

## The Five Minute Foreman

# Who Really Runs the Construction Industry?

You—the foremen and superintendents of our industry. Rough diamonds. You do it your own way on every jobsite, in every trade, everywhere in North America. You are tough, loyal, sharp, competitive, ambitious, egotistical, intense, smart, loud, brutal, quiet, confident, humble, insightful, organized, creative, driven, caring, focused, results oriented, and go-getters. You are coaches, mentors, motivators, and builders—and there are more than 350,000 of you leading an entire industry. Without you, the job simply does not get done.

To get the job done and be a killer foreman in the Industry, there are three absolute requirements:

1. You have to work super hard.
2. You have to accept a huge amount of responsibility.
3. You have to make money on your jobs.

## Introduction

There is nothing optional about any of these three requirements. Achieving them will take up every minute of every day. Weeks, months, and years will go by, filled with hard work and the pride of having built great projects. But what's missing from this grinding career timeline? The opportunity for a foreman to develop himself—to learn, grow, and develop as a professional. To reach his highest potential as a leader. How do you accomplish this? By valuing yourself the same way you value all of the other important things in your life. By taking the time. By making your own development a priority. Now, a lot of foremen I know are going to tell me they don't need any of that stuff. They understand how to get their crews to work hard. They have been doing the job so long that no one needs to tell them how to run work. And you know what? *I agree*. So instead of talking about how to run work, how about we find new ways to work on the people side of the business, with benefits that are both positive and obvious?

## The Five Minute Foreman

Just imagine the possibilities...

- Your jobs always make money.
- You never have an accident or injury on any project.
- Everyone on your crews gets along and cares about each other.
- You always complete the job ahead of the schedule.
- You can focus on what you do best all the time.
- You enjoy your job more.

- Every top guy in the industry wants to work for you.
- The people you lead continue to show more initiative, productivity, and loyalty.

All of these might seem too ambitious, or even impossible to some—but you have to imagine what can happen on the job when you are at your very best, at the absolute limit of your talent and powers. You have to think big. Small actions on your part can result in big change and better results. Even five minutes per day can make a big difference. Few words in this book will be a surprise to top foremen. It's not about information; it's about action. Doing. Something. New. This is the real message and purpose of *The Five Minute Foreman*. My job is to help you reach your potential. Your job is to want to reach it.

## Introduction

So put aside your doubt. Park your ego. Open your eyes and mind. Be confident that you can most likely kick my ass. And take on the challenge of becoming The Five Minute Foreman.  
—**Mark Breslin**

## What's in It for YOU: More or Less?

I know two things about both of us: One, we like to lead, and two, we can put up with a lot in order to be the one in charge. You have the fire and the passion. My kind of people. The kind of people I want to be a part of helping and developing. So with that in mind, I wrote this book to help you get more—and less—out of your jobs. And both are a payoff. Let's start with more. I want you to have:

- More productivity and loyalty from your crews
- More interesting and challenging work
- More enjoyment and fun on the job
- More opportunities for advancement and career growth
- More respect from your co-workers, contractors, and owners
- More money and career opportunities.

## The Five Minute Foreman

But there are also some things I want you to have less of:

- Less bullsh\*\* and frustration
- Less stress
- Less time putting up with what you think you cannot change
- Less time worrying about your job
- Less time “firefighting” problems so you will have more time to put towards creating opportunities.

Why are these valuable? Because they make your life better and easier. Why are better and easier important? I know what it is to be the guy who takes responsibility. I may be a CEO now, but I started in the field doing dirty, lowest-guy-on-the-job grunt work and worked my way up. Like many of you, I worked it out myself. My people suffered plenty while I figured it out. I made every mistake outlined in this book. I was not a real leader until I put in some serious effort to learn. It took me a long time to realize that. My road was not about “better and easier.” To now be able to speak to hundreds of thousands of craft workers and actually teach and help tens of thousands of top leaders in our industry is a dream come true—but something very hard-earned. So as you read on, the bottom line is, I wrote this book because I care about you. And no, you can’t have a hug.

## Introduction

# Killer Tools for Your Toolbox

This book gives you tools. That’s it. Back up the Snap On tool truck and unload that sucker. Hell, you would take as much as they were giving, right? Well, here they are, as many killer tools as you can use. Just check out the Table of Contents or the list of Five Minute Lessons. Maybe you’ll pick two or twenty. But like any tools, they will only help if you use them. So how should you use the tools in *The Five Minute Foreman*? Simple: any way that works for you. It doesn’t matter if you read this book all the way through or a little at a time over the next six months. It has to work for you. There is only one key instruction: Read it, do it, practice it. Watch for the result. Repeat. You’ll also notice that some of the book’s major themes show up over and over. I don’t repeat myself because I’m an idiot. Everyone learns by repetition. So rather than just hope that you “get it,” I would rather hit you with a two by-four on the head over and over again. It was the only way anyone ever got through to me. Hopefully you will be smarter and less stubborn than I was.

## Discipline, Determination, and Room to Grow

As a foreman, you’ve already achieved a high level of success, and it is a sign of your talent and relentless determination. But showing that you have the ability to grind it out does not help you get to the next level. There is always room to grow. There’s always a new lesson to learn, a new skill to acquire a new tool to add to your toolbox. The Navy SEALs don’t stop training after a couple of successful missions. In fact, when they’re not deployed, they spend 90% of their time training and improving their skills. It is about discipline.....