



Annual Conference May 27th, 2023

EMPOWERING YOUR FIELD LEADERS

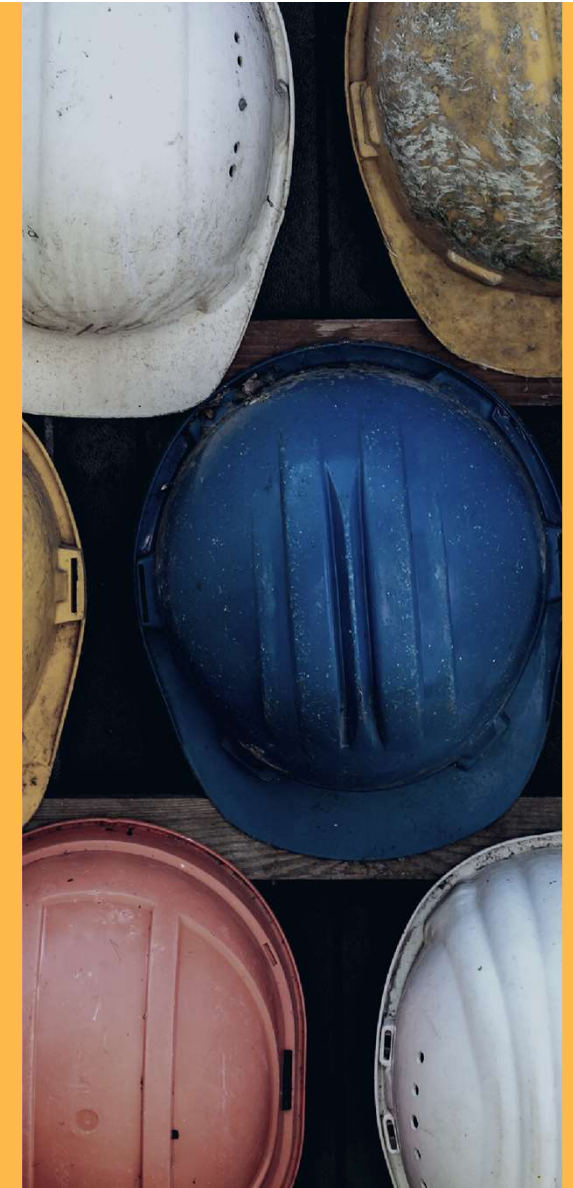
Speaker: John Kenney



Meet The Speaker



John Kenney is the Chief Executive Officer at Cotney Consulting Group. Prior to cofounding Cotney, John had 45 years of experience in the construction industry. John began his career by working as a roofing apprentice at a family business in the Northeast. Because of his skill and hard work, he progressed from roofing laborer to foreman, estimator, chief estimator, Vice President, and Chief Operating Officer with his various companies. John has worked for multiple Top 100 Roofing Contractors and is intimately familiar with all aspects of roofing production, estimating, and operations. In his last role, John was responsible for the daily operations and performance of a large commercial roofing contractor. During his tenure, John ran business units associated with delivering excellent workmanship and unparalleled customer service while ensuring healthy net profits for his company.



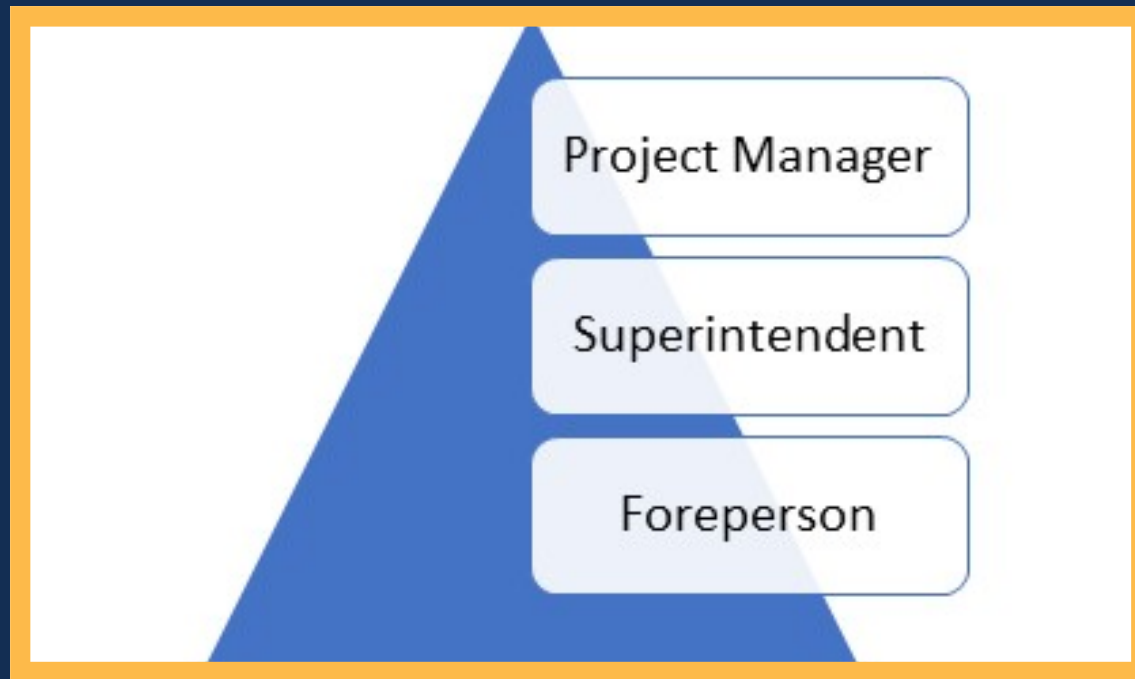
Your frontline managers are one of your most valuable resources. Your frontline managers are crucial to helping your employees succeed and fostering your company's growth. You trusted them enough to run your crews, so make sure you empower them to achieve success.

WHO ARE YOUR FIELD LEADERS?

- Foreman
- Superintendents
- Project Managers



LEADERSHIP PYRAMID



LEADERSHIP KEYS

Each position may share specific skills, but each overall skillset are different

- Foreman
 - Directly manages the crew and is responsible for day to day operational success on their project
- Superintendent
 - Oversees multiple forepersons and multiple projects
- Project Managers
 - Responsible for all aspects of people and project success

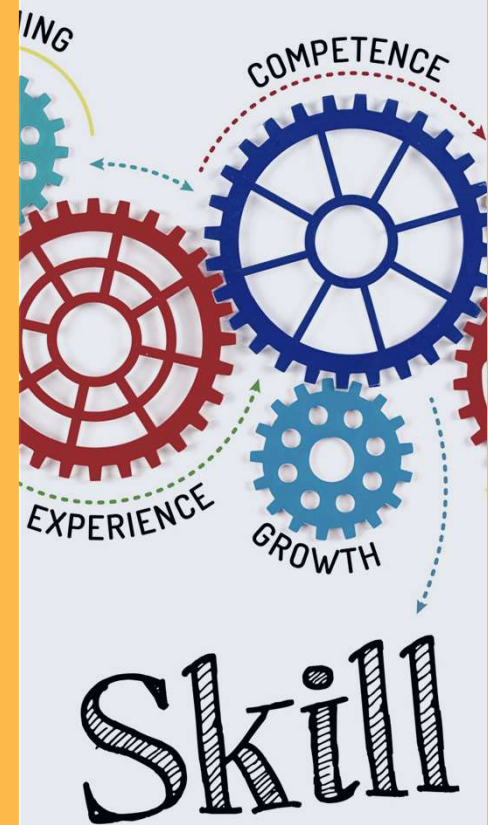


MUST HAVE SKILLS FOR ALL POSITIONS



CRUCIAL SOFT SKILLS ALL SUPERVISORS NEED TO HAVE

- Communication
 - 87% of workplace failures come from poor or lack of communication
- Conflict Resolution
 - The ability to manage conflict well when issues come allows for successful resolutions
- Leadership
 - Field Leaders with leadership skills will create a supportive and motivating work environment and bring accountability to their teams.



CRUCIAL SOFT SKILLS ALL SUPERVISORS NEED TO HAVE CONT.

- Critical Thinking
 - Field Leaders with critical thinking skills can develop a step-by-step process from identifying a problem to developing a solution.
- Priority and Time Management
 - Field Leaders with time and priority management skills will boost productivity and efficiency.
- Ability to work with multiple generations in the workforce
 - Currently, there are four generations in our workforce pool. Being aware and able to work with this diversity will positively affect your company's recruiting, retention, and profitability.
- Problem Solving
 - Good problem-solving skills are fundamentally necessary within the workplace



FOREMAN

Roofing foremen today face a challenging future. As more experienced roofers continue retiring, foremen will need to be

- More hands-on with new hires
- Invest more time to make sure employees understand their work assignments
- Look for more ways to train and coach their people.



SIX ESSENTIAL SKILLS EVERY ROOFING FOREMAN NEEDS

- Learn to "huddle" their crew
- Personalize their message
- Looking ahead
 - Not just the next move but the ability to look three moves ahead
- Construction Math
- Proactive decision making
- Ability to learn technology

SUPERINTENDENT

Superintendents play a vital role in your roofing project. Simply having one will not ensure a favorable outcome for your project. You need one who is successful in their endeavors. A successful superintendent will work effectively on all aspects of a project to get it done

- On-time
- On budget
- Safe

A man in a dark suit stands with his back to the camera, arms raised in a gesture of triumph or guidance. He is positioned in the center of a complex, three-dimensional maze made of white and grey geometric blocks. The maze recedes into the distance, creating a sense of depth and challenge. The lighting is dramatic, with a bright glow emanating from the path ahead of the man, suggesting a clear direction or a breakthrough. The overall image conveys themes of leadership, problem-solving, and navigating complexity.

LEADERSHIP SKILLS FOR ROOFING SUPERINTENDENT

- Good verbal and written communications skills
- Ability to be flexible
- Ability to talk the talk because they walked the walk
- Have people skills
 - Empathy
 - Patience
 - Ability to be firm but fair
- Ability to collaborate with technology

PROJECT MANAGER

One of the keys to a successful roofing project is having a reliable project manager. From monitoring the day-to-day activities of several project sites to ensuring each project is finished on time and within budget. Beyond managing projects, a project manager also needs to report its progression regularly to the client and company stakeholders.

SKILLS AND TRAITS OF A SUCCESSFUL ROOFING PROJECT MANAGER

- Industry
- Knowledge
- Team Management
- Delegation
- Leadership
- Organization
- Prioritizing
- Planning Goal
- Setting
- Risk Management
- Financial Management
- Strong in technology



THE MANY HATS A FOREMAN WEARS

- They have responsibilities to the company and the crew



RESPONSIBILITIES TO COMPANY MANAGEMENT

- They translate your managerial policies to the rest of the crew
- Maintain safety standards
- Maintain the highest standard of quality
- Achieve required production in time
- If production is not being met, formulate new methods to increase the productive efficiency
- Keep material wastes to a minimum



RESPONSIBILITIES TO THE CREW

- Provide sufficient work instruction
- Correct methods for performing daily operations
- Maintain satisfactory working conditions, cleanliness, safety, etc.
- Maintain discipline
- Promote teamwork and lead and inspire the crew
- Represent the crew workers to management
- Encourage suggestions and give credit where it is due
- Show impartiality
- Assign the right worker to perform each task of roof installation



LET'S DIVE INTO EMPOWERING FOREMAN – *THE CREW LEADERS*

TREAT THEM LIKE YOUR FRONT LINE LEADERS

- They are often treated too much like regular employees, which deters them from growing as leaders in your company
- Empowering them to act like managers allows your company to react quickly to changes in real-time

INCLUDE THEM IN MEETINGS

- You bring a new perspective and voice to your managerial decision-making process by opening up your meetings to include frontline managers.

ACTIVELY LISTEN

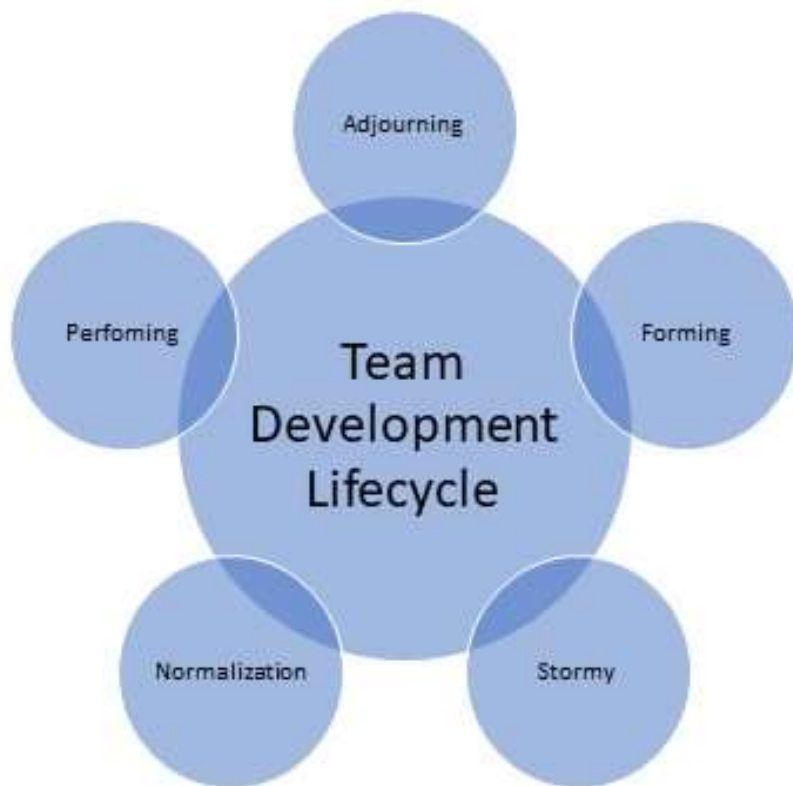
- How often have you filled out an employee questionnaire or survey only to feel like your input was ignored?
- When you or your human resources ask for feedback from frontline managers, it's critical that you listen to their input and implement ideas whenever possible.

CREATING AN ENGAGED TEAM

- A formula for employee retention
- Coaching employee performance
- A continuous leadership cycle



THE CREW AS A TEAM





CLOSING

- Money is made at the crew level, and the foreman plays a crucial role in getting the most out of your crew's performance. That being said, they play an essential role in your roofing company.
- For this reason, you must pay greater attention to who is promoted to the foreman level to ensure that these are the very best candidates for consideration. It would be best if you had a robust system for identifying the candidates' strengths and weaknesses.

CLOSING CONT.

- From this information, you can then determine the types of training and education needed to teach fundamental management skills to maximize their effectiveness in their role as your frontline supervisors.
- You must streamline their administrative responsibilities to allow them more time in managing the performance of the crews





CLOSING CONT.

- Provide them a strong understanding of culture, climate, and values
- Once you have accomplished the above, your frontline managers will be able to:
 - Articulate your vision and instill trust
 - Align the crew
 - Achieve the goals and objectives of your organization

CONTACT US



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