



# STRATEGIC MANAGEMENT (SM) SEMINARS

FOR CONSTRUCTION

James McCarl



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

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## Strategic Management (SM) Seminars

Senior management, owners, foremen and project managers will benefit from these seminars built to help you strategically manage risk. You will gain insights into proven methods for developing effective strategic plans and key factors to implement and maintain them.

**SM 100:** 4 hours in-person | 4 hours virtual

### 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:

- Why a mechanical schedule is such a critical piece of project documentation
- Types of plans and the differences between them
- Strategic planning as a springboard to success
- Step-by-step approach to strategic planning
- 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) and action plans that produce results

**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 | 4 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 four main areas of risk: Hazard, Operational, Financial, Strategic
- The essentials of systematically identifying & managing risk
- Minimize risk without limiting growth
- Turn risk into an opportunity and a competitive advantage

**SM 103:** 4 hours | 90 minutes 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! 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

**SM 104:** 8 hours in-person | 4 hours virtual

### Profit Is Not a Dirty Word

Mechanical contracting keeps getting riskier every day; in spite of 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 achieve just that by giving 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
- 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 great result
- 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

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**SM 105:** 4 hours in-person | 4 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 or 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
- Learn how a contractor went from a borrower to an investor because of better cash flow
- Discover “best practices” for better cash flow

**SM 106:** 4 hours in-person | 90 minutes virtual

### An Outside Board of Directors...the Missing Link to Your Success

An outside board of advisors is essential to any company because they give strategic direction and oversight. Boards assist companies with many difficult decisions and have an unbiased and objective outlook, helping to make your company a success. A board is your missing link to sustained profitability. Too many companies have a board that consists of their relatives, bookkeeper, CPA and attorney. While this meets the letter of the law for a board, the reality is that few of these boards of directors offer the owners what they really need.

Some of the topics to be covered are:

- Why picking the right board members makes a difference, and how to do it
- Duties and roles of a board of directors, and how to maximize their effectiveness
- The value added impact of a board to your bottom line
- How your board creates accountability at all levels
- Use your board to reward your key performers
- Communication, the key to an effective board of advisors
- Leverage your board’s experience, talents and contacts

**SM 107:** 3 virtual sessions x 2 hours each

### Creating Certainty in Uncertain Times- a 3-part virtual workshop

#### Session one: A Different DEJA-VU

Discover how to save this year, how to refocus you and your team! Overcome uncertainty with great communication and focus on “the right stuff”. Learn for the past, so we do NOT repeat our mistakes!

- History is a great teacher, 2020 will be okay, need to secure.
- Uncertainty reigns, but history is a great teacher.
- Do NOT dive deep for projects, better to pay overhead than fund losses!
- CASH IS KING! Learn key levers to maximize your cash flow.
- Trim your sails, zero based budget, do we REALLY need this?
- Go the extra mile to differentiate your company and show your customers they matter. Learn the “keys to success”: Best people on best opportunities, keep score and have an accountability culture.

- Build a bandwagon, involve key players and communicate to all.
- Your take home will be an action plan.

#### Session two: Be Proactive

This session we will learn how to make things happen instead of letting them happen!

- Define your “Sweet Spot” and build a dashboard for success.
- Smart cost cutting and building an action-oriented plan.
- Relationships are the key to success: Care and feeding the goose
- Understand your competition: mark-up, backlog, how to track.
- Good people, find and keep the best.
- No grapevines, only clear communication.
- Budgets are NOT written in stone and need to be reforecast!
- How the squeaky wheel will improve cash flow.
- Do more with less with accountability.
- Your take home will be your dashboard.

#### Session three: What is your plan?

In this session you will be given tools to start your plan.

- Strategy and the importance of Mission, vision and values
- Strategy tools: SWOT, TOWS and prioritization
- Intelligent bidding: Sweet spot, do not bid just to bid!
- Bring home the bacon! PROFIT!!!
- Cash is King, can never be said too often!
- Best of class performance
- Building your team
- The BEST people are the key!
- The future is secure with a plan
- Take home is structure for a Strategic plan, BOC parameters

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### About the Instructor:

**F. James (Jim) McCarl** helps businesses and non-profits 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 grew 1,000 percent, placing it in the

top tier of mechanical contractors in the United States. Currently he serves on the boards of directors of three construction companies across the nation. His broad background in family business, strategy and risk management have benefitted all these firms.

### Contact Information:

Contact Jim at **843-699-6907** or [fjmccarl@themccargroup.com](mailto:fjmccarl@themccargroup.com). Visit [www.themccargroup.com](http://www.themccargroup.com) for more information.

### 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!

### For more information or to schedule a course:

Contact **Priya Nirmal** at **301-869-5800** or [pnirmal@mcaa.org](mailto:pnirmal@mcaa.org).



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