مدیریت کسب‌وکار در صنعت ساخت
(Construction Business Management)

معرفی دوره

ارائه دهنده:

سید محمدرضا علوی‌پور

(PhD, PMP, CMIT)

CMAA Authorized Trainer

دانشگاه Illinois Tech آمریکا

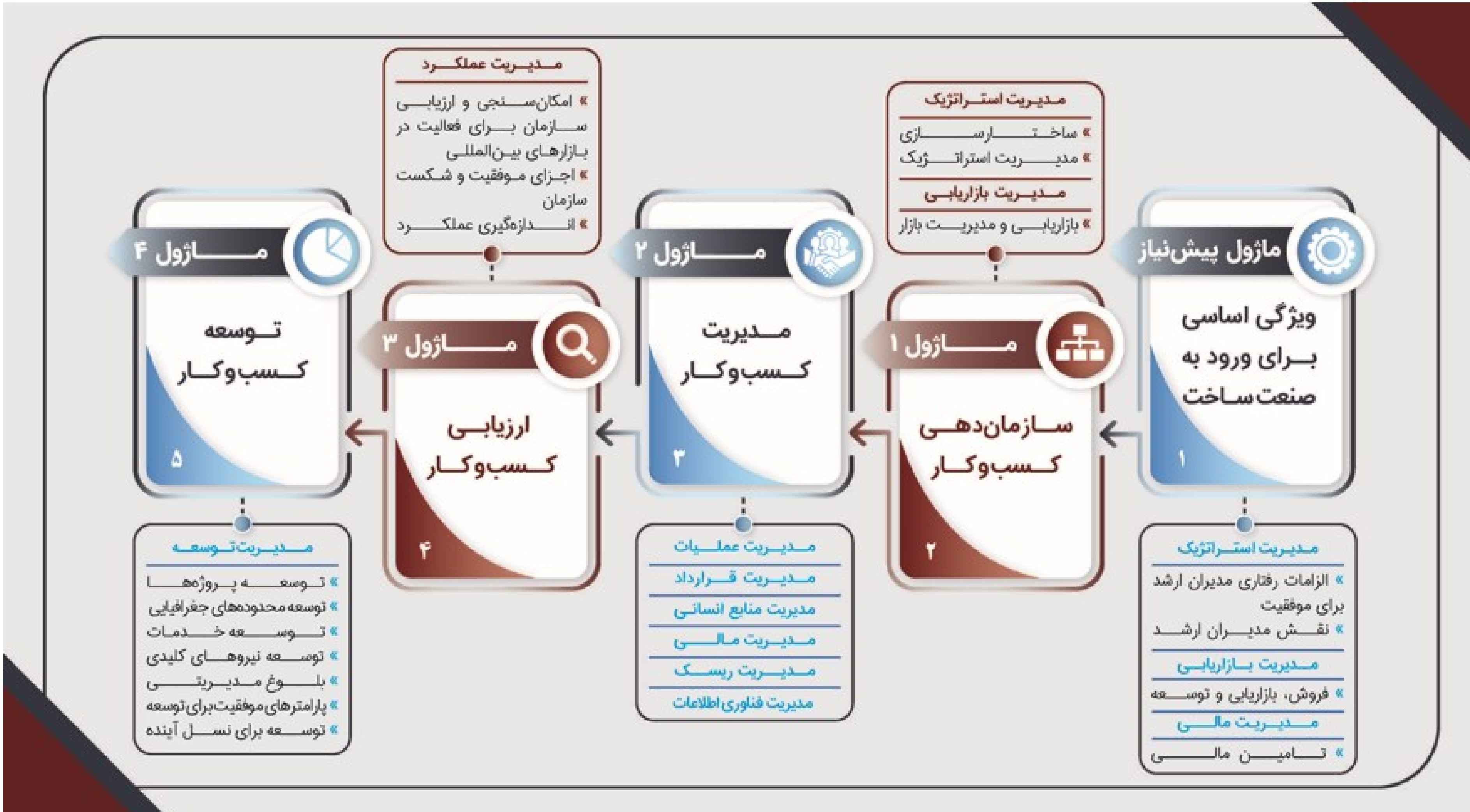
با همراهی

نریمان درافشان

Road map


با سخنرانی متخصصان کسب‌وکار در صنعت ساخت
به همراه پنل پرسش و پاسخ و مشاوره سازمانی
ویژگی اساسی برای
ورود به صنعت ساخت
سازمان‌دهی کسب‌وکار
مدیریت کسب‌وکار
ارزیابی کسب‌وکار
توسعه کسب‌وکار
Construction Business Management
CBM
اولین نقشه راه
مدیریت کسب و کار
در صنعت ساخت ایران
(با رویکرد بین‌المللی)

Road map


ماژول پیش‌نیاز
ویژگی اساسی برای ورود به صنعت ساخت
۱
مدیریت استراتژیک
» الزامات رفتاری مدیران ارشد برای موفقیت
» نقش مدیران ارشد
مدیریت بازاریابی
» فروش، بازاریابی و توسعه
مدیریت مالی
» تامین مالی
ماژول ۱
سازمان‌دهی کسب‌وکار
۲
مدیریت استراتژیک
» ساختارسازی
» مدیریت استراتژیک
مدیریت بازاریابی
» بازاریابی و مدیریت بازار
ماژول ۲
مدیریت کسب‌وکار
۳
مدیریت عملیات
مدیریت قرارداد
مدیریت منابع انسانی
مدیریت مالی
مدیریت ریسک
مدیریت فناوری اطلاعات
ماژول ۳
ارزیابی کسب‌وکار
۴
مدیریت عملکرد
» امکان‌سنجی و ارزیابی سازمان برای فعالیت در بازارهای بین‌المللی
» اجزای موفقیت و شکست سازمان
» اندازه‌گیری عملکرد
ماژول ۴
توسعه کسب‌وکار
۵
مدیریت توسعه
» توسعه پروژه‌ها
» توسعه محدوده‌های جغرافیایی
» توسعه خدمات
» توسعه نیروهای کلیدی
» بلوغ مدیریتی
» پارامترهای موفقیت برای توسعه
» توسعه برای نسل آینده

Road map

عنوان	ماژول پیش‌نیاز اصول بنیادین	ماژول اصلی – ماژول ۱ سازمان‌دهی کسب‌وکار	ماژول اصلی – ماژول ۲ مدیریت کسب‌وکار	ماژول اصلی – ماژول ۳ ارزیابی کسب‌وکار	ماژول اصلی – ماژول ۴ توسعه کسب‌وکار
مدیریت استراتژیک	» الزامات رفتاری مدیران ارشد برای موفقیت » نقش مدیران ارشد	» ساختارسازی » مدیریت استراتژیک			
مدیریت بازاریابی	» فروش، بازاریابی و توسعه	» بازاریابی و مدیریت بازار			
مدیریت عملیات			» مدیریت عملیات		
مدیریت قرارداد			» مدیریت قرارداد		
مدیریت منابع انسانی			» مدیریت منابع انسانی		
مدیریت مالی	» تامین مالی		» مدیریت مالی		
مدیریت ریسک			» مدیریت ریسک		
مدیریت فناوری اطلاعات			» مدیریت فناوری اطلاعات		
مدیریت عملکرد				» امکان‌سنجی و ارزیابی سازمان برای فعالیت در بازارهای بین‌المللی » اجزای موفقیت و شکست سازمان » اندازه‌گیری عملکرد	
مدیریت توسعه					» توسعه پروژه‌ها » توسعه محدوده‌های جغرافیایی » توسعه خدمات » توسعه نیروهای کلیدی » بلوغ مدیریتی » پارامترهای موفقیت برای توسعه » توسعه برای نسل آینده

CBM Certificate of Participation

CBM CERTIFICATE OF PARTICIPATION

The Alavipour Construction Engineering and Management Institute (ACEMI) presents this certificate to

Alireza Hamzeh

For participating in the

Construction Business Management (CBM) Program

Date: June 15, 2020

Credential ID: CPC-w678012

S. M. Reza Alavipour, CEO, PhD, PMP, CMIT

CBMCI Certification

ACEMI

CONSTRUCTION BUSINESS MANAGER
IN CONSTRUCTION INDUSTRY (CBMCI)

The Alavipour Construction Engineering and Management Institute (ACEMI) certifies that

S. M. Reza Alavipour

Has successfully completed all the requirements of Construction Business Management (CBM) Program

CBMCI Certification
Date: June 15, 2020
Credential ID: CBMCI-w678012

Alavipour Construction Engineering and Management Institute
ACEMI
CBMCI
Certification

CMAA TRAINER

S. M. Reza Alavipour, CEO, PhD, PMP, CMIT

Cover Letters

Alavipour
Construction Engineering
and Management Institute

October 10, 2022

Dear Mr. Farahmandi:

We know that how hard is to get certified in the field of Construction Business Management and we congratulate you on your well-deserved success.

You have been awarded the **"Construction Business Manager in Construction Industry (CBMCI) Certification"** because of your successful completion of *"Construction Business Management (CBM)"* Program and ACEMI confirms your competency in this field.

P.S. **"CBMCI Certification"** is awarded to attendees after the professional requirements are met. Companies can rely on this certification to determine whether the person who applies for their job is qualified or not.

Sincerely,

S. M. Reza Alavipour, PhD, CMAA Authorized Trainer, PMP, CMIT
CEO,
Alavipour Construction Engineering and Management Institute (ACEMI)

Enclosures: CBMCI Certification

Unit C42, 3th Floor, Abgineh Center, After of Hasan Abad St., E Ferdows Blvd., Tehran, Iran
Zip code: 1481835915 | Ph: +98 21 46100445 +98 21 46100450 | Fax: +98 21 89782156
Email: info@dralavipour.com
www.dralavipour.com

Alavipour
Construction Engineering
and Management Institute

October 10, 2022

Dear Mr. Hamzeh:

ACEMI thank you for participating in the *"Construction Business Management (CBM)"* Program. Getting a certificate is worth when you are trying to bolster your experience and skills and ACEMI congratulates you on achieving a **"CBM Certificate of Participation."**

This certificate shows that you have a baseline of skill and experience and ACEMI wishes you the best in your career path. Warmest congratulations on your achievement.

P.S. **"CBM Certificate of Participation"** is given to attendees for participating in the Construction Business Management (CBM) Program.

Sincerely,

S. M. Reza Alavipour, PhD, CMAA Authorized Trainer, PMP, CMIT
CEO,
Alavipour Construction Engineering and Management Institute (ACEMI)

Enclosures: CBM Certificate of Participation

Unit C42, 3th Floor, Abgineh Center, After of Hasan Abad St., E Ferdows Blvd., Tehran, Iran
Zip code: 1481835915 | Ph: +98 21 46100445 +98 21 46100450 | Fax: +98 21 89782156
Email: info@dralavipour.com
www.dralavipour.com

Certifications

At a glance


۵ بخش برنامه CBM عبارتند از
ماژول پیش‌نیاز
ویژگی اساسی برای ورود به صنعت ساخت
ماژول ۱
سازمان‌دهی کسب‌وکار
ماژول ۲
مدیریت کسب‌وکار
ماژول ۳
ارزیابی کسب‌وکار
ماژول ۴
توسعه کسب‌وکار
۱۰ محدوده دانشی برنامه CBM عبارتند از
مدیریت استراتژیک
مدیریت مالی
مدیریت بازاریابی
مدیریت ریسک
مدیریت عملیات
مدیریت فناوری اطلاعات
مدیریت قرارداد
مدیریت عملکرد
مدیریت منابع انسانی
مدیریت توسعه
گواهینامه‌های برنامه CBM عبارتند از
گواهینامه حضور به رنگ آبی
(CBM Certificate of Participation)
گواهینامه تایید صلاحیت به رنگ زرشکی
(Construction Business Manager in Construction Industry - CBMCI)
CBM

At a glance


CBM CERTIFICATE OF PARTICIPATION
S. M. Reza Alavipour
CONSTRUCTION BUSINESS MANAGER
IN CONSTRUCTION INDUSTRY (CBMCI)
S. M. Reza Alavipour

Course Introductory

مدیریت کسب‌وکار در صنعت ساخت

(Construction Business Management)

ACEMI

مقدمه

صنعت ساخت به دلیل پیچیدگی‌ها و ساختار سنتی خود که با عدم قطعیت‌های فراوانی نیز مواجه است، نیاز به توجه جدی به مبانی کسب‌وکار داشته و مدیران ارشد، مدیران عامل و مشاوران کسب‌وکار باید آگاه باشند که نمی‌توان به صرف مبانی عمومی کسب‌وکار، اقدام به ساختارسازی برای این سازمان‌ها نمود. ساختاری که از استانداردها، رویه‌ها و Best Practiceهای عملیاتی برخوردار است که بسیاری از مدیران ارشد، مدیران عامل و حتی مشاوران کسب‌وکار از آن آگاه نیستند. در واقع، بدون توجه به این ساختارها امکان کسب منفعت و سود در بسیاری از بخش‌ها ممکن نبوده و نمی‌توان به صرف مبانی عمومی کسب‌وکار، پیچیدگی‌های این سازمان‌ها را مدیریت نمود.

از این‌رو، موسسه ACEMI برای اولین‌بار در کشور و بر اساس استانداردها، رویه‌ها و Best Practiceهایی که برای Construction Business Management یا همان CBM ارائه شده و شاید شناخت کافی نسبت به آن‌ها در کشورمان نباشد، اقدام به ارائه یک نقشه راه جامع برای مدیران ارشد، مدیران عامل و مشاوران کسب‌وکار در صنعت ساخت نموده تا بتواند این دانش را به کشور منتقل نماید. این نقشه راه که از ۵ ماژول (۱ ماژول پیش‌نیاز و ۴ ماژول اصلی) و ۱۰ محدوده دانشی تشکیل شده، حاصل مطالعات و درس آموخته‌های شرکت‌های موفق بوده و به صورت کاملا اجرایی در بخش‌های مختلف پیاده‌سازی گردیده است. علاوه بر این موارد و به منظور انطباق بیشتر مبانی، در این برنامه از متخصصان کسب‌وکار فعال در کشورمان نیز برای انتقال تجاربشان بهره گرفته شده و با ایجاد پنل‌های سخنرانی، در کنار پنل‌های پرسش‌وپاسخ و مشاوره سازمانی که در این برنامه طراحی شده، ساختار جامعی ارائه گردیده است.

این برنامه در سطح متخصصان کسب‌وکار، مدیران ارشد و عامل و مشاوران کسب‌وکار در صنعت ساخت تدوین گردیده و در جهت تکمیل نقشه راه مدیریت ساخت و پروژه از سطح کارشناسان، مدیران و مشاوران پروژه تا سطح متخصصان کسب‌وکار، مدیران ارشد و عامل و مدیران کسب‌وکار ارائه می‌گردد.

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پیش از آغاز: جلسه معارفه

از آنجا که یکی از مهم‌ترین ابزارهای ایجاد و توسعه کسب‌وکار، شبکه‌سازی است، پیش از شروع دوره و به جهت ایجاد فضای مناسب برای متخصصان، جلسه معارفه‌ای برگزار خواهد شد تا در این جلسه یک شبکه ارتباطی مناسب شکل گرفته و متخصصان با یکدیگر به تبادل اطلاعات بپردازند.

ماژول پیش‌نیاز: اصول بنیادین

در این ماژول به بررسی مسائل بنیادینی می‌پردازیم که هر کسب‌وکاری برای موفقیت باید در نظر داشته باشد. مباحث رهبری و رفتار سازمانی، با تاکید بر نقش مدیران ارشد، و همچنین مقدمات بحث فروش و بازاریابی، آشنایی با تامین مالی و برآورد سرمایه مورد نیاز، مباحث اصلی این قسمت است.

- **الزامات رفتاری مدیران ارشد برای موفقیت:** خصوصیات اصلی، اشتیاق، آستانه تحمل استرس، اعتمادپذیری، تمایل به کار، نگرش مثبت و تسلیم‌ناپذیر، سرسختی ذهنی، تفصیل‌گرایی، قدرت تحلیل شرایط اضطراری، خودکنترلی، تشنگی برای یادگیری، قدرت کنار آمدن با تفکرات متناقض
- **نقش مدیران ارشد:** رهبری، واقع‌گرایی، تفاوت مدیریت و رهبری، کنترل خودخواهی، رهبری در زمان‌های عدم قطعیت، تفاوت مدیر و ذی‌نفع، طرز فکر کارآفرین، ایجاد فرهنگ سازمانی، تلاش برای بهترین، استخدام افراد مناسب، شناخت صنعت، هماهنگی منابع، حضور به موقع، شناخت اهداف، اندازه‌گیری نتایج، بازاریابی، عادت‌های کوچک با پرداخت‌های بزرگ، مشارکت
- **فروش، بازاریابی و توسعه:** بازاریابی، تبلیغات، پروپوزال و ارائه، پیشتازی، اثرگذاری، مشتریان جدید و قدیمی، داده‌کاوی
- **تامین مالی:** سرمایه اولیه، پیش‌بینی نیازهای مالی، درک صورت‌های مالی، افزایش سرمایه

ماژول ۱: سازمان‌دهی کسب‌وکار

دغدغه سازمان‌دهی (Organizing) یکی از مسائل کلیدی راهبری کسب‌وکارهاست و شامل بحث‌هایی از جمله تدوین و جاری‌سازی استراتژی، طراحی ساختار سازمانی و هم‌راستایی آن با اهداف استراتژیک و برنامه‌های بازاریابی می‌شود. ایجاد ساختاری یکپارچه و متناسب در سطح بنگاه (Corporate-Level) و واحد کسب‌وکار (Business-Level) راه را برای اتصال فعالیت‌های حوزه‌های وظیفه‌ای (Functional) ماژول بعدی هموار می‌کند.

- **ساختارسازی:** تغییرات دهه‌های اخیر در صنعت ساخت، الزامات موفقیت کسب‌وکارها در صنعت ساخت، انواع سازمان‌ها در عرصه بین‌الملل (JV و S و Corporation و...)، انواع ساختارهای سازمانی (عملکردی، ماتریسی، بخشی)، انواع طراحی‌های سازمانی (سیاست و فرایند اجرا)، برنامه‌ریزی کسب‌وکار، قدرت انعطاف‌پذیری، مدل جدید کسب‌وکار در صنعت ساخت، کارگاه تحلیل طرح و برنامه سازمان‌های فعال در صنعت ساخت (Tools)
- **مدیریت استراتژیک:** برنامه‌ریزی استراتژیک، چشم‌انداز و ماموریت سازمانی، اهداف سازمانی، ابزارهای تحلیل‌گری استراتژیک، برنامه اجرایی، آنالیز شرایط، فرمول استراتژی، استراتژی اجرا، استراتژی ارزیابی، منحنی یادگیری در برنامه‌ریزی
- **بازاریابی و مدیریت بازار:** خدمات بازاریابی در صنعت ساخت، تحلیل بازار، فرایند بازاریابی، استراتژی بازاریابی، برنامه بازاریابی و فروش، ابزارهای بازاریابی، قوانین بازاریابی برای پیمانکاران، ورود به بازارهای جدید، خدمات مشتریان، روش کمی برای مقایسه سهم بازار و سود، وفادارسازی مشتریان، خطاهای رایج در فروش، برآورد هزینه و پیشنهاد قیمت، مهمترین نکات و تکنیک‌ها برای تصمیم‌گیری و موفقیت در مناقصه، انتخاب پروژه‌ها

ماژول ۲: مدیریت کسب‌وکار

بررسی مدیریت سازمان از جنبه‌های مختلف عملیات، قرارداد، منابع انسانی، مالی، ریسک و فناوری اطلاعات هدف این بخش است. ویژگی‌های صنعت ساخت و مدل‌های مختلف ساخت و تحویل پروژه منجر به تفاوت‌هایی در مدل‌های قراردادی، شیوه مدیریت عملیات، نحوه ثبت و رصد هزینه‌ها و ساختار مالی پروژه و سازمان می‌شود که در کنار مباحث ریسک سازمانی، دغدغه‌های منابع انسانی و برنامه توسعه فناوری اطلاعات، در این ماژول به آن‌ها

پرداخته می‌شود.

• **مدیریت عملیات**: بررسی وضعیت اجرایی فعلی صنعت ساخت، ویژگی‌های پروژه‌های مادر، بررسی شاخص‌های اجرا، فرایند اصلی برای مدیریت بهتر عملیات بر اصول اثبات شده، استفاده از اصول ناب در صنعت ساخت، برنامه‌ریزی، زمان‌بندی، مدیریت و پیش‌بینی عملیات، مدیریت سازمان در رکود اقتصادی، مدیریت ذی‌نفعان، مدیریت تجهیزات، ماشین‌آلات و پیمانکاران جزء، مدیریت تصمیم در شرایط متغیر، کارگاه انتخاب پروژه و طرح (Tools)

• **مدیریت قرارداد**: انواع موافقت‌نامه، الزامات موافقت‌نامه محکمه‌پسند، شناخت کارفرمای پروژه، تاریخ‌های کلیدی، بیمه و ضمانت‌نامه، تاخیرات کارفرما و پیمانکار، تغییرات کار، تصدیع اعتباری، بیمه، تعهدات، حل اختلاف، خاتمه، چکلیست تایید صلاحیت پیمانکار جزء، موافقت‌نامه پیمانکار اصلی و پیمانکار جزء، محدوده کار پیمانکار جزء، دستور کار، تغییرات قراردادهای پیمانکاران جزء، شرایط پرداخت، مواردی چون Paid if Paid، خسارت تاخیر، حسن انجام کار، ماده‌های پرداخت نهایی، Indemnity، خاتمه برای Convenience، اعلان، گزینه‌های پیمانکار، حل اختلاف، خاتمه قرارداد پیمانکار جزء

• **مدیریت منابع انسانی**: نقش کلیدی مدیران منابع انسانی، خودشناسی در مدیریت و راهبری منابع انسانی، ارزیابی شخصیت، ارزیابی مدیریت و رهبری، آموزش و مربیگری، نکات مهم در زمان استخدام، فرایند تصمیم‌گیری، فرهنگ سازمانی، توسعه رهبری، بررسی قوانین کاری بین‌الملل، ویژگی‌های نیروی مناسب، انتخاب نیروهای مناسب، رویه‌های مناسب در استخدام، مصاحبه، مدیریت منابع انسانی در بلندمدت، مدیریت ارتباطات، تفویض اختیار، پاداش، بازگشت سرمایه بر روی منابع انسانی، جایگزینی، امنیت شغلی، تضاد داخلی، مسئولیت در قیاس با توصیف شغلی، ارزیابی عملکرد منابع انسانی، جلسات خاتمه همکاری، سازمان‌های کارفرمایان حرفه‌ای

• **مدیریت مالی**: حسابداری و مدیریت مالی، حسابداری و مدیریت اطلاعات، انواع سیستم‌ها، مسئولیت‌ها، حساب‌های پرداختنی، صورت‌وضعیت‌های پرداخت نشده، حساب‌های دریافتنی، ثبت بدهی‌ها، جمع‌آوری داده‌های درلحظه، مدیریت هزینه و درآمد، مدیریت مالی پروژه‌ها، بررسی صورت‌های مالی برای مدیران، مدیریت جریان نقدینگی، منابع تامین مالی، معیارهای قرض پول، مدیریت وجوه نقد، راه‌های تامین وجوه نقد در رکود اقتصادی، روش‌های مدیریت سود، استفاده از داده‌های مالی، اندازه‌گیری ریسک‌های مالی، درماندگی مالی، مدیریت احیاء، بررسی نمونه‌های موردی، کارگاه تحلیل مدیریت مالی سازمانی (Tools)، کارگاه تفکر تحلیلی

• **مدیریت ریسک**: شناسایی ریسک‌های سازمانی و استراتژی مدیریت ریسک، انواع بیمه در عرصه بین‌الملل، انواع ضمانت‌نامه در عرصه بین‌الملل، منابع تکمیلی

• **مدیریت فناوری اطلاعات**: بکارگیری تکنولوژی در صنعت ساخت، اولین‌ها، بهترین‌ها، روند تکنولوژی، ساخت مجازی، نقطه بهینه در سرمایه‌گذاری تکنولوژی، مزیت رقابتی با تکنولوژی در صنعت ساخت، اطلاعات مورد نیاز، سخت‌افزار و زیرساخت‌های مورد نیاز، نرم‌افزارهای ضروری، سیستم‌های امنیتی، سیاست‌های امنیت اطلاعات، وبسایت‌های سازمان و نحوه ساختارسازی، منابع تکمیلی

ماژول ۳: ارزیابی کسب‌وکار

کنترل و پایش سازمان به منظور صحت و اعتبار برنامه‌ها، کیفیت عملیاتی‌کردن و تحقق اهداف و جلوگیری از انحرافات عملکردی و فنی موضوع این ماژول است. حتی بهترین برنامه‌ها و استراتژی‌ها هم باید ارزیابی شوند تا مطمئن شویم راهی که برگزیده‌ایم همچنان معنادار و صحیح است، آیا به اهداف و اقدامات عملیاتی و بودجه‌ای متصل هستند، و آیا اقدامات و طرح‌ها و پروژه‌ها به خوبی پیش می‌روند؟

• **امکان‌سنجی و ارزیابی سازمان برای فعالیت در بازارهای بین‌المللی**: استراتژی کسب‌وکار، ارتباطات، شرایط فرهنگی، اجتماعی، جغرافیایی، لجستیک، منابع انسانی، حقوقی و قرارداد، وضعیت بازار، شرایط سیاسی، قوانین و مقررات، ایمنی و امنیت

- **اجـزای موفقیـت و شکسـت سـازمان:** مهم‌تریـن دلایـل شکسـت سـازمان‌ها، سـرمایه‌گذاری صـرف روی تجربـه، افزایـش سـایز پروژه‌هـا، عـدم آشـنایی بـا محدوده‌هـای جدیـد جغرافیایی، ورود به بخش‌های جدیـد صنعت ساخت، تغییـرات در نیروهـای کلیـدی، عـدم وجـود بلـوغ مدیریتـی در توسـعه سـازمانی، کارگاه تفکـر تحلیلـی
- **اندازه‌گیـری عملکـرد:** پارامترهـای مهـم در اندازه‌گیـری، خطاهـای رایج در تعریـف شـاخص‌ها، تعییـن آسـتانه انتظـارات مشـتریان، اندازه‌گیـری عملکـرد پـروژه، اندازه‌گیـری عملکـرد گذشـته، ارتباطـات عملکرد-محـور بـا مشـتریان، اندازه‌گیـری عملکـرد راهبـری، بررسـی نمونـه مـوردی، کارگاه تفکـر تحلیلـی

ماژول ۴: توسعه کسب‌وکار

موضـوع آخریـن مـاژول ایـن دوره، بررسـی ابعـاد مختلـف توسـعه کسـب‌وکار، چگونگـی برنامه‌ریـزی بـرای توسـعه پروژه‌هـا، ورود بـه مناطـق متنـوع، ارائـه خدمـات جدیـد در بـازار، و الزامـات توسـعه منابـع انسـانی و رهبـری بـرای میسـر سـاختن چنیـن موضوعاتـی اسـت.

- **توسـعه پروژه‌ها:** محدودیت‌های رشد، افزایش ریسـک‌ها با بزرگ‌تـر شـدن پروژه‌ها، گزینه‌هـای مختلف بـرای جایگزینی پروژه‌های بـزرگ، بررسـی نمونـه موردی، کارگاه تفکـر تحلیلی
- **توسـعه محدوده‌هـای جغرافیایـی:** تعریـف محـدوده قابـل قبـول، دلایـل تغییـر مناطـق جغرافیایـی، بررسـی پروژه‌هـا از راه دور، ایجـاد دفاتـر منطقـه‌ای، بررسـی نمونـه مـوردی، کارگاه تفکـر تحلیلـی
- **توسـعه خدمـات:** دلایـل تغییـرات در انـواع زمینه‌هـای فعالیـت، مقابلـه بـا چالش‌هـای کم‌تجربگـی در کارهـای جدیـد، شناسـایی نقـاط ضعف‌وقـوت در بخش‌هـای جدیـد، شناسـایی ریسـک‌ها در بخش‌هـای جدیـد، برنامـه خـروج از بـازار، بررسـی نمونـه مـوردی، کارگاه تفکـر تحلیلـی
- **طراحـی خدمـات سـازمانی:** تحلیـل فرصت‌هـا بـا چهارچـوب تناسـب بـا هـدف (Fit-for-Purpose)، همراسـتایی اسـتراتژی و توانمندی‌هـا، ارزیابـی توانمنـدی بقـای سـازمان،
- **توسـعه نیروهای کلیدی:** شناسایی نیروهای کلیدی، مدیریت شـریکان، مدیریت موسسـان، مدیریت سرمایه‌گذاران، تشکیل تیم مدیریتی جدید، اضافه کردن نیروهای کلیدی، مدیریت تعدیل، بررسی نمونه موردی، کارگاه تفکر تحلیلی
- **بلـوغ مدیریتی:** سازمان‌های استارت‌آپی در صنعت ساخت، اهمیت مهارت‌هـای مدیریتی، فازهـای رشـد سـازمان، آسـتانه رشـد و مدیریتـی سـازمان، نشـانه‌های عـدم بلـوغ مدیریتـی سازمان، چالش‌های مدیریت تغییرات، تفویض اختیار و نحوه ارزیابی آن، بررسی نمونـه موردی، کارگاه تفکر تحلیلی
- **پارامترهای موفقیت برای توسعه فعالیت:** بررسی نیازهای مشـتریان، نـگاه مشـتریان بـه قـرارداد، آشـنایی بـا فراینـد قـرارداد، مذاکـره در قـرارداد، نحـوه تدویـن پروپوزال‌هـای موفـق، بررسـی نمونـه مـوردی، کارگاه تفکـر تحلیلـی
- **توسعه برای نسل آینده:** چرخه‌های بازاریابی بازار صنعت سـاخت، ادغـام سـازمان‌ها در صنعـت سـاخت، چرخـه حیـات سـازمان‌های صنعـت سـاخت، برنامه‌ریـزی موفقیـت، توسـعه حرفـه‌ای، کارگاه محاسـبه امتیـاز سـازمان (Tools)

بخش پایانی:

نـکات کلیـدی و رازهـای موفقیـت در کسـب‌وکار در صنعـت سـاخت + پنـل پرسـش‌وپاسـخ + مشـاوره سـازمانی

مدیریت کسب‌وکار در صنعت ساخت (CBM)

مقدمه: معرفی دوره

ACEMI

ویژگی‌ها و جزئیات

آنچه خواهید آموخت

در این نقشه راه جامع، نه تنها سازمان‌دهی کسب‌وکار خود را در صنعت ساخت و بر اساس الگوها، استانداردها و Best Practiceهای بین‌المللی فرا خواهید گرفت، بلکه به دلیل حضور متخصصان مختلف کسب‌وکار فعال در صنعت ساخت و برگزاری پنل‌های پرسش‌پاسخ، از تجربیات متخصصان امر نیز بهره‌مند خواهید شد. در واقع در این نقشه راه جامع، مدیران ارشد، مدیران عامل و مدیران و مشاوران کسب‌وکار موارد زیر را گام‌به‌گام خواهند آموخت:

۱. ویژگی‌های اساسی برای ورود به صنعت ساخت (اصول بنیادین)
۲. مدیریت کسب‌وکار در صنعت ساخت
۳. ارزیابی کسب‌وکار در صنعت ساخت
۴. سازمان‌دهی کسب‌وکار در صنعت ساخت
۵. توسعه کسب‌وکار در صنعت ساخت

وجه تمایز این دوره

- ارائه گواهینامه معتبر با امضای مدرس رسمی و تأییدشده انجمن مدیریت ساخت آمریکا (CMAA) در ایران
- اولین برگزارکننده دوره اختصاصی مدیریت کسب‌وکار در صنعت ساخت بر اساس استانداردها، رویه‌ها و Best Practiceهایی که برای Construction Business Management ارائه شده و شاید شناخت کافی نسبت به آن‌ها در کشورمان نباشد.
- برگزاری پنل پرسش‌وپاسخ و مشاوره سازمانی
- ارائه نقشه راه جامع برای مدیریت کسب‌وکار در صنعت ساخت (CBM) در کنار نقشه راه جامع مدیریت ساخت (CM)
- متمایزسازی فراگیران با آموزش به‌روزترین منابع، استانداردها، سندها و مراجع مدیریت کسب‌وکار در صنعت ساخت که بعضا دسترسی به برخی از آن‌ها در کشور سخت و یا ناممکن است.
- ارائه ویدئوها و جزوات به صورت کامل (جزوات تنها در اختیار اعضای کانون قرار می‌گیرند).
- گروه پشتیبانی ۱۵۰ روزه از زمان شروع دوره (پشتیبانی دائمی از پنل کاربری برای اعضای کانون مادامی که عضو هستند).
- ارائه محتوا به صورت جامع، ساختار یافته و هدفمند در راستای نقشه راه CBM

نوع: مدیریت کسب‌وکار صنعت ساخت (CBM)	
نوع دوره: مهارت کسب‌وکار	دپارتمان: مدیریت کسب‌وکار
مدرسان: دکتر سیدمحمدرضا علوی‌پور - مهندس نریمان درافشان	
پیش‌نیاز: مدیریت ساخت در طول چرخه حیات پروژه (پروژه‌های ساختمانی، زیرساختی و صنعتی)	


گواهینامه حضور


گواهینامه تایید صلاحیت

References Used in This Course

Primary resources

مدیریت کسب‌وکار در صنعت ساخت
(Construction Business Management)

ماژول پیش‌نیاز: اصول بنیادین

بخش اول: الزامات رفتاری مدیران ارشد برای موفقیت

ارائه دهنده:

سید محمدرضا علوی‌پور

(PhD, PMP, CMIT)

CMAA Authorized Trainer

دانشگاه Illinois Tech آمریکا

What we will learn?

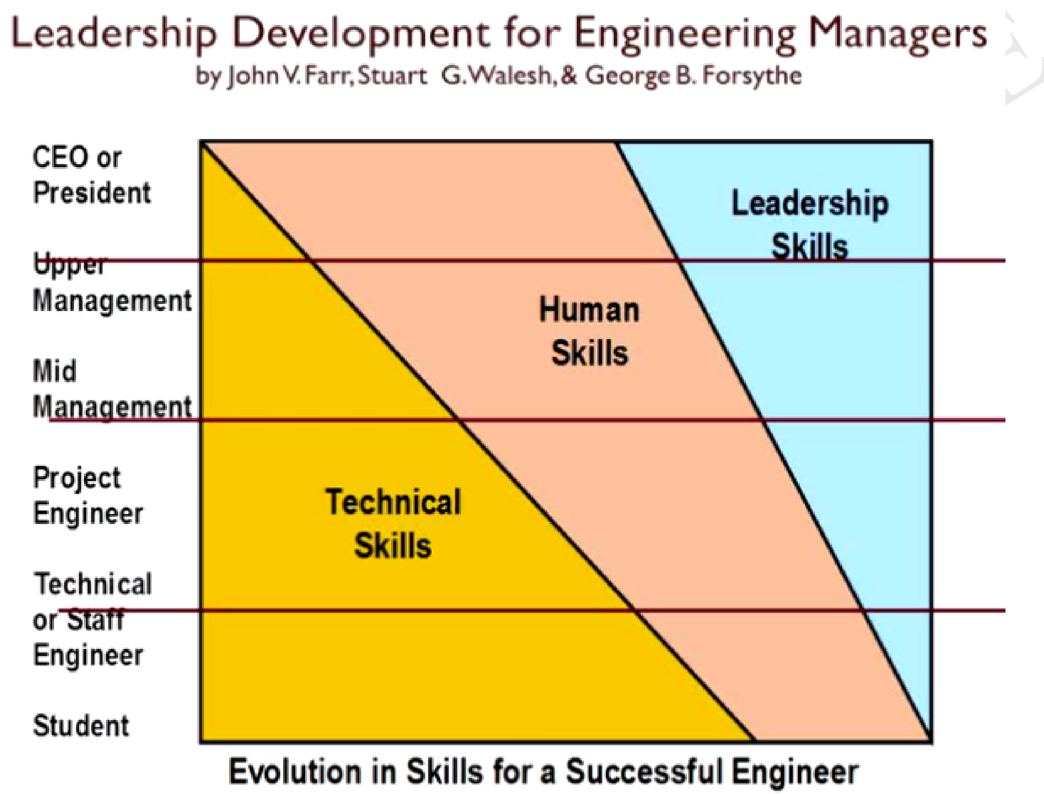
- Do you have what it takes?
- Essential traits

Do You Have What It Takes?

As your own boss

- *Leadership consists not in degrees of technique but in traits of character: It requires moral rather than athletic or intellectual effort …*

  – Lewis H. Lapham, Money and Class in America



As your own boss

- Before going further, let’s look at **some of the characteristics** you must have in order to **succeed as your own boss**.

As your own boss

- Starting and running your own business are **two of the toughest** jobs you or anyone can have.
  - You **may not have a boss** looking over your shoulder **telling you what to do**, **but you actually have** the <u>most demanding boss of all</u>.
    - ✓ This tyrant lives right inside you, and will demand your attention every minute of your day.
    - ✓ He'll be there to ask you <u>hard questions</u>, <u>judge your performance</u>, and <u>nag you about tomorrow's meeting</u> when you **go to bed at night**.
    - ✓ He expects you to **risk a lot of your assets**, <u>maybe all of them</u>, especially in the **early years**.

As your own boss

- It’s **low pay or no pay** for you, but he won’t hear to your missing payday for your employees.

- Most work weeks for you are **six or seven days long**, and this ogre wants you to be the **first one in the office and the last one to leave**.

- This boss expects you to do many **things at one time** and perform them with **excellence**,

  even though you **haven’t mastered** all of them yet.

What would you work for this guy?

- If self-employment as a building contractor is not for the **timid of spirit**, neither is it for the **weak of character**.
- If we lie, we will not be believed.
- If we **don’t follow** through with our **commitments**, no one will place their **faith in us.**
- If we **cheat**, we’ll be found out—even if **not by others**, we still know about it **ourselves**.
- Aside from any moral argument, **lacking character** dooms us to **mediocrity** at best in whatever we do.
- A **sound ethical compass** will be at the top of almost any **top-ten list of must-have leadership qualities.**

Essential traits

Initiative

- You know it if you're **capable of managing** yourself:
  - You're ever **alert for some fresh idea** that you can exploit, and you've long cultivated your **mind to receive it**.
  - You're going over the day's **To-Do list before the alarm clock** goes off in the morning and **you can't wait to get started** on it.
  - Each time the phone **rings you wonder what new opportunity** has found its way to you.
  - You **drive home in the evenings** thinking of the day's **victories**, however large or small, and tomorrow's opportunities.
  - You **learn from your setbacks** and quickly **put them behind you**.

Passion

- Nothing **difficult** is accomplished **without passion**.

- Your **passion** and **intensity** not only <u>fuel your own fires</u>
  but lead others to **play above their heads**,
  to do **more than is required** of them.
  - Winners are passionate.

Passion

- Jack Welch, the former chairman of General Electric (GE), wrote this about passion in his book, Jack: Straight From the Gut,

> **Making initiatives successful is all about focus and passionate commitment.**

Passion

- Welch also said,

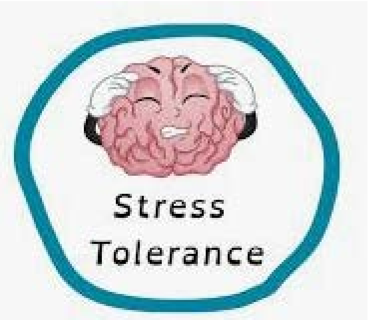
> **For me, intensity covers a lot of sins. If there's one characteristic all winners share, it's that they care more than anyone else. No detail is too small to sweat or too large to dream. Over the years, I've always looked for this characteristic in the leaders we selected. It doesn't mean loud or flamboyant. It's something that comes from deep inside.**

Stress tolerance

- Few owners of even the best-run firms in almost any industry have dodged the stresses of dealing with
  - Unreasonable characters,
  - Costly mistakes,
  - Slow-paying customers,
  - Employee problems,
  - Endless governmental regulation,
  - Disappointing financial reports,
  - Unfavorable market conditions,
  - Angry customers,
  - Uncooperative bankers,
  - Rising costs, and
  - Other challenging situations too numerous to name.

Stress tolerance

- To succeed in your business, you must put these in the perspective of your larger picture and move forward.
    - You cannot allow the **resulting emotions** to
        - Dominate your time and energy,
        - Impair your decision-making ability, or
        - Dim your overall attitude.



Reliability (follow-through)

- Do What You Say You Will Do When You Say You Will Do It.
  - **Nothing builds credibility better**, and nothing is more important to cementing effective relationships with your employees, customers, outside contractors, banks, insurance carrier, and others you depend on for your success.
  - One-time **neglect to return a phone call** can leave a **lasting memory**.
  - **Failure to keep a major commitment** such as a delivery schedule can fracture the good image you've spent years building.

Willingness to work while others play

- Owning and operating a construction firm is **not a five-day occupation**.
- You can count on **six or even seven long days** in the beginning while **you're setting up your company's infrastructure**, simultaneously building projects, and trying to get new ones.
- As you become **more established**, plan on **fifty- to sixty-hour weeks routinely**, and often longer.
- Your vacation, when you get one, will **no longer be a time when you can forget** about **everything back at the office**.
- **Not all of these hours** will be at the office or jobsite.
  - Some will be **spent at home in the evenings or on weekends planning**, reading, or just mulling over business matters.

Willingness to work while others play

- If you are **unable or unwilling** to give this amount of time to your business, **reconstider starting** your own business.
  - However, for **most self-employed business** men and women, the hours **aren't burdensome**.
    - ✓ They **fly by**, and the day is **gone before they want it** to be.

Unyielding positive attitude

- Thomas Jefferson said,

  "Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude."

  - The "right" mental attitude is belief in yourself that you can and will defeat the obstacles that come your way and turn them into opportunities.
    - ✓ The writer Charles Swindoll says, *" life is 10 percent what happens to me and 90 percent how I react to it."*

Mental toughness

- There are times when it **gets lonely** for the **sole owner of a business**.
- You're **forced to make decisions** that you know will **not have perfect outcomes**.
- Sometimes they are **agonizing**, yet there is really **no one who can totally comprehend** what you may be going through because it is **impossible for another person** to relate to the unique set of **financial and practical consequences** you face.
- That's when you **draw on your belief in yourself**; remember other rough times that **you've pulled through**; and remind yourself that you **did all your homework**, dotted all the i's, and **never expected it to be all roses**.
- The ancient philosopher Epictetus said, **"Difficulties show men what they are."**

Attention to detail

- The attention you give to detail becomes evident in **most aspects of your life**, such as your personal appearance, your home, even the condition of the car or truck you drive.
- In your **construction business**, your attention to detail **shows up** in
  - The people you hire,
  - The bids you send out,
  - The quality of your work, and
  - The image presented by your organization to prospective customers and countless others whose opinion may have an impact on your success.

Sense of urgency

- In many situations there is a **brief moment** during which an opportunity must be **grasped** or

  it is **lost forever**.

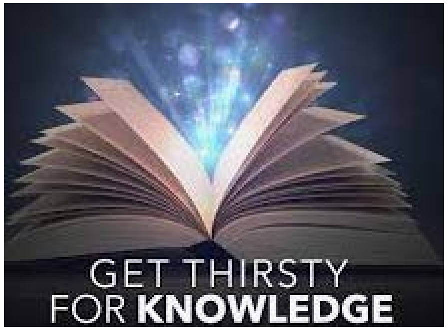
Self-control

- Being on time.
- Keeping a cool head in the face of adversity.
- Spending within your means.
- Practicing sensible personal habits.
  - The list goes on.

These impact both your personal and your business life.

Thirst for knowledge

- Knowledge of construction and of running a business are only the beginning of what you need to know.
- *Politics, the stock market, interest rates, general business trends, who's who and what's what in your customers' industries, and knowledge of your competitors* are also among the things that require **pipelines of information flowing to you.**
- Reading newspapers, magazines, and books that provide such information will **put you a step ahead of much of your competition**, and so must become **part of your daily routine.**



Ability to get along with others

- There may be **no more valuable skill** than the ability to **deal successfully with people.**
- The human quest for this skill is demonstrated, for instance, by the enduring demand for Dale Carnegie's book, How to Win Friends and Influence People.
- Based on his extensive research, Carnegie declared that <u>financial success is due 15 percent to professional knowledge</u> and

  <u>85 percent to</u> *"the ability to express ideas, to assume leadership, and to arouse enthusiasm among people."*

Ability to get along with others

- Again, **don’t be discouraged** if you haven’t yet **conquered all of these traits**. **Internalizing their importance** gets you **halfway there**.

- **Working with purpose** and **determination** can take you the rest of the way.

Ability to get along with others

- **Most of us** who've taken the **plunge into entrepreneurship** wouldn't **go back if we could.**
- Owning our own business is **not a destination**, but a **journey we hope never ends**.
- In America and other free-market nations we have the freedom to **excel as well as to fall flat**, and **we learn from both**.
- **Many entrepreneurs thriving today** suffered **initial failures**,

  then rebounded with new wisdom, cleared away the debris, and started all over again.

مدیریت کسب‌وکار در صنعت ساخت
(Construction Business Management)

ماژول پیش‌نیاز: اصول بنیادین

بخش دوم: نقش مدیران ارشد

ارائه دهنده:

سید محمدرضا علوی‌پور

(PhD, PMP, CMIT)

CMAA Authorized Trainer

دانشگاه Illinois Tech آمریکا

What we will learn?

- Your role as owner of your construction firm
- Leadership (setting the course)
- Leadership in times of uncertainty
- Manager vs. Owner/shareholder
- The entrepreneur mindset
- Managing risk
- Establishing your corporate culture
- Striving for excellence
- Hiring the right people
- Knowing your industry
- Coordinating resources
- Keeping in touch
- Being there
- Little habits with big payoffs
- Getting involved

Your Role As Owner of Your Construction Firm

Introduction

- Remember, you **build a business** <u>from the top down</u> and <u>from the inside out</u>.

- Be assured you **lead**, <u>not push</u>,

  your way to **profitability**.

- *This holds whether it is a **two-person firm** or a **200,000 corporate** behemoth –*

  Michael H. Mescon and Timothy S. Mescon, Atlanta Business Chronicle

So
you should assume three major titles

Introduction

- As owner of your own business, you assume three **major titles**:
  1. Leader,
  2. Manager, and
  3. Stockholder.

- You will **define these roles uniquely** for yourself as you **grow in each area** of responsibility.

Below are the **challenges you will face**.

Leadership (Setting the Course)

Introduction

- A leader is someone who visualizes and communicates an **objective** with so much passion and influence that **people** around **him** internalize it and deal with it as their own.

- **Instead of being driven** by their leader, they follow, yet they are the source of the leader's power.

This needs to convert vision to reality!

Vision to reality: The required path

- Obviously, action is required if a vision is to **become reality**.
- Here is the required route from **idea to making it happen**.
  1. Birth of the vision or idea
  2. Go/no-go decision
  3. Commitment
  4. Plan
  5. Execution

Do we need to be smarter than anyone?

Vision to reality: The required path

- Your job as leader **doesn't require you to be smarter** or **know more than everyone** else in the company.
- Certainly, John F. Kennedy did **not have the kind of training** and **knowledge those who carried out** the moon mission had.
  - Wise leaders hire people who **know more** than they do and who **complement** their own strengths.

Don't we need to know about our work?

Vision to reality: The required path

- As the one who has to keep the big picture in focus, you must know your industry, and you have to **know enough** to
  - Ask your key people the right questions,
  - Evaluate their responses,
  - Redirect them when your instincts tell you it's necessary, and
  - Hold them accountable.

Vision to reality: The required path

- The bonds that enable you to lead are based on trust, which you must build and protect with your **every word and deed**.

Once trust is broken, it can be impossible to repair.

Leaders and managers?

Leaders and managers are different from each other

- In On Becoming a Leader, Warren Bennis differentiates between leaders and managers:

  “The manager does things right; the leader does the right thing.”

- Leaders have followers.

  Leaders assume responsibility for whatever happens

Leaders and managers are different from each other

- On the other hand, **entrepreneurial leaders** don’t always have the skills or temperament to be the **most effective managers**, and often must **hire one to carry out** their vision.

What to do if we are not a manager?

Leaders and managers are different from each other

- Most intelligent, motivated people can be **trained as managers**— to organize people, money, time, information, and systems and procedures.
- **If after getting your start-up** off the ground you decide that you may **not be the manager your company needs**, then **develop a strong manager** who can complement your leadership.

Leaders and managers are different from each other

- As your **organization's successes grow**, **some of your employees** will see you as **more important than themselves**,

  bigger than life even, as **we all want to think our leaders are better** than us.

- **But shake off the tendency** to accept the glory,

  remembering that a **leader is nothing without followers**.

  - **Know who you are** and resist the **occasional temptation** to portray a different you.
  - Your employees will **appreciate your realness**, and
    - your power to lead will only grow from it.

Is it about our ego?

Tame the ego

- A **certain amount of ego** is **inevitable** in a high-achieving person, who probably would **not have excelled** without a **lot of self-confidence**.
  - But you're **not likely to meet a successful business owner** who does not attribute some measure of his success to good timing or good luck or some combination of the two.
  - Certainly, intelligence, leadership, hard work, and other qualities are involved but **there's not much room** for ego in the equation.

Do you think we should praise people?

Tame the ego

- Once when I was a **junior-level manager with Shell Oil** Company not long out of college, my **boss praised the outcome** of a project **I was responsible** for in the presence of a valuable, long-time outside **vendor and me.**
- It was the **vendor who had actually done** the job I had given him,

  but I hadn't shared the credit with him at that moment when we **were all there together.**

  - My boss **privately pointed out my error** to me later.
    - This principle is especially **applicable to your relationship with your employees**, e.g., **when a customer makes a positive comment** about some aspect of a project.

Give those responsible the credit they deserve.

Leadership in Times of Uncertainty

Introduction

- There's **no circumstance** in which **leadership is more critical** than in times of **crisis or doubt.**
- Author and speaker John Maxwell talks about the **characteristics of leaders** and their followers in **times of uncertainty**.

- He says leaders study the actions of **earlier successful leaders**,
  1. **Give hope** to their followers,
  2. Convey **compassion**,
  3. **Act with courage** that others can draw on, and
  4. Provide a **feeling of security** to their people by **staying close to them**.

Business failure case study

- While **businesses** often focus on **challenge coming from outside** the organization, **crisis** often stems **from within**, as was the case in the **following example** in my history.
  - *When my company was about ten years old we had developed several new chain store customers during the past year and our "old" customers were going stronger than ever.*
  - *We had ended a good year, and had built up some cash reserves over the longer term.*

Business failure case study

- While **businesses** often focus on **challenge coming from outside** the organization, **crisis** often stems **from within**, as was the case in the following example in my history.
  - *So, over a period of months I hired a couple more project managers, increased the administrative and accounting staffs, extensively expanded and remodeled offices, created a second layer of management between me and my jobsite superintendents, and implemented the latest new construction software and hardware (which was very expensive in those early days of computers and specialized software).*
  - *All of this meant increased overhead, confusion and loss of time learning and converting to the new system, the dead-cost transition period for new employees, and a* ***focus on infrastructure rather than operations.***

Business failure case study

- At this point, I had made <u>two unforgiving mistakes</u>:
  1. First, because of the good results of that prior year, and a good history altogether, **I lapsed into the faulty thinking that the next year** and the next and the next would be just as good.
  2. Secondly, I had **taken my eye off the ball**—the business of running my business— and with all the extraneous activity I had put into motion, I had set up my employees to take theirs off the ball as well.
     - All that **non-productive in-house activity** was time-consuming and distracting to all of my employees and to me, and it was **eating cash voraciously**.
     - Even without the events that were to follow, described below, the consequences of my **management errors** were sufficient to, at best, throw any **small business off course.**

Business failure case study

- *Within the next few months, three of my customers who had shown every outward indication of continuing business as usual filed for bankruptcy.*
- *The economic climate was bad for other of our customers as well, and we had trouble getting paid on several projects we had under construction.*
- *We had disastrous performance problems on one of our jobs that ended up with a large loss.*

Business failure case study

- First **went our working capital**, then our **cash reserves**.
- When my audited yearend financial statements were completed, they showed that the **company had lost twice the amount of money** the in-house monthly statements had been showing.
- This started the **dominos to tumble.**
- The new bank I had switched to before all the trouble began **cancelled my line of credit and called in the balance due.**
- My **surety company** of ten years cancelled my **bonding line.**
- I was faced with going **beyond the company's reserves** well **into my personal assets**.
  - However, a cash infusion from my **personal accounts was no promise of success**, and failure then would mean the **additional loss of the money** I had loaned the company, and a **blow to the wherewithal I would need to start over** in that event.

Business failure case study

- I had **lost control by failing** to lead and manage well.
- Now there was a **crisis** and **leadership** was doubly required.
- I **put the money in**, and with this the company had **digested new cash**, including its reserves, amounting to a million dollars just to see another day.

Business failure case study

- My job now was to lead the company to **safe ground.**
- There was a strongly positive side to the equation: I had the g**oodwill and dedication of my employees** and a **long record of good business practices**

  with our customers, suppliers and subcontractors, insurance and bonding agent, and certified public accountant, and I drew heavily on these **precious intangible assets.**
- We **contacted our materials vendors** with an explanation and a **request for more lenient terms: Sixty to seventy-five days** to pay the accounts that we had scrupulously paid in thirty days historically, which would result in a **significant improvement** in our cash position.
  - I don’t recall that even one of the suppliers balked.

Business failure case study

- Most of our small subcontractors required more **frequent payment but bent as much as they could.**
- My project managers and in-house accountant **met weekly to decide how to divide the still scarce cash among the creditors**.
- I approached a **bank executive at my former bank who agreed against all of the bank's policy guidelines** to issue an **irrevocable letter of credit** for my use in securing a bonding line.
- With this, **my bond agent was able to arrange for the performance and payment bonds** I needed.
- Some of **my key employees agreed to take cuts in pay**, and **I suspended my own.**

Business failure case study

- From the beginning **I offered encouragement to my employees**.
- I let them know **I understood what they were going** through and that **I was going through it with them.**
- I **slashed overhead** to the point of agony.
- At the same time I needed more than ever to keep business rolling in the door and find ways to **further reduce overhead**.
- **My managers' jobs** were to carry out their **usual functions plus bear the burden imposed on** them by our financial plight.
- They were used to a **lot of autonomy but now they needed a reason to believe that what they were going through was not futile**.
- I **agonized with them** but **failure was never discussed as an option.**

Business failure case study

- My **employees deserve the credit for our survival** and I owe them a **debt of gratitude** that can never be fully paid.

- It took us **two years to recover the losses** and **get back to "normal" operation**, and to my knowledge **none of our customers were ever negatively affected by our financial problems.**

- All of our creditors were **paid what they were due, even if late.**

Business failure case study

- I **take full responsibility** for the problems of that time in the **mid-1980s.**
- It is true that there were some **circumstances out of my control**, such as the **bankruptcies**,

  but part of **my job** as owner of my firm was to **anticipate** what may go wrong and to **have a plan in place to deal** with it.
- It's **not practical** to plan for an asteroid striking Earth or a **nuclear attack,**

  but **bankrupt and slow-paying customers** and vicious economic cycles must be **included in your business planning**.

Business failure case study

What did I learn from this experience?

- That being **laser-focused** on the part of my business that **generates income** requires the **highest priority**.
- That **past performance** is **no promise of success** going forward.
- That there is **no substitute** for dedicated, capable employees.
- That I need to stay as **close as possible** to where the money is made or lost with the least possible insulation separating me from that.
- That building up **cash reserves is essential**.
- That **managing relationships** fairly with **business associates** during good times builds up a cache of goodwill and trust that can be drawn on in **not-so-good times.**
- That **contingency plans** must be in place for all practically **imaginable pitfalls**.
- And that **without effective leadership**, ill **winds are certain.**

Manager Vs. Owner/Shareholder

Owner vs. manager

- If your company is like most **small construction firms**, you have the **twin** but **separate responsibilities** of owner and manager.

- As owner, you decide the goals and objectives for the business.

- As manager your job is to **carry them out** by

  organizing, planning, controlling, directing, and communicating.

Owner vs. manager

- Several times each year, you must **stand back** from your desk and objectively **compare your performance** as manager against the **objectives** you previously set as owner.
- You may be satisfied with the results you see or you may find them not what you had expected.
  - If the latter is the case, **you as manager** must dig out and **"report" the reasons** for your less-than-expected performance.
  - Then you the **owner must decide** what internal **changes are required** that you the manager must now accomplish.

Owner vs. manager

- **Failure** to **separate and fulfill** and overview each role **independently** can result in

  acceptance of things the way they are,

  instead of recognizing any departure of performance from expectations and self-imposing the discipline necessary for adjustment.

- The problem is that **things don't remain "the way they are":**

  Without critical evaluation and effective management, they go downhill.

The Entrepreneur Mindset

Entrepreneur mindset

- People who envision and create **their own business** usually do so on the **entrepreneurial model**,

  in which they keep the **strategic planning** and **problem solving** to themselves.

- Having had the dream, taken the risks, and birthed their business pretty much **by their own** courage, wit, and determination,

  they don't easily share the controls with others—

  no matter how capable their employees or advisors may be.

- For many entrepreneurs it's **much easier to direct others**

  than to assign areas of authority and responsibility, require accountability, and allow capable people to operate with autonomy.

Entrepreneur mindset

- Certainly **many businesses thrive** for years and years in the **entrepreneurial mode**, but with **sacrifices**.
- That is <u>not to say </u>you **should not** be the **final authority** in all matters.
- It needs to be clear that **once you've considered others' input—as you'd better—** it is **you who makes the final** decision.
  - If your decision at times seems to **fly in the face of all the advice** you've received,

    that **doesn't mean** you could have or would have **made the same decision without it.**

Managing Risk

Managing risk from entrepreneur perspective

- **Let's face it:** Construction is a risky business.
  - But **no business** worth spending your time in, that I'm aware of, is **risk free**.

- The first step in managing risk is **knowing where it lies.**

Managing risk from entrepreneur perspective

- Some areas of **contractor risk** are obvious:
  - Estimators make mistakes.
  - Contractors' payment applications are delayed.
  - Owners don't pay on time.
  - Contractors cannot or do not reduce fixed overhead fast enough in rough times.
  - It rains for two months while the job is coming out of the ground.
  - Subcontractors don't perform as required, or go broke.
  - Suppliers don't meet schedules.
  - The cost of certain materials spikes unexpectedly.
  - Jobsite accidents occur.
  - The insurance company denies a claim.
  - Owners dispute claims for change orders.
  - A key employee quits.
  - Non-documented site conditions present themselves r
  - Owners file for bankruptcy.
  - Contractors' cash runs short.
  - Suppliers cut off credit.
  - And on and on.

Managing risk from entrepreneur perspective

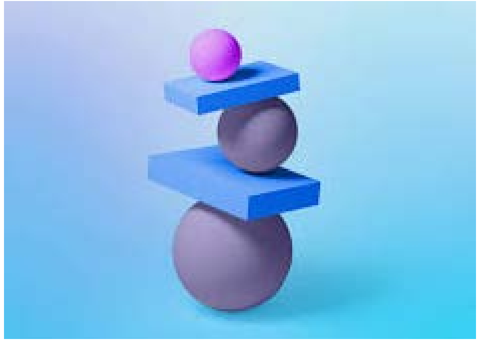
- We take for **granted the ready availability** of common building materials, but many essential items including steel, concrete, plywood, and gypsum board have become **scarce from time to time**.
- Custom materials made for a **specific application** are potentially **more of a problem**, and it's up to you to evaluate the reliability of their chains of supply, whose **failure to deliver** could severely hurt your job.
- You **may be able** to identify a backup source in advance in the event of a primary vendor's failure to perform,

  but **even that solution** may increase your project cost and time.

Managing risk from entrepreneur perspective

- The bottom line about risk is that
  1. **You must identify** your various exposures,
  2. Decide the **potential impact** of each, and
  3. Do **what you can do** to manage it both internally and externally.

- For those exposures that cannot be eliminated, you must **develop plans** that can be **implemented quickly** if required to minimize the impact on your company.



Establishing Your Corporate Culture

Corporate culture

- A company’s culture might best be understood in the answer to the question,

  “What’s it like to work here?”

  - For instance, can you tell the boss when you think he is wrong?
  - What employee behaviors get rewarded? Ignored? Punished?
  - What’s really important around here, anyway?

Corporate culture

- **Every company** has its own culture whether by **design or by default**.
  - If by default, the owner and the employees may not **even be conscious** of their organization's culture, but it exists just the same.
    - ✓ You may **never write a memo** that states a **dress code or proclaims** that **you're open to new ideas**,

      but **any employee that's worth the space** he occupies in your office **watches your behavior and listens** to your words for clues to your priorities.

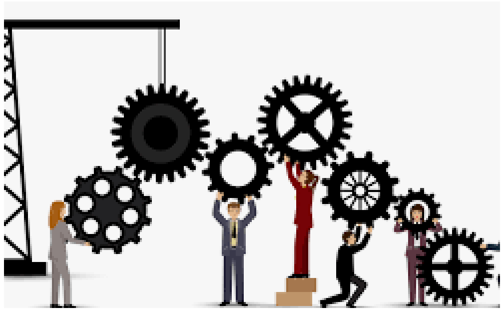
Corporate culture

- Michael H. Mescon, founder and chairman of Atlanta, GA-based business consulting firm The Mescon Group (now HA&W Mescon Group), says

  organizations are built from the top down and from inside out.

  - The quality of the employees you hire,
  - The way you relate to them and to people outside the company, and
  - The systems you establish for responsibility and accountability

  all communicate your values and expectations to the people who work for you.



Corporate culture

- Here are **other examples** of the way culture develops within and to some degree defines an organization.
  - If **you average a ten-hour workday** yourself, your project managers are not likely to drag in late or leave urgent details hanging when they go home for the day.
  - If **you wear pressed khakis** to the office regularly, you probably won't see office employees in cutoffs and sneakers even if you've never mentioned such an expectation.
  - If you **usually reject your employees' suggestions** that involve new challenges, don't expect them to bring in unusual projects.
  - If you're **cool-headed in a crisis situation** (as you'd better be) your employees are **probably going to examine how they might react** in similar situations.

Corporate culture

- You **may have written** a set of values that you've **hung on the walls around your office** that describes how you'd like your company to run.
- It might include words and phrases like, "*We strive for excellent quality,*" "*Customer care is priority one,*" "*Empowerment of our employees ,*" *or* "*Integrity above all.*"
- But **these are ideals (and generalizations)** and **don't always describe** the culture that **actually exists in the firm.**

Corporate culture

- **Unfortunately**, your culture is **best seen by** your subcontractors or your attorney or your customers.
  - That is, **until you synchronize** what actually exists with what you want, it will be **impossible to follow the course** you've charted:

    You'll try to steer in the direction you want to go, but your ship will go in another.

Corporate culture

- So, **knowing yourself—truly seeing yourself (your firm)** as you really are—is the first step in **putting your values and your culture** in sync with each other.
  - However, you cannot **fake it.**
  - As a small business **owner close to your employees**, <u>you are more or less transparent.</u>
  - **Don't try to sell beliefs** and values that are **different from the real you**.

    No one will buy them.

Striving For Excellence

Strive for excellence

- If you as the leader of your organization **do not practice excellence** yourself, you **will not be able to successfully demand** it from your associates, and you and your **customers will not see excellence** in your company on any consistent basis.
  - The concept of excellence **cannot simply be worn as a badge**.
  - It must **come from** your **conviction** that it is crucial to your success and from your **unrelenting requirement** that it be met as it is **defined for the various functions** of your firm.
- <u>Your employees</u>, and certainly those in <u>managerial positions</u>, **must internalize it** as well.

Strive for excellence

- While it is **possible to fail** in any endeavor <u>even with the strongest dedication to excellence</u>,

    I have **rarely seen enduring success** in any individual or business organization in which **excellence** at all levels was **not demanded and practiced** from within.

- Excellence is not just "getting by" with the **minimum requirements** of the task or project at hand and it is **not merely a slogan.**
- It means that what may pass as **"satisfactory" performance** to others is **unacceptable to you.**
- It is an <u>internal standard</u> that you and your top-echelon employees establish for **every level** of your organization and **demand that it be met.**

    the reports your bookkeeper produces; for your cost estimates; in placing the concrete foundations you build; in the finishes in the buildings you turn over to project owners; for your relationships within your company and with your customers and others outside; in the image you and your employees project for all the world to see; etc.

Strive for excellence

- **Don’t confuse** excellence with perfection.
  - Set as your goal, excellence is consistently achievable.
  - Perfection is an ideal that is **neither practical nor affordable** in the commercial world.

Hiring The Right People

Hiring the right people

- One of your **critical functions** as leader is to identify, hire, and groom your **firm's future talent** for

  key positions within the company and, some day,

  even your own.

- Of course, in the **early stages** of your business you may **fill all of the key roles** yourself.

Hiring the right people

- Don’t compromise.

- **Before you decide** to include someone in your business circle, thoroughly **research his qualifications** with respect to your requirements, and his **business and personal reputation**.
  - Don’t base decisions on **initial cost alone**.

Hiring the right people

- A **commonsense rule** is to hire **only people you like**.
- **Regardless** of an employee's **qualifications**,

  you're **probably not going to stick** with him long term **if you don't like** him and vice-versa.

  - On the other hand, of course, **personal compatibility** is **no guarantee** that he will **satisfy** your business needs.

Knowing Your Industry

Knowing the industry

- You should know
  - **Basics of the construction business** in general and of your **selected field within** the industry;
  - Its role in the **national economy**; and
  - **How it's affected** by various economic, regulatory, and political factors.
- You learn these things through experience, by paying close attention to local and national events and trends, and through construction industry advocacy groups.
- There's **no substitute** for business-reading on a **regular basis**.
  - Routine reading is part of your continuing education.

Knowing the industry

- You can get a **lot of ideas** from **organizations that are linked to your field** of specialization within the construction industry, e.g., retail stores or shopping centers.

Knowing the industry

- As your **company grows**, you will sometimes wonder **whether you know enough** to keep up with it and to grow it to the **next stage**.

- The familiar saying *"It's lonely at the top"* is true partially because it's **not possible for another person** to **imagine** your identical circumstances.

Knowing the industry

- The **time will come** in your growth when you will need an outside advisor or mentor.
- Your **CPA and your attorney** will be helpful, and you will **depend on their advice** in the course of business.
- **But** close friends, family members, and people you do business with regularly including those professionals **may not give you objective opinions outside** their fields,

  finding it **uncomfortable to disagree** with your ideas.

Knowing the industry

- **Seek out two or three small- to medium-size business owners** who are successful in their fields and approach them on the subject of **meeting you once or from time to time** to discuss business issues.

- Choose people whose experience can **fill in the gaps in your own.**

- **Offer to pay for their time** so they will understand that you **want more from them** than casual conversation.

Knowing the industry

- Becoming **active in civic organizations** is another excellent way to **meet people who may be just the right advisors** for you.

- This way, you have the **advantage of learning** some of their characteristics before deciding whether to approach them.

Coordinating Resources

Coordinating resources

- It’s **up to you** to **establish and maintain** the basic elements required to carry on the business.
- You **may delegate** some of these functions to key employees,
  but **others require handling by you**, the owner,
  especially in a **small company**, and
  always in the **beginning**.

Coordinating resources

- Those you should **handle yourself** include
  - Controlling your finances;
  - Maintaining banking relationships, including working capital and line of credit if necessary;
  - Securing business and project insurance coverage;
  - Providing office space and business equipment;
  - Implementing certain business and field operating procedures including the handling of bank statements, cash receipts, and payment of invoices;
  - Coordinating marketing and business development;
  - Selecting your outside professionals (CPA, lawyers, insurance agent); and
  - Hiring key employees.

Coordinating resources

- Your **foremost resource** is your employees, and it's **solely your responsibility** to
  1. Identify and develop key personnel and
  2. Future leaders of your company.
     - **Don't delegate** this critical responsibility.

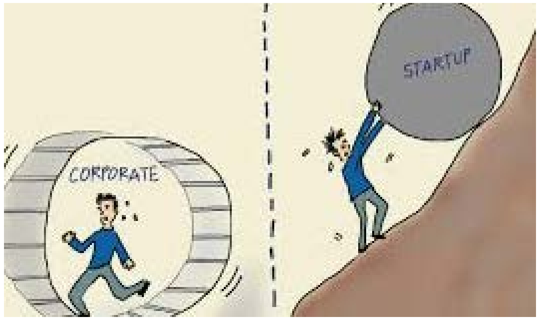
Keeping in Touch

Keeping in Touch

- In a **start-up business** the entrepreneur is likely to be the **person answering the phones** and **taking out the trash.**

- You may do this by **staying in touch** to the appropriate degree with **every aspect of your business**,

  even as you **grow larger.**



Keeping in Touch

- This **doesn't mean** that you micromanage.
  - If you've put the **right people** in place, that's **counterproductive.**
  - **But if** you frequently drop by one of your project managers' office and **sit down with him** for a few minutes you'll **get a sense of how things** are going on in his projects.
  - When you **stop at a jobsite**, look around, and chat with your superintendent and subcontractors, **you'll know more** (For instance, a disorganized, unkempt jobsite always raises a caution flag to me.)
    - ✓ If something **doesn't feel quite right to you**, it probably isn't, so delve into it until you know **why**.
      - Compare what you **observe on your own** with the **reports you get back** at the office.

Keeping in Touch

- Take a break in your **bookkeeper's office.**
  - Do you get a sense that the **financial paper flow** is **running smoothly**?
  - **Can he explain** to your satisfaction **what's behind the numbers** on the reports?
  - **Ask probing questions** about your <u>financial statements</u> until they **make sense** to you.

Keeping in Touch

- Author and businessman Pat Croce talks about his “Five-Fifteen” management tool. On Fridays, he says,
  - **Each of his employees** spends **fifteen minutes** writing a progress report on his own goals and successes for the week and **emails them up the line** to the next supervisory level.
  - Eventually the **reports trickle up to Croce**, who spends five minutes reading each one and **perhaps sending it back down the line** with an **appreciative comment** (thus the “five-fifteen” terminology).

Keeping in Touch

- He says the writers **see it not as a chore** but as an opportunity to showcase their achievements.
- And to Croce, it is a way to stay in close touch with his people and to know what's going on.

Keeping in Touch

- **Through communication** you can create an open and cooperative environment in your firm.

- Letting your employees **know your goals** for the company and **giving them feedback** on a regular basis
  1. Creates excitement,
  2. Promotes teamwork, and
  3. Allows your people to make your goals their goals.

Being There

Being there

- Your employees, subcontractors, suppliers, bankers, and customers **see you** as the **“rock”** of your firm in which they place **their trust.**
- **Seeing you** on jobsites and in your office,

  hearing you on the phone,

  knowing you’re available when they need you—

  all these help keep **their security index steady.**
- Remember that your work <u>ethic</u>, <u>involvement</u>, and <u>dedication</u> set the **tone for everyone around you.**
- **Habitually** come in late, leave early, spend too much time out of pocket, and you **will pay the price.**

Measuring Results

Measuring results

- Once you've **established objectives** for your firm, you can weigh them **against real performance.**

- When considering the **"size" of your business**, think **not only** in terms of <u>contract volume</u>

  but also—and more **importantly—profits**.

- *It's a matter of keeping your eye on the ball.*

  Focusing on contract volume can distract you from the number that matters: ***profit***.

Marketing

Marketing

- As **small general contractors** do **not usually have** a <u>marketing or sales department</u> as such, this function probably falls upon you as the **owner** of your firm.

- Sales and marketing are discussed in "Sales, marketing and business development."

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