

Many contractors want to grow their companies to the next level but can't and therefore don't. They usually get stuck at a certain size and stop growing for multiple reasons. Working harder and smarter doesn't solve this problem, and eventually they reach their maximum level of what they can do without hiring more people. Why? Business owners try to do too much themselves and have trouble letting go and allowing their employees to make their own decisions. They know they need to hire but won't decide what positions they need to fill, what they need to stop doing themselves, and who to hire. They postpone hiring decisions as they don't want to deal with the pain of interviewing, hiring, training, paying more than they want for experience and talent, and then the probability of not getting what they had hoped for.

#### **WHAT'S YOUR PRIMARY ROLE AND FOCUS?**

It's important that business owners determine what their primary role should be based on what the company needs, what roles they are the best at, what they should handle,



- » Person 100% accountable for accomplishing all tasks and deadlines required per the company standards, systems, and processes.

Each box needs a clear job description listing the responsibilities, tasks, and results required to achieve, with deadlines, plus the person assigned. With smaller companies, some employees might have their names in more than one function box. For example, a project manager might also oversee his jobsite supervisors and foremen, or an office manager might also perform the project administrator and estimating coordinator duties.

Most organizational charts are only used to show who reports to whom and not who's accountable for getting the work done. They also don't lay out all tasks and functions required to make your company achieve its strategic goals. The best way to organize your company and draft your organizational chart is to take out a large piece of chart paper and lay out all the tasks and jobs that must be accomplished, from finding work to doing work, keeping track, administration, and managing your workflow. Write on one sticky note for each function required in your business to accomplish what your company does. After completing this exercise, post these tasks beneath the function headings in logical order of how you get things done.

For example, under the "Do Work" heading would be the project management responsibility. A full-charge project manager responsibilities include procurement, negotiating subcontracts and purchase orders, writing contracts, project documentation, correspondence, customer meetings, change order management, preparing and updating job budgets, approving and updating job schedules, drafting progress payments, approving invoices, meeting contract requirements, making the job profit goal, meeting the project schedule,

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## About the Author

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George Hedley is a professional construction business coach, consultant, and speaker. He helps contractors build better businesses; grow, profit, and develop management teams; improve jobsite production, and get their companies to work. He is the bestselling author of "Get Your Construction Business To Always Make A Profit!" Hedley can be reached at [gh@hardhatbizcoach.com](mailto:gh@hardhatbizcoach.com). Visit [hardhatbizcoach.com](http://hardhatbizcoach.com) for more information.

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## About the Article

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