGEMENT (SM) SEMINARS

FOR CONSTRUCTION

Jim McCarl



**Mechanical Contractors Association of America, Inc.**

1385 Piccard Drive Rockville MD 20850 T 301 869 5800 F 301 990 9690 MCAA.ORG

## Strategic Management (SM) Seminars

Owners, management team and project managers and foremen will benefit from these seminars built to help you strategically manage risk to become consistently PROFITABLE! You will gain insights into proven methods for developing effective strategic plans and key factors to implement and maintain them. Best of Class focus on key areas like" cash, risk, profit and family dynamics give participants great "take-home" value that can be implemented at once.

### SM 100: 4 hours in person

#### Strategic Planning—Your Springboard to Success

Breakthrough performance is within reach. By aligning strategic planning and process management, you will learn structured and proven methods for developing effective strategic plans and the crucial skills needed to implement them at your company.

Topics include:

- Strategic planning as a springboard to success
- Step-by-step approach to strategic planning
- Types of plans and the differences between them
- The keys to successful strategic planning
- Why a mission statement is important.
- Write or fine-tune your own mission statement!
- How vision and value proposition fit into your plan
- How to structure a living plan that you utilize monthly
- SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) & action plans that produce sustainable results.

You will have an outline to begin developing your plan.

### SM 101: 8 hours in person

#### Advanced Strategic Planning Workshop

Advanced course recommended for those who have the basic strategic planning skills. Top performance is within easy reach by aligning strategic planning and your company's culture.

Participants will learn proven methods for developing an effective strategic plan and develop the crucial skills needed to implement your company's strategic plan. Each participant will develop a draft strategic plan to use in their own company.

Topics covered will include:

- Strategic planning as a springboard to success
- Step-by-step approach to strategic planning
- Keys to successful strategic planning
- Why a mission statement is important.
- Writing or fine-tuning your own mission statement
- How vision and the value proposition fit into your plan
- Writing your vision and value statements
- Structuring a living plan that becomes part of your company's DNA.
- Performing a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of your firm
- The magic of prioritization that makes the plan achievable.
- Developing strategies and goals with action plans that produce results!
- Keeping track by keeping score
- Writing a draft strategic plan to jump-start the process.

### SM 102: 4 hours in person | 2 hours virtual

#### Risk Management for the Savvy Mechanical Contractor

"Best in class" contractors routinely use risk to their advantage to be more profitable and successful. You can do it too! This course covers risk and reward, risk segmentation, plus risk and reality. Gain insight into best practices from an interactive program as practical as it is strategic.

Topics include:

- Your company's (and your own) tolerance for risk
- Not all risk is the same.
- The five main areas of risk: Hazard, Operational, Financial, Strategic and Education
- The essentials of systematically identifying & managing risk.
- Minimize risk without limiting growth • Turn risk into an opportunity and a competitive advantage!
- "Sweet Spot" how to develop a selection process for projects to ensure profitability.
- The McCarl Scorecard™ Key to ID and manage risk.

### SM 103: 3 hours in person | 2 hours virtual

#### Succession Planning...or Else

Are you prepared to have the next generation lead your business? Too many owners wake up one day and realize that they have missed an opportunity to put a plan in place to ensure their ability to exit the company and ensure the company's sustainability. Worse yet, the company is their largest personal asset, which also happens to lack liquidity. They are stuck in the worst of all circumstances, not wanting to work, but having no choice because there was no exit strategy!

More important have you a plan for your Team to make certain they can thrive & grow?

We will cover the following topics:

- Mentoring, the key to a successful exit strategy
- Why succession planning is important at ALL levels of your company.
- How career path development will help to grow the "greener grass" at your company
- How "best in class" companies share ownership as a key to a successful exit strategy.
- A beer truck plan, what is it? Do you have one?
- Succession planning builds "bench strength" that builds sustainable profitability.
- Hidden talent, how to identify and build your team, thereby making the "door swing in" for talent at your company.
- Why a matrix of needs is essential to identify candidates and develop a plan to get them ready for the "nest step".

*Build a "door swings in vs revolving door culture!"*

**SM 104:** 4 hours in person | 3 hours virtual

### **Profit Is Not a Dirty Word**

Mechanical contracting keeps getting riskier every day; despite this fact contractors give away their expertise. We must change this dynamic and get the returns that we truly deserve for the risk we take on projects. This seminar is structured to provide participants the tools they need to become more profitable!

After all, isn't that why we are in this business, to make a profit? Topics include:

- Learn how to stop giving away your expertise, you deserve to be paid for it!
- Develop take-home methods that improve the rewards for risk taking.
- Learn how to develop and utilize a risk matrix to identify the right project to bid.
- See why a culture of profitability is contagious in a very positive way.
- Learn why your customers will want to help you make a profit!
- Uncover the power of Margin Aggression and learn to use it for "Best of class" results.
- Learn how to benchmark your company to become a "best in class" performer.
- Take home the tools to develop your own "dashboard for success".
- Plan how to put these tools to work immediately.
- Learn how to add 2-4% to your bottom line, you earned it!

**SM 105:** 4 hours in person | 2 hours virtual

### **Cash is King**

Do you pay too much interest to the bank? Do your people spend too much time chasing customers for payment? Do they think you are growing a "money tree" out back? If so, Cash is King will help you:

- Better understand the cash flow cycle
- Discover methods and means to get your money sooner.
- Understand your role in getting your company paid.
- Get out of your own way to collect faster.
- Learn how a contractor went from a borrower to an investor!
- Discover "best practices" for better cash flow!
- "Squeaky wheel" how to accelerate payments.

**SM 106:** (2) 3.5-4 hours in person | (3) 2.5 hours virtual

### **How to Build a "Best of Class" Company**

#### **Session 1: A Different DEJA-VU**

Discover how to set the bar higher, how to refocus you and your team! Overcome adequacy with great communication and focus on "the right stuff". Learn from the past so we do NOT repeat our mistakes!

- History is a great teacher. You paid for the education, now use it to your advantage!
- Uncertainty reigns, remember you know a LOT more than you realize.
- Do NOT dive deep for projects, better to pay overhead than fund losses!
- CASH IS KING! Learn key levers to maximize your cash flow.
- Bring home the bacon! PROFIT!!!
- Trim your sails, zero based budget, do we REALLY need this?
- Go the extra mile to differentiate your company and show your customers that they matter!
- Learn the "keys to success."
- Put your best people on the best opportunities.
- Keep score by developing an accountability culture.
- Build a bandwagon, team building, and communication.
- Risk- The McCarl Scorecard™ a focused method to identify risk and develop strategies to avoid.
- You will develop an Action Plan to utilize for success.

#### **Session 2: Proactive Planning**

- We will learn how to make the right things happen instead of letting them happen! Remember, "hope" is not a strategy!
- Define your "Sweet Spot" and build a dashboard for success.
- Relationships: key to success: "Care and feeding of the goose".
- Understand your competition: their mark-up, backlog, tracking.
- Good people . . . find and keep the best.
- No grapevines, only clear communication.
- Budgets are NOT written in stone: how to update and re-forecast!
- Do "more with less" through the utilization of accountability.
- Strategy and the importance of Mission, vision, and values
- Strategy tools: SWOT, TOWS, and prioritization
- Best of class performance
- The future is secure with a plan.
- Your take home is structure for a Strategic plan, BOC parameters.



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**SM 107:** 2 hours in person | 2 hours virtual

**The forgotten heroes....our support team.**

This seminar is focused on reminding our leaders, PM, and field staff that they are part of a Team. The “forgotten” part of the team seldom gets the “glory” but gets the brunt of criticism when something goes wrong.

You will be provided tools that allows the project team and support staff to understand “roles and responsibilities”. When something goes wrong, how to identify and correct without “finger pointing”.

It runs downhill, and guess who is at the bottom!

- Yes, you do make a difference
- Communication: two ears for a reason!
- Dealing with difficult bosses/PM/clients
- The rules of the road are essential, learn them
- TEAM
- What would happen if you disappeared??

How do you fit into the big picture?

- Do I really make a difference?
- They never listen to my good ideas!
- Am I really part of the TEAM?
- Am I part of the Profit picture?
- Communication: it ALL matters.
- Build a way for a “win-win” relationship that helps the company (jobs) flow smoother and make more profit!



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#### About the Instructor:

**F. James (Jim) McCarl** helps businesses maximize their potential. A nationally recognized speaker and strategist, his success strategies were developed over a 30-year career at the helm of McCarl's, Inc., a family- owned construction business. Under

his leadership, the company's annual sales and profits were "Best of Class" in the Mechanical

Construction Industry. He served on the MCAA Board for 6 years and was a member of the IPM Committee.

He has served as an Independent Director on over a dozen family- owned businesses, so is well versed as to the needs of privately held family business. The McCarl Group is focused on helping businesses become "sustainably profitable" and achieve "Best of Class" results. "The McCarl Scorecard TM" is a proprietary tool that enable companies to assess and address risk in a proactive way. Jim has a passion for showing Contractors the path to sustainable success and a track record of achievement.

#### Contact Information:

Contact Jim at [www.themccarlgroup.com](http://www.themccarlgroup.com) for more information.

#### To Schedule a Course:

1. Visit [mcaa.org/initiatives/nei](http://mcaa.org/initiatives/nei)
2. Find the seminar/course you want to schedule.
3. Click "SCHEDULE A COURSE".
4. Fill out the form and select the specific course you are interested in.

#### About the National Education Initiative (NEI):

MCAA will bring lifelong learning directly to you! The National Education Initiative Seminars are our best MCAA/MSCA programs—brought to your local association or even your company. Our goal is to provide ongoing and advanced education and training in support of individual and association growth across the mechanical contracting industry. We offer standard and custom-designed classes exclusively for your association or company's unique needs and challenges. If you need training quickly or have a large group, we are here to help!



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