

# NEI ONE-DAY & PART-DAY SEMINARS

## Job and Company Operations Seminars

MCAA, the “education association,” proudly presents these unique seminars to help you run more profitable, less problem-prone projects.

### Who Should Attend?

Those interested in learning more about construction financial statements and senior field personnel are the primary audience for *Knowing the Score, Financial Statements, and Construction Financial Management*.

Project supervision and company management are the primary audience for *Managing Project Risk through Solid Documentation*.

Field supervision is the primary audience for *Safety—the Foreman’s Critical Role* and *Basic Business Writing for Foremen*.

Project supervision is the primary audience for *General Conditions of the Contract*.

Owners, safety managers, and operations personnel are the primary audience for *Profitability of Safety*.

Company owners, senior management and project managers are the primary audience for *The Business of Contracting: Back to the Basics* and *Contract Language—What You Don’t Know Can Hurt You*.

Owners and upper management are the primary audience for *Re-Energize Your Workforce* and *Moving Forward When the Economy Is Holding You Back*.

Those who manage or oversee other people are the primary audience for *The Art of Being an Effective Manager*.

Company management and financial personnel are the primary audience for *Maximizing Your Cash Flow*.

Field and project supervision are the primary audience for *Interpersonal Skills of the Project Team*.

Anyone can benefit from *Dealing With Difficult People at Work, Control Your Life by Controlling Your Time, Understanding and Resolving Conflict, Written Communication Skills, Successful Business Communications—It Begins at the Beginning* and *Construction—A People Business*.

Project coordinators interested in sharpening their skills and those interested in becoming a project coordinator are the primary audience for *Project Coordinator Training*.

### Course Descriptions

#### **Project Coordinator Training** – 32 Hours

Managing a construction project requires effort from many people within the company. Some companies have dedicated project coordinators or project assistants while others use administrative personnel to assist the project manager. No matter how your company is set up, the people who assist the project manager and their skills are critical. They allow the project manager to manage rather than administrate the project. The more time the project manager can spend managing the project, the better project outcomes are. Until recently, there was no formal project coordinator training available. This course uses a sample project to guide participants through the project life cycle—from acquisition to close-out. Participants will learn what occurs during each step of the project life cycle. They will also discover everything a project coordinator could do to support the project manager and field team, including but not limited to billings and associated attachments, change orders, purchase orders, subcontracts, requests for information, submittals, O and M manuals, procurement of permits, meeting minutes, document control, and support of the field foreman. Recommended hard skills such as knowledge of spreadsheet and word processing software will be discussed using examples from the sample project. In addition, the importance of soft skills such as listening, communicating, asking great questions, assertiveness, prioritizing, and the ability to multi-task will be discussed. This course can be taught in single or multiple day sessions.

NEW

#### **Successful Business Communications—It Begins at the Beginning** – 8 Hours

Virginia Satir said, “Once a human being has arrived on this earth, communication is the largest single factor determining what kinds of relationships he makes with others and what happens to him in the world about him.” During this course, attendees will learn the critical role various forms of communication play in relationships, and in the image and success of individuals, projects and the company. Clear and concise communication can reduce the chance of misunderstandings and conflict. Participants will do an assessment of their personal communication style so they can manage it, develop a communication system for their area

NEW

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of responsibility, draft and present to the class a self introduction, have a discussion on the impact all forms of communication have on the image of the company, how to vary communication style and methods for the receiver, and the art of listening to increase understanding. The course also provides tips on how to keep communication clear and easy to navigate for the receiver, no matter what method is chosen, layout and format of emails, choosing a subject line that is compelling, and the "Rule of Ones."

**NEW** **Construction—A People Business** – 8 Hours  
People and personnel issues are by far the most difficult things you deal with in your business every day. In this session, you will discover your natural styles for managing conflict, behavior, and handling difficult people. Through exercises, discussion, and workshops, you will learn how to identify and deal with others in the most efficient and effective way.

### **Contract Language—What You Don't Know Can Hurt You** – 8 Hours

This seminar is a "street view" of construction contract language from the perspective of a former contractor. Topics to be discussed include: what contracts are for, explicit and implicit language, the dirty dozen—what they mean and how to modify them, what standard subcontracts say, and the project manager/foreman partnership's role in protecting the company. Participants are encouraged to bring contracts to discuss.

*Note: the presenter is not an attorney. The information presented is for educational purposes only and should not be construed as legal advice.*

### **Dealing With Difficult People at Work** – 4 Hours

Working with difficult people can be, well, difficult. Knowing how to work with difficult people is not a skill that comes naturally. However, as there is no escape from difficult people, there is a way to lessen the pain. This session will assist participants in identifying and dealing with many the difficult personalities encountered in the workplace. Participants will learn the art of productive confrontation, how to resist intimidation, how to make a disruptive employee productive, and

finally how to meet the needs of your superiors, peers, and subordinates.

### **The Art of Being an Effective Manager** – 8 Hours

Being an effective manager means far more than directing the resources needed to accomplish a task. In this seminar, participants will learn eight essential elements to being an effective manager:

- Integrity—first, last and always
- Leading the charge—elements of successful leadership
- What they see is what they get—projecting an image
- Words—the art of communication
- Human capital—your most valuable asset
- Performance—manage what you measure
- Motivation—what moves and inspires people?
- Coaching—develop a game plan, align the troops, and get out of the way

### **Maximizing Your Cash Flow** – 2 Hours

In these uncertain times, managing cash is more important than ever. During this session participants will learn what cash flow is and is not, how some companies treat extension of credit as an afterthought and actually train their slow payers, and strategies to establish and administer a credit policy. Also discussed will be monitoring the cash-hungry items that add no significant value to the company, managing overhead, and tools to measure effective management of cash.

### **Control Your Life by Controlling Your Time** – 4 Hours

For most people, time gets away from them. They feel constantly behind. Many books and publications are written on the subject of time management, yet time cannot be managed, as it cannot be increased or decreased and is the same for everyone. By creating lists that are too long, we set ourselves up for disappointment. This session will cover many tips and tricks for managing yourself in relation to time including how much of your time to schedule, time robbers, and how your baseline behavior characteristics govern how you utilize and see time.

### **Understanding and Resolving Conflict** – 4 Hours

Conflict is a given. It occurs daily to every person on the planet. However, understanding when and

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why conflict occurs will help participants lose their fear of conflict and teach them how to solve it.

Through lecture and role play, this session will:

- Identify and understand your own conflict management style
- Learn conflict management strategies and the appropriate use of each strategy
- Identify the most important qualities one can develop when managing conflict

### ***Interpersonal Skills of the Project Team*** – 4 Hours

People skills are usually the most sought after and least developed skill in a company. Being able to communicate with, get along with, and work with people is essential to the success of a project or a company. Often, people are forced to work together without taking time to get to know each other. This course explores:

- Assessing and using your natural behavior style to your advantage
- Learning to assess others' behavior style
- Dealing with people who are not like you
- Developing effective teams

### ***Basic Business Writing for Foremen*** – 4 Hours

This course covers basic writing skills in items that a foreman would have to produce, such as daily reports and progress reports, the proper way to communicate electronically, and the importance of good job documentation.

### ***Written Communication Skills*** – 4 Hours

Topics covered in this course include:

- The who, what, when, where, why, and how of writing good correspondence
- Special "rules" about electronic correspondence
- Guidelines for effective project correspondence

### ***Re-Energize Your Workforce*** – 4 hours

All businesses have been rocked by economic upheaval. Companies have been driven to cut costs at every turn, and most have made significant personnel cuts. Those employees who have managed to survive should be happy, yet they feel overworked, apprehensive and unappreciated. This seminar will teach you why the survivors must be your most important priority. You will learn what can be done immediately and economically to begin an "Employee Stimulus Program."

### ***Moving Forward When the Economy is Holding You Back*** – 4 hours

Are we in a recession? Are we in a depression? For the business owner, does it really matter? No matter what the financial analysts call it, all business owners and managers have to be acutely aware of all aspects of the business in order to more than survive. In this course, you will learn strategies to help you plan for the future, assist in shoring up the bridge between office and field, gain new business prospects, control expenses and cash, and why being visible is more important than ever.

### ***The Business of Contracting: Back to the Basics*** – 4 hours

Many construction company owners and managers believe that if they manage their construction projects, the company will run itself. Nothing is further from the truth. Running the projects and managing the business require two completely different skill sets. Owners and managers must work in the business as well as on the business. To remain competitive and profitable, construction companies must examine and make every facet of their company as efficient as it can be. In this seminar, participants will learn the fundamentals managing the business. Through discussion, exercises and examples, participants will be given tools to assist them with the business end of the business.

### ***Managing Project Risk through Solid Documentation*** – 8 hours

Now more than ever contractors must pay close attention to the written records they keep on construction projects. Solid project documentation is a company's best defense against problems that occur. This all-day seminar will cover important documentation topics including, but not limited to, contract language, submittals and RFIs, close-out, scheduling and schedule delays, tracking and managing owner furnished equipment, notification requirements, change orders, and jobsite organization. Attendees will learn their unique role in protecting the company against damage, claims, and unnecessary costs.

### ***Financial Statements—What You Always Wanted to Know but Were Afraid to Ask*** – 4 hours

Financial statements are frequently the most

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underutilized and misunderstood part of a construction business, yet they are one of the most valuable tools company owners and management can use to analyze and make decisions about their company. With examples and interactive exercises, participants will learn the fundamentals of construction accounting, including the terminology, how to read financial statements, what reporting methods are commonly used for tracking company finances, and the pros and cons of each.

### **Construction Financial Management—It's More than Accounting** – 4 hours

Many construction company owners believe that accounting and financial management are the same. This seminar will explore the differences, explain why companies must have both, and show how a company can use financial statements to measure, benchmark, and forecast. Participants will learn the language of “financial ratios” and will understand how to use them.

### **Safety—the Foreman's Critical Role** – 4 hours

The field foreman has perhaps the most influential role in creating and maintaining a company's safety culture. This seminar will:

- Introduce and explain basic loss control concepts
- Explore how the foreman's behavior and attitude affect safety
- Reinforce the foreman's moral and personal obligations towards safety
- Describe how safety planning can be easily integrated into project planning

### **General Conditions of the Contract** – 4 hours

Kathryn Crosby notes, “Most field personnel are not given proper instruction and information by their employers for their rights and obligations to the contract's General Conditions.” As the contractor's primary field representative, the foreman must understand how the company is obligated to perform as a condition of the contract. This session will familiarize foremen with critical, specific terms and standard contract conditions. Industry standards for subcontract agreements and general conditions will be discussed and reviewed. Among the topics to be explored are: contract documents, getting jobs,

“rules of the road”, scope, schedule, payment terms, flowdown clauses, changes in the work, terminating contracts, delays, disputes, temporary facilities, site safety requirements, notification requirements, warranty procedures, and project bonding requirements.

### **Knowing the Score** – 4 hours

Many MCAA contractors do not understand the serious implications of failing to monitor and forecast projects monthly. Companies that do not produce project status reports and work-in-progress reports could be receiving erroneous financial information and are making ill-advised business decisions based on that information. Better financial planning enables project staffs to maintain and run more profitable, less problem-prone projects. Some of the topics to be explored are:

- How are monthly project status reports and work-in-progress reports produced?
- How should these reports be interpreted, and what do they mean to the company?
- What are over- and under-billings and why is it critical to book them monthly?
- How do financial statements work and what do they mean?
- What do surety companies look for?

### **The Profitability of Safety** – 4 hours

Effective safety programs can significantly reduce costs. The hidden costs of accidents, what your company's Experience Modification Rate (Emod) means, the costs of a high Emod, the need for a relationship with medical care providers, the importance of a light duty program, and how to start a safety program are explored.

MORE...

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### **Who is the Presenter?**



**Kathryn Crosby** is a past member of the MCAA Board of Directors, former chair of MCAA's Project Management Education Committee, former Vice President/CFO of Harding Mechanical, Inc., and is now the president of C2 Consulting, Inc. (Sandy, UT).

### **FOR MORE INFORMATION OR TO SCHEDULE A COURSE, CONTACT:**

**Kathryn Crosby** at **801-984-6092** (phone), **801-550-8553** (cell), **801-984-6060** (fax), or [kcrosby@c-2consulting.com](mailto:kcrosby@c-2consulting.com).

You may also contact MCAA's **Priya Craig** at **800-556-3653** or [pcraig@mcaa.org](mailto:pcraig@mcaa.org).



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