

The Five Minute **FOREMAN**

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STUDY GUIDE & PERSONAL ACTION PLAN

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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)

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

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

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

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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?

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

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

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

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

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

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CHAPTER TWO – PROFESSIONALISM, SAFETY, INTEGRITY, & QUALITY

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

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

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

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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)

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

Identify some areas that may change when you begin presenting yourself as a leader:

6 (page 54-56)

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

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What is one of the biggest stress factors a foreman is faced with when completing a job?

8 (page 69)

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

- Owner
- Contractor
- Subcontractor
- Workers

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

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

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

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

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CHAPTER THREE – EFFECTIVE COMMUNICATION FOR LOYALTY AND RESULTS

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

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

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

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

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

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

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CHAPTER FOUR – IMPROVING MOTIVATION & PERFORMANCE

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

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

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

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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)

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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 121)

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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)

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

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

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

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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)

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

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

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

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

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CHAPTER SEVEN – BUILDING TEAMS & RELATIONSHIPS

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

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

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

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

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

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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)

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

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

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4 What is one of the last contributions a leader provides to his team, organization, and industry? (Page 177)

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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)

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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
