



- EXCELLENT
- GOOD
- AVERAGE
- POOR



Construction Industry Self-Assessment

***THE HARDER AND CLOSER YOU LOOK AT YOUR
BUSINESS, THE CLEARER THE PICTURE WILL BECOME.***



Why Use the Construction Industry Self-Assessment

As fellow business owners, we know how easy it is to fall into the trap of working *in* your business rather than *on* your business. Before you know it, you are spending the majority of your time fighting fires and trying to squeeze even ounce of profit out of each month as the years fly by. Routines can easily become ruts, and you find yourself running your business essentially the same way as you did five years ago with little or no growth.

Some of my new contractor clients tell me these days the business is running them instead of them running the business. With the speed of business in today's rapidly changing construction industry marketplace, this is no way to be successful.

This assessment is designed to give you a way to work on your business from an owner's perspective. Working through these sections of your business will help you focus on ways to continuously improve every aspect of your business by implementing systems that will keep you on task as a contractor.

Many people think that strategic planning should look ahead 3 to 5 years. The reality is that in the construction industry, contractors need a faster reaction time; therefore, this assessment is designed for an annual perspective.

This assessment is comprehensive, designed to make you think, and free of charge. Don't underestimate the value of this tool because it is free. It will challenge you to be a better small business owner. Once you complete the full assessment, if you find areas you need assistance with, we are here to help. Otherwise, enjoy this tool with my compliments. It will make your small business more efficient, effective, and profitable.

How to Effectively Use this Assessment Tool

The most important part of this assessment comes from you: **Be completely honest with yourself.** So many business owners fail because the owner is unable or unwilling to take an objective look at the business. This is why many businesses seek consulting help. We think it is best to first start with an in-house evaluation and see if you are up to the task of making the necessary accurate evaluations.

This isn't a test with grades. This is a method for creating better systems and processes for your business to be more successful, regardless where you are currently. The key is to accurately evaluate all ten sections. If you don't have what the statement is looking for, then that is a "heads up" to create such a measurement or system. Each section of the small business self-assessment has a specific focus.

This tool will require a significant investment of your time and energy if you plan to maximize the benefit for your small business. We suggest you work on it where you can have minimal distractions or interruptions. Depending on your business and the demands on your work day, you may need to work on this off-site.

Overview:

This section is a quick look at you, the business owner and your perspective of where the business is headed. If you are not in peak condition for leading the organization and as completely pumped about it as the day you started or took over the business, here is where we can offer suggestions to get back to that point of enjoyment.

Financial/Legal/Regulatory:

This section can trip up a business more quickly than any other. If the finances are not in the proper place, or you haven't secured solid legal counsel, or you are not familiar with the regulations impacting your business, things can go south in a hurry.

Marketing/Sales:

Marketing involves traditional media as well as social media and online presence. The marketing mix is critical to reach target markets that are constant on the move. Sales approaches have to be adjusted to how customers and prospects want to interact with your organization. Without recognized experience and expertise in your target market, you are behind.

Services:

As customer demands change, the services you offer need to be modified, removed or created to match your offerings with what your target customers are wanting. No business can afford to have customers wanting something you don't currently offer.

Leadership:

In today's hypercompetitive construction market, every business must be able to operate efficiently and effectively at all levels without senior management looking over their shoulders. Leadership development and delegation can mean the difference between a staff that is engaged and a staff that is looking for every opportunity to leave. Critical success measurements are a key to having a consistent focus on what is important for the business to be successful.

Staff:

In this economy, attracting, acquiring, retaining and maximizing top talent is a critical competitive advantage. This section will help keep your best talent engaged through retention programs and consistent recognition. Take good care of your staff and they will take good care of your business.

Project Level Operations:

Since the construction industry is project driven, it's critical that construction related businesses have the most efficient and effective project operations possible. This means project teams must focus on maximizing the value delivered to their customers. This includes by minimizing waste and maximizing performance through innovative solutions.

Customer/Client Service:

Despite the common belief by many the contractor-owner relationship should not be adversarial. This means how your staff is trained to interact with customers and how customer concerns, complaints, and requirements are systematically handled can give you a tremendous edge on the competition. This section will help identify areas to develop and focus everyone's effort on.

Competition:

This section will help examine your competition, and use benchmarks for developing an advantage over your competitors in your various markets. Without any competitive analysis, you can lose ground without even realizing how much a competitor has "stepped up their game."

Technology:

While technology is never the solution to a problem, it can help implement the solution more efficiently and efficiently. However, it's critical that equipment upgrades, maintenance, and replacement programs keep the business fresh and current with customer demands. Technology is changing so rapidly; online services especially need constant review. Backups for computers and software are frequently overlooked and can be disastrous if a system isn't in place for protection.

Obviously this process will identify systems and processes that will need to be refined or completely created from scratch. We have confidence you will do whatever it takes to make your business thrive in any economic conditions, or you wouldn't commit the time to doing this assessment. Running a business is not for the weak at heart or the risk averse. As business owners, we know we need every advantage we can get to stay competitive and enjoy the lifestyle being a business owner can provide. This business self-assessment tool is designed to help you help your business.

If you have any questions, need clarifications or want to inquire about getting some assistance, please contact either of us at Russell@RussellWhite.com or Ted@TedGarrison.com. We will get back to you quickly.

Instructions

Read each statement and choose the rating that best indicates your level of agreement.

		Poor		Average		Good		Excellent	
Overview									
1.	I have a clear documented plan for the coming year.								
2.	My business adequately returns for the effort and investment.								
3.	My business gives me enjoyment and I do what I love to do.								
4.	My business will not suffer if I take off two consecutive weeks.								
5.	I spend more time working on my business than in my business.								
6.	I have a coach or mentor to provide trusted advice.								
7.	I have clearly articulated my top three business goals.								
8.	I have clear empirical critical success measurements for my business.								
9.	I have identified specific targets for improvement in the coming year.								
10.	I have a clear vision for the next 3 years for my business.								
Financial/Legal/Regulatory									
1.	I have clearly identified where we are out of balance financially and have a plan to correct this.								
2.	I have documented the business's financial picture for the coming year.								
3.	Cash flow is tracked and planned for the coming year.								
4.	I have the proper reserves for the financial security of the business.								
5.	I have proper insurance coverage for my business and executives.								
6.	I have an accountant I trust to keep my records accurate and my filings legal and on time.								
7.	I have the proper legal representation if/when needed.								

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		Good			
		Average			
		Poor			
8.	My intellectual capital is properly protected.				
9.	My trusted financial advisor has my best interests in mind when advising me on all financial matters.				
10.	I am fully informed of regulatory changes and am prepared for them.				
11.	I have a firm understanding of how the economy is impacting my clients/ customers.				
12.	I have a clear understanding of my competitor pricing.				
	Marketing/Sales				
1.	We have clearly identified our target markets.				
2.	We have clearly identified the areas we have a competitive advantage.				
3.	We have clearly identified the project delivery approaches where we have special expertise that provides us a competitive advantage.				
4.	We have clearly identified the types of construction projects where we have a special expertise that provides us a competitive advantage.				
5.	We know the growth potential within each target market.				
6.	We have a clear social media message.				
7.	We have clearly defined our annual marketing budget.				
8.	We have clearly defined our marketing message.				
9.	Our web presence is consistent, clear and well-defined.				
10.	We have a sales tracking system to keep everyone informed on progress against goals.				
11.	We have identified a successful sales funnel process for the business.				
12.	We use email marketing to achieve specific targets.				
13.	We have strategies for business development marketing.				

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		Poor			
14.	We have strategies for customer retention marketing.				
15.	We have strategies to generate word-of-mouth marketing.				
16.	We have a clearly understood and identifiable brand.				
17.	We have identified which pieces of the previous year's marketing plan have been most successful.				
18.	We have specific measurement capabilities for measuring the effectiveness of promotions.				
19.	We have documented which promotions were most profitable in the last year.				
20.	We have a specific strategy for current customer penetration.				
21.	Our advertising is directly targeted to a specific niche and coordinated with which outlets we use.				
22.	Our sales team is highly motivated and eager to find new growth opportunities.				
23.	Our sales team is highly knowledgeable in the services we offer.				
24.	Our customer/prospect data management system is easy to use and up to date.				
25.	We have a clear understanding of what the prime customer would like.				
	Services				
1.	We only go after projects in the geographical areas we have identified we have a competitive advantage.				
2.	We only go after projects that are using project delivery methods where we have a competitive advantage.				
3.	We only go after projects that require the type of construction expertise where we have a competitive advantage.				
4.	We have identified and use only subcontractors and vendors that are high performers and deliver great value instead of initial low bid. (in essence, they deliver the best price on the job when all factors are considered.)				

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	Leadership				
1.	I have a defined system for identifying and developing current and future leaders.				
2.	I have clearly identified what challenges leaders will be facing in the coming year.				
3.	Leaders have created a supportive, inspiring work environment to attract and retain top talent.				
4.	My leaders are provided the correct tools for maximizing critical success measurement results.				
5.	I have identified leadership changes that will be happening in the coming year and have properly prepared for a seamless transition.				
6.	Leadership keeps their commitments to employees.				
	Staff				
1.	I have a documented plan for attracting and acquiring top talent.				
2.	I have an active talent retention program in place.				
3.	I have a specific plan for upgrading or updating the talent currently in the organization.				
4.	I train all of my staff to keep them sharp, knowledgeable and competitive.				
5.	I have a firm grasp of the morale of the organization and continually make strides to keep it as high as possible.				
6.	I have documented planned employee adjustments for the coming year.				
7.	The staff is well-informed and has clear communication with leaders.				
8.	The staff feels motivated, engaged and focused on their success.				
9.	I have a designed program for celebration and recognition of significant accomplishments.				
10.	I have identified cutting edge approaches for staff to engage clients/ customers and have a plan for implementation.				

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				Average	Good	
			Poor			
Project Level Operations						
1.	We have effective leadership on our projects.					
2.	We take a strategic approach to projects.					
3.	We focus on maximizing value to the client.					
4.	We have procedures to increase innovation on projects.					
5.	We have procedures to increase collaboration on projects.					
6.	We have an effective risk management assessment process.					
7.	We have an efficient (lean) project delivery system.					
8.	We effectively use technology on our projects.					
9.	We measure our performance on projects.					
Client/Customer Service						
1.	We have a system in place to measure client satisfaction with our performance.					
2.	Our staff is continuously trained and encouraged to deliver exceptional customer service.					
3.	Our customers have a clear understanding of the services we provide.					
4.	Our customers are the fans who spread the positive words about our business.					
5.	We monitor customer response time in all aspects of the business.					
6.	We monitor how long it takes to resolve punch list items.					
7.	Our customers are always treated respectfully regardless of the customer's behavior.					

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8.	We constantly work to better understand customer needs and expectations and develop solutions that address those needs.				
9.	As CEO I work to have consistent face to face contact with my customers.				
10.	As CEO I monitor staff interaction with customers on a routine basis documenting my observations.				
	Competition				
1.	We routinely study the competition and document the differences and opportunities we have.				
2.	We have identified and new competition we will be facing in the coming year.				
3.	We recognize which competitors have “stepped up their game.”				
4.	We have identified which services have the most competition.				
5.	We have identified which opportunities competitors are not taking advantage of.				
6.	We strive to have the highest customer rating in our area of expertise.				
	Technology				
1.	We have an equipment replacement and upgrade system.				
2.	We have documentation of all the hardware and software in the organization.				
3.	Our staff has identified which equipment or systems are causing the most obstacles to effective customer service.				
4.	We have a documented equipment maintenance program.				
5.	Our computer and website backups are off-site, current and systematic.				
6.	Our firewall and virus protections are up to date for our computers and web presence.				

About Russell White

Russell White, president of Pinnacle Solutions, is one of America's leading authorities on business in the new economy. He is an author, consultant, international speaker, and your business partner in developing a successful business for the new economy.

He has been a frequent guest on television and radio. He is considered both a motivational speaker and a business speaker. His weekly radio broadcast, *Business in the New Economy*, has been renewed for the third year.

The National Speakers Association has given him its highest earned designation of Certified Speaking Professional. Fewer than 10% of the world's professional speakers have earned this distinction.

An award-winning business owner and entrepreneur, Russell White has counseled CEOs, small business owners and top executives from over 500 organizations for over 20 years to significantly improve profitability, marketing, and leadership.

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About Ted Garrison

Ted Garrison combines a civil engineering degree with 25 plus years of construction and real estate development experience during the construction of 10 million square feet of hotels, office buildings, and public buildings. Since 1998 he has been an international author, speaker, and consultant on management and construction industry issues.

He has made presentation to most major U. S. construction associations as well as having spoken in Australia, Canada, Saudi Arabia, Dubai, Abu Dhabi, Bermuda, and Russia.

He is the author of *Strategic Planning for Contractors* as well as the co-author of five other books on sales, marketing, customer service, and leadership. He is the host of New Construction Strategies radio.

For more information on Ted you can go to his website: www.TedGarrison.com

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