

THE FIVE MINUTE FOREMAN

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STUDY GUIDE

ANSWER KEY

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NAME: _____

TITLE: _____

DATE: ____/____/____

WELCOME TO THE FIVE MINUTE FOREMAN STUDY GUIDE & PERSONAL ACTION PLAN

This Study Guide and Personal Action Plan is to be used in conjunction with The Five Minute Foreman: Mastering the People Side of Construction book. This guide was designed to help you be a Professional Construction Leader, on the job, to the crew, and most of all to yourself!

The questions throughout this guide are designed to engage your mind to think outside the box and accept your role as a leader, manager, and mentor.

The construction industry is a rough, challenging, and sometimes brutal business. There is no room for those unwilling or unable in our leadership ranks. This kind of environment breeds a special kind of leader and competitor. But it is important that the rough nature of construction does not cause you to forget the best way to manage the people side of the business.

This takes self-awareness, empathy, compassion, intuition, drive, determination, focus on yourself, and focus on others! If you have come this far, you certainly show that you value all of the foregoing qualities. As you read the words applied throughout the lessons in the book, I hope one thing really sticks: That you really are worth investing in as a person and a leader. Your own importance on the jobsite needs to be recognized – most of all by you. This importance and new self-identity need to be the foundation for unleashing the full potential of your talent. In giving a little bit of time to the process of self-improvement, you not only own the title “professional” but also have the opportunity to be a better person.

What are the best and worst things about being a foreman?

BEST	WORST

CHAPTER ONE – THE TEN FACES OF THE FEARLESS FOREMAN

1 | What is the purpose of a professional construction leader? (page 28)

- To build people into remarkable performers
 - To build these performers into amazing teams
 - Who then build high-quality and profitable projects
-

2 | What two significant things are more important than the work and the money? (page 28)

- People
 - Teamwork
-

3 | What is perhaps the most important part of being a construction leader? (page 29)

- Ensuring a safe jobsite
-

4 | When you compromise safety, what do you also compromise? (page 29)

- Pain
 - Injury
 - Sometimes death
-

5 | What is the estimated dollar volume you will manage in a thirty year career? (page 32)

Annual Volume Managed: \$ _____ x 30 years = \$ _____

Does this number surprise you? Yes No

Why/Why Not? _____

6 | Do you assume most foreman have received professional management or leadership training? (page 35)

Yes, Why?

No, Why Not?

More than 95% of foreman report that they have received ZERO professional leadership or management training.

7 List some obvious skills you have to develop to succeed as a foreman: (page 36)

- Meet a schedule
- Stay within a budget

8 Identify top areas that your crew and the contractor rely on you for: (page 39)

- | | |
|-----------------|-------------------|
| • Direction | • Problem solving |
| • Encouragement | • Structure |
| • Guidance | • Decisions |
| • Coaching | • Mediation |
| • Expertise | • Advice |

9 What are the “values blueprints” that can assist you in building your career and relationships? (page 39)

- | | |
|----------------------------------|--------------|
| • Integrity | • Caring |
| • Honesty | • Compassion |
| • Unwillingness to pass the buck | • Fairness |

10 How would you identify the ultimate foundation of a professional foreman? (page 39)

- Giving: The ability, desire, and capability to give until it hurts.

11 What is one of the most influential and visible ways employees on the jobsite learn? (page 41)

- By watching you

CHAPTER TWO – PROFESSIONALISM, SAFETY, INTEGRITY, & QUALITY

1 List some mandatory core competencies for a top foreman: (page 44)

• Motivation	• Conflict resolution
• Coaching	• Training
• Communication	• Teambuilding
• Listening	• Mentoring

2 What is one of the first steps you should take in creating your foundation of being a Professional Construction Leader? (page 47)

- By telling yourself “I am a professional.”
-

3 What two career paths have the ability to represent who you are as a foreman? (page 49)

• A Professional	• A Faker
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4 List some steps you can take in order to change your thought process from blue-collar to a true Professional Construction Leader: (page 51)

- I don't stop learning once I become a foreman. There is always room for me to improve.
 - I am not afraid to admit when I'm wrong. I'll get ten times more respect when I own up to a mistake rather than try to hide it.
 - I can never be afraid to ask questions.
 - Even when I don't think someone is watching, I will act like someone is.
 - My work ethic determines everyone else's effort.
 - I am worthy of the title foreman. I accept the responsibility of leadership.
 - I am open to any and all input to help me improve.
 - I am not above anything or anyone.
 - My real power comes from doing the right things for the right reasons, not from my title of the ability to tell others what to do.
-

5 For your own reference: What does a successful foreman resemble?

6 Identify some areas that may change when you begin presenting yourself as a leader:
(page 54-56)

- Someone is always watching your performance.
- Someone is always listening.
- Be a boss first and a friend second.
- Don't party to excess with your employees.

7 What is one of the most expensive unanticipated costs associated with almost any construction project? (page 69)

- Call-backs for rework

8 What is one of the biggest stress factors a foreman is faced with when completing a job?
(page 69)

- Balancing schedule vs. quality

9 Who does the ultimate liability of a bad construction project fall on? (page 71)

- Owner (Correct Answer)
- Contractor
- Subcontractor
- Workers

10 What is one of the most important and significant relationships you will have during a project? (page 74)

- The relationship with the customer.

11 Where does positive change come from if not by leaning only on traditions and legacy?
(page 78)

- Being open-minded

12 List some areas where innovation on a job may be improved: (page 78)

• Quality	• Communications
• Schedule completion	• Customer satisfaction

13 List some tools that can help you survive on the job when it comes to documentation: (page 80)

• Always carry pen and notepad (or iPad)	• Keep a daily diary
• Write things down immediately	• Get the authorized individual to sign off immediately.
• Use your smartphone to record things	

CHAPTER THREE – EFFECTIVE COMMUNICATION FOR LOYALTY AND RESULTS

1 Write down one of the most effective ways to interact with your crew: (page 84)

- Communicate effectively
-

2 Think of one thing that can dictate performance: (page 84)

- Communication
-

3 What are the additional blueprints for providing clear direction? (page 90)

- Give the person your undivided attention.
 - Give instructions with the appropriate level of detail.
 - Ask him to repeat a summary of the instructions back to you.
 - Ask him if he has any questions.
 - Give him the timeline or deadline for the task to be completed and ask him if he will have any problems meeting it.
-

4 What is one critical tool you should have in your communications toolbox? (page 92)

- “Thank you” is a great tool in a foreman’s communication toolbox.
-

5 What steps should you take to accept responsibility when you are wrong? (page 98)

- Ask “What is the problem?” before you ask, “Who caused the problem?”
 - Speak up
-

6 What is one of the largest payoffs you will receive as a foreman? (page 109)

- Relationships
-

CHAPTER FOUR – IMPROVING MOTIVATION & PERFORMANCE

1 List the top three reasons for employee underachievement: (page 114-115)

- Lack of recognition or rewards for a good performance.
 - Lack of ownership or involvement in decision-making.
 - Lack of opportunity for advancement.
-

2 What are the top motivators used in the workplace? (page 117)

- Positive praise
 - Recognition
-

3 List some tips on how to motivate your crew: (page 121)

- Be sincere
 - Don't go overboard
 - Be specific
-

4 In order to get your crew to perform at a higher level and own the outcome there is something you must share regularly? (page 125)

- Share in the decision-making (If you are making decisions and involve others, they will have a personal stake in the success or failure).
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5 How do you give your employees the ability to act in a proactive way without getting their heads chopped off by you, the boss? (page 130)

- Empower your employees
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CHAPTER FIVE – TEACHING, COACHING & DISCIPLINE FOR ACCOUNTABILITY

1 Identify a stepping stone that can be used to improve performance: (page 134)

- Use criticism as a stepping stone to help individuals improve from their mistake.
-

2 Whose responsibility is it to provide warnings to your crew? (page 140)

- It is your responsibility.
-

3 Identify examples of how your own failures can make you a better leader: (page 145)

- Failure as a learning event.
 - Failure as an assessment of risk-taking behavior.
 - Failure as a way to test the judgment of your guys.
 - Failure as a method of assessing motivation.
-

4 What is one thing you should do when you are faced with a decision that you want to delay? (page 148)

- Carpet surf
-

CHAPTER SIX – GOAL SETTING FOR PRODUCTION & PROFIT

1 Do you set realistic goals and communicate them effectively to your crew?

Yes, Why?

No, Why Not?

2 What two basic leadership concepts impact an individual’s performance? (page 151)

- Goals
- Measurements

3 What key elements should you keep in mind when creating goals for your crew? (page 151)

• Goals must be specific.	• Goals must be relevant to those trying to accomplish them.
• Goals must be measurable.	• Goals must be timely or time-driven.
• Goals must be achievable (not ridiculous, or else they will be de-motivated)	

4 What goal-setting mechanics should you keep in mind when setting goals? (page 152 - 153)

- Use metrics
- Find the push point

5 What is the easiest way to kill motivation? (page 153)

- By setting unrealistic and unachievable goals.

6 List some production goals for your crew that might improve performance: (page 154)

• Production vs. the schedule	• Footage or units installed vs. time
• Total labor hours for the project	• Safety vs. hours worked without accident, injury, or lost time.
• Your crew vs. other crews	• Segments or phases of work completed by day, week, or month

CHAPTER SEVEN – BUILDING TEAMS & RELATIONSHIPS

1 Your job as a leader is to create an _____ that fosters cooperation, connection, and support. (page 160)

- Environment
-

2 List qualities that a trustworthy team leader should have: (page 161)

- | | |
|------------------------|--|
| • Confident | • See people as a resource |
| • Driven | • Balance self-interest with those of employees and the organization |
| • Internally motivated | |
-

3 List some qualities your winning team needs to develop: (page 166)

- Agree on and pursue visible and challenging goals.
 - Encourage positive communication among members.
 - Develop and maintain positive relationships among members.
 - Solve problems and make decisions rapidly.
 - Successfully manage conflict.
 - Have short but productive meetings.
 - Create clear roles and accountability for all team members.
 - Operate in a productive way, both individually and as a team member.
 - Show effective team leadership.
 - Provide learning opportunities for team members.
-

4 What specific skill must you possess in order to deal with conflict on your crew? (page 168)

- Basic conflict management
-

5 How can promoting positive change affect your crew? (page 167)

- Promoting positive change can get the crew to try different things.
-

CHAPTER EIGHT – MENTORING & KNOWLEDGE TRANSFER

1 What one role, as a foreman, has the ability impact most of our personal and professional lives? (Page 172)

- Mentoring
-

2 Why is mentoring at risk in our industry, and who does it affect? (Page 175)

- The knowledgeable generation is retiring
 - The younger generation
-

3 List some of the benefits you can receive from a mentor: (page 175)

- | | |
|-----------------------------|---------------------------------|
| • Learn something | • Provide advice |
| • Listen to them | • Good counsel |
| • They will provide support | • Take personal interest in you |
-

4 What is one of the last contributions a leader provides to his team, organization, and industry? (Page 175)

- Mentoring
-

5 What has been identified as the tradition of passing down information from those with the most experience to those on their way up? (Page 177)

- Generational Knowledge Transfer
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FIVE MINUTE LESSONS – AT A GLANCE

1	Owning Your Title: Professional
2	Auditing Your Pro Leader Image
3	Five Safety Minutes with the New Guy
4	Safety Leadership: Making Consequences Real
5	Explaining the Cost of Rework
6	Fixing System Failures to Improve Quality or Productivity
7	Setting Clear Expectations
8	Organizing for Effectiveness
9	Listening for Results
10	Expressing Deserved Thanks
11	How to Apologize When You're Wrong
12	Showing Personal Interest
13	Communicating with the Inspector
14	Presenting (Selling) an Idea
15	Building Confidence in Employees
16	Motivating with Positive Reinforcement
17	Improving Employee Performance
18	Firing Up Your Crew
19	Soliciting Quality Ideas
20	Empowering Your Employees
21	Taking Time to Teach
22	Locking in Employee Comprehension
23	Effectively Disciplining an Employee
24	Effectively Counseling an Employee
25	Setting Production Goals that Work
26	Identifying Qualities of Team Performance
27	Promoting Positive Change
28	Resolving Conflict for Better Teamwork
29	Sharing Your History and Experiences
30	Coaching the Apprentice
31	Mentoring Your Next-Gen Talent