WANTED: Project Managers
Introduction:

• The Project Leader
• “Soft” Skills Required
• “Technical” Skills Required – Get Work, Do Work, Keep Score
• Pathways to Project Management
• What can I Do?
FMI’s Project Leader Model

LEAD

THE PLANNER
- Buyout & Subcontract Management
- Start-Up
- Project Tracking & Control
- Personal Productivity
- Schedule Management
- Quality & Safety

THE BUSINESSMAN
- Contract Terms & Conditions
- Billings/Cash Management
- Financial Management
- Risk Management
- Job Cost Accounting
- Ethics & Integrity

THE PROJECT LEADER
- Verbal & Written Communications
- Client Relationships
- Human Capital Management
- Change Order Management
- Presentation Skill

TRAIN

MEASURE

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“Technical Skills”
Get Work, Do Work, Keep Score

• Customer Requirements:
  – Safety
  – Quality
  – Schedule
  – Cost Competitiveness
“Technical Skills”

Get Work, Do Work, Keep Score

- **Get Work**
  - Customer Focus & Relations

- **Do Work**
  - Understand “The Work”
  - Safety
  - Labor
  - Subs, Material, Fabrication

- **Keep Score**
  - Forecasting, Schedule
Get Work

Customer Focus & Relations

• Biggest source of our work – current customers...

• Manage the business relationship:
  – Meetings…
  – Billings…

• You are the #1 interface between the company and the customer…
Customer Focus…
The Rest of the Story

- Create *Raving Fans*
- Understanding Customer *Needs* and *Wants*
- Strengthen Relationships
- Be More Than *Just* a Builder
Do Work
Understanding of “The Work”

- Master in your trade…
- Understanding of all the work your employer does
- Just sheet metal??
  - Piping
  - Basic trades
  - CAD/Modeling/BIM
Leadership

- Management vs. Leadership
- Project Teams
- Setting direction
- Aligning People & Resources
- Motivating & Inspiring
Do Work  
Safety Management

- It’s Good Business!!
- Protect our #1 resource…
- Customers are demanding it!
- OSHA 30, 500…
- “Safe Contractor is a Productive Contractor…”
- Lower Worker’s Comp and Insurance rates
Communication

- Proactive vs. Reactive
- Internal vs. External
- Foundation of the *Three Cs*
  - Communication
  - Cooperation
  - Collaboration
Do Work

Labor Management

• Far and away the biggest risk !!
• Biggest cost,
• Biggest variable...
• Impacts:
  – Trade stacking…
  – Customer delays…
  – Material delays…
Keep Score
Forecasting, Schedule Management

• Where we’ve been, Where we are …
  – What scope is complete?
  – How much has been spent?
    • $$$s, Manhours…

• Where we’re going…
  – Where will the project end up…
    • $$$s, Manhours…
    • Schedule…
Performance Management

- Setting Performance Objectives, Goals, and Expectations
- Monitoring Key Performance Indicators
- Giving Performance Feedback
Do Work
Subcontractor, Material & Fabrication Management

• Pull it all together…
• Labor impact can be huge…
• Coordinate schedule, sequence…
• Invoicing…
Developing, Mentoring, and Coaching

- Build Project Team Skills
- Delegate and Challenge
- Develop the Next Generation
Pathways to Project Management

- Looking For Leaders
- College Pathway(s)
- Craft Pathway(s)
- Helmets to Hardhats
- Best of all worlds...
- New Hire
What can YOU do?

• Show leadership…
• Show initiative:
  – Obtain training beyond that required…
    • Safety – OSHA 30, 500…
    • Journeyman upgrade…
    • Association, iTi courses, seminars…
    • College courses…
WANTED:
Project Leaders
Thank You!

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