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# PROJECT PROFITABILITY (PP) FOR CONSTRUCTION

Tom Williams



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

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



## Project Profitability (PP) Seminars

Company principals, top executives, foremen and key project management staff will learn to improve jobsite and office productivity, while enhancing the value delivered to customers. These seminars will help one better understand the construction process, the keys to productivity, and what can be done to maximize jobsite profitability

### PP 100: 8 hours

#### Changing Behavior on a Problem Job

Too often when a project is recognized as a problem job instead of changing the project, we call the lawyers. This session will offer proven methods for recognizing troubled projects and quantifying the potential additional costs. Proactive processes for improving labor performance are presented and discussed. The process for giving proper notice that can change a troubled job to a successful project will be modeled. If the job cannot be turned around, the best methods for improving your negotiating position are discussed.

### PP 101: 8 hours

#### Jobsite Productivity: How to Protect It...How to Improve It

Superior jobsite labor performance provides a competitive edge for the successful mechanical contractor. Redeeming the original estimate or often reducing overall labor cost is the benchmark for superior contractor performance. Proven processes including pre-construction planning, short interval planning, LEAN, and foreman motivation will be presented.

### PP 102: 8 hours

#### Six Habits of the Highly Productive Foreman

The course is taught using the Covey Seven Habits model of Be proactive; Begin with the end in mind; Put first things first; Think win/win; Seek first to understand, then to be understood; Synergize; and Sharpen the saw. Each foreman is introduced to the actions he can take to influence the changes that must be made in our industry if we are to survive and then thrive. Each individual's sphere of influence is discussed and how each foreman can personally influence the local union, those that work for him, and himself to ensure that dramatic improvements are made. Some comments from previous attendees include:  
"Best damn seminar I ever attended"

"Seminar did not meet my expectations...it far exceeded them"

"This was a class on personal change, never been to one of those before"

### PP 103: 8 hours

#### Six Habits of the Highly Productive Project Manager

This seminar will focus on the actions the project manager can take to thrive in turbulent times. Using the historically successful 7 Habits model, project managers will understand their most productive actions and why those activities are so successful. The critical role that trust plays in both jobsite and personal relationships will be examined and methods will be reviewed to improve trust relationships.

### PP 104: 8 hours

#### Managing Change Orders and Documenting Construction Disputes

Today's jobsites are plagued with General Contractors, Construction Managers, and owners who do not understand how to manage labor effectively or the costs of change orders. Using three case studies, best practices for negotiating and capturing the costs of change orders will be discussed. Using MCAA's book "Change Orders, Productivity, Overtime: A Primer for the Construction Industry" we will become acquainted with the best practices in the industry. Exercises will be done in groups to ensure each attendee understands the concepts and is comfortable with their application. Proven methods and strategies for managing change orders and minimizing conflict will be presented. Case histories of successful conflict resolution will be critiqued. The goal is that each contractor will leave with new tools to better manage this contentious part of their business.

### PP 105: 8 hours

#### Developing a Competitive Edge Through Planning

In these times of constant change and intense price pressure, successful companies will develop competitive strategies that allow them to thrive while others fail. Planning is one of those competitive strategies. Planning to have the right customers and projects ensures the opportunity to make profits. Planning each project as a process ensures maximum profitability and ensures no bad jobs. Planning to finish as you start drives a clean crisp finish allowing quick collection of your money and earning the preference for the next project. Come and document the actions you can take now to assure your company a profitable future.

### PP 106: 8 hours

#### Communication for Foremen and Project Managers

Digital communication has revolutionized the way we communicate, from emails and texts to Facebook, Twitter, Snapchat, LinkedIn, and others. Our jobsites track correspondence, contracts, specifications, drawings, submittals, O&M data, subcontracts, and start-up data. With all these new tools, has our "communication" improved? The great management guru Peter Drucker said: "The most important thing in communication is hearing what is not said." Steven Covey, who made goal setting, being proactive, and synergy a part of our society, said: "Trust is the glue of life. It is the most essential ingredient in effective communication. It's the foundational principal that holds all relationships." How then do mechanical contractors deal with our digital tools and enhance our customer's trust? How do we better communicate within our own companies? Communication tools will be discussed and modeled to help us differentiate ourselves and our companies as great communicators.



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**About the Instructor:**

**Tom Williams** is a retired mechanical contractor who now teaches and consults in the United States and Canada. He is retired from McKenney's, Inc. a multi-disciplined construction and engineering firm with offices in Atlanta, Georgia and Charlotte, North Carolina. During Tom's thirty-one years as president of construction, McKenney's annual revenues grew from \$3 million dollars

to \$145 million dollars posting profitable years every year after 1977. Tom's passion for teaching industry professionals how to improve both their hard and soft skills is well known throughout the industry. He teaches through MCAA's National Education Initiative. He taught at MCAA's Institute for Project Management (IPM) for thirty years. He currently educates and consults with individual contractors emphasizing both jobsite and office productivity. Using the Successful Project Management Flowchart contractors are shown how to prosper while adding value to the complete construction process.

**Contact Information:**

Contact Tom at **404-861-1456** or [tleswilliams@gmail.com](mailto:tleswilliams@gmail.com).

**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!