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When to Add People to Your Concrete Company



Your *company's growth* (and success) is going to be *dictated* by the *quality* of the *people* that you have *on board* with *you*.

Period. *Continue >*



To find out
more about
Clay Nelson
visit his Web
site by
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Clay Nelson
[Consulting
Services
Network LLC.](#)

As one of the original Sherpas, Clay Nelson, noted business coach and developmental guru, recently noted, “The days of effectively leading a company on a white horse, with black masks on our faces, and red bandanas around our necks, are definitely over! The notion that we can operate as the Lone Ranger is acknowledged by most as something that, at the very least, is not the healthiest way to nurture and grow a company, family, or people as powerful individuals.”

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There is so much to do in a concrete construction company, between putting out proposals, scheduling the work, doing the work, ordering materials, doing customer service on the work, making sure you’re meeting with the right clients and running with the right crowd...There’s a limit to what a lone ranger, or an understaffed operation, can take on.

A company can have 2 people or 200 people and still have a lone ranger at the top. Being a lone ranger means all the important stuff has to come through you— and your company is limited by how much you can humanly get to.



When to get help

When you make the personnel move to take your company to the next level get help sooner rather than later.

Typically people wait too long. There's some security in holding off until the last possible moment. Let's face it, nobody wants to add on the extra the expense of a person if they don't quite know how it's all going to pan out, if there's going to be enough work to support them, and so on.

A lot of times ***companies wait too long*** to bring on that ***“right person.”***

Somehow, in most successful concrete construction companies, the decision was made (when they were on the fence on this issue) to go ahead and get the right person on board and groom that person and grow that person along with the company. Fast forward nine months, a year, two years, and the company has much greater capability than it ever had before. The return on the new person won't be one-to-one, where you pay x salary and your growth is x more. That won't do it. In most cases it will be that you're paying x dollars and you're doing three times, four times, five times, in some cases ten times more. That's the type of returns that the right people can produce, and as soon as you can get the right people on board—the better.





People need time spent with them. They need time to get to know you, the owner of the company. They need personal attention. They need to feel why your place of business is different...

Some successful concrete companies respectively, do 1, 3, 10, 30, 45, 160, and 345 million in sales per year (successful concrete companies come in all shapes and sizes). They all wrestled with what is being said in the above paragraph and decided to make the move and bring talent on board. It's what made them what they are today-successful. In each case, it took nerve to bring on the next "right person". But somehow they saw where they were taking their business and knew what they needed. They saw, "where the puck was going to be" (which is also what made Wayne Gretzky such a great hockey player).

The Problem with Waiting too Long to Get Help

A lot of times companies wait too long to bring on that "right person." They wait until they're busting at the seams. They're overworking themselves: driving to the job with their small crew doing the work; collecting the money; scheduling all the jobs: etc.

Maybe they are not even doing the invoicing properly and on time because they're so bogged down working 14 hours a day just getting the work done. So they are putting their company at risk when no invoicing later translates into no money coming in.

If a company waits until this point to hire- they are in crisis mode. That's a poor time to bring a person in. During times like this a contractor can't make rational people decisions because they are desperate for help. They choose someone too quickly, or they choose the first person they think of who is available. Remember, the right talent can make your company— so be selective and make as wise a choice as possible.





Also, new people, no matter how experienced they are or at what level of the company, need an inordinate amount of time spent on them in the beginning. It is imperative to get them off on the right foot. People can't just be given some instructions and be told "here's what we need- go to town. You are on your own- sink or swim."

People need time spent with them. They need time to get to know you, the owner of the company. They need personal attention. They need to feel why your place of business is different than all of the lousy workplaces out there.

You can typically count on spending two or three times longer working with a new person than you might have originally thought was needed. That means in some cases covering the same thing several times. It's often assumed by owners that things can be said once and a person will completely understand. The reality is that it takes time for ideas and methods to sink in with people, even experienced people.

New people should have a great deal of time invested with them at the start. Having a session for a few hours, maybe three times a week, to go over processes, to talk about ideas, to review procedures, look at estimates, etc. can be most beneficial. The light in their eyes will keep getting brighter with understanding. Then after a while they will be enlightening you as much as you are them. You can only get to this point with people by making investments in time. When you are hiring from a position of crisis, it is impossible to make these time investments in people.





A pleasant surprise in spending this time with new people in your company— In teaching them you'll find out there are things you don't even have clear in your own mind. You can both discuss these things together and come up with solutions. You will be amazed as you teach a new person how often you will explain something, and then pause, scratching your head wondering how what you just told him made any sense. Teaching can get you clear on a lot of things too.

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How to Add the Right People

Click here to read:

[Getting Jobs Done:
People, Information,
and Supplies](#)

It's a cliché we've all heard- you are only as good as your people. The reason this cliché has been around so long is because it is true. Behind every long-lasting, successful concrete construction company is a crew of loyal, well treated people. Much has to do with the whole way you approach your team. You can read more about how to add and cultivate the right people in your company in the Concrete Sherpa report *Getting Jobs Done: People, Information, and Supplies*. It gives lots of tips on what you can do to grow the right kind of people in your company.





Sherpa info

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SUMMIT DATE

This document reached the summit (was created) on January 3, 2005 and is based on the best information available to the Sherpa at that time. To check for updates please click here <http://www.ConcreteSherpa.com/addpeople>.

NAVIGATION & USER TIPS

You can move around this guide by using your mouse or keyboard arrows. Left mouse button goes to the next page, right mouse button goes to previous page. Click on the right arrow (→) for the next page and the left arrow (←) to go the previous page.

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	PC	MAC
Zoom in (Larger)	[Ctrl] [+]	[⌘] [+]
Zoom out	[Ctrl] [-]	[⌘] [-]
Full screen/normal screen view	[Ctrl] [L]	[⌘] [L]

ABOUT THE CONCRETE SHERPA

The Concrete Sherpa is a team of people that represent the experience, teaching and learning of our team members and other industry leaders *on a mission to make life better for the concrete contractor*. We are an idea center striving to deliver thought provoking ideas based on “Concrete Advice for Business and Life” to stimulate you to reach new heights. As a user, you should remember to consider all information you receive, here at the Concrete Sherpa or elsewhere, not as a *cast in concrete* recommendation, but rather as an idea for you to consider and ponder.



Sherpa info

THE JOURNEY LEADING TO THE CONCRETE SHERPA PROJECT

The Concrete Sherpa Project (A [Sherpa](#) is a “guide”) was born at The Concrete Network in mid 2004. Here is how it happened:

The biggest surprise, or gift, since starting The Concrete Network in 1999 has been the concrete contractor friends from around the country we’ve made and witnessing the passion they have for what they do. These people include Dave Pettigrew, up in the San Francisco Bay Area, or the Verlennich brothers in Minnesota, or Bob Harris in Georgia, the list goes on and on. It’s quite inspiring.

We were once asked, “How are you so excited every day about concrete?” Well the answer is simple, it is impossible to not be excited about concrete when you have the job we do—interacting with hundreds of concrete contractors from every state in the country.

The thing we’ve learned about concrete contractors is that most are passionate *craftsmen*—they are often less passionate and experienced in the “office stuff”. Human nature channels us to do what we are most comfortable with; learning how to use a new saw-cutting tool is comfortable; learning and implementing a new estimating strategy, or job management tool, is not so comfortable.



Sherpa info

THE JOURNEY CONTINUES...

So Sherpa was born to provide FREE and easy to use information on topics many contractors are not too comfortable with.

- Concrete Sherpa is here to provide help to contractors who are often ‘Lone Rangers’ and don’t have anyone to get solid business advice from.
- Concrete Sherpa is here to provide help for contractors who have to work too hard and too many hours in their business, and one day realize they need to work *on their business, not in their business*.
- Have fun with Concrete Sherpa and go faster towards reaching success than you might have on your own.
- To skeptics who think something free can’t be valuable, or there must be a trick- visit Concrete Sherpa and decide for yourself.

We hope you make great use of the Concrete Sherpa and it helps you to become an awesome success for yourself, your family, your church, and your community.

VISIT THE CONCRETE SHERPA

To visit the Concrete Sherpa click here <http://www.ConcreteSherpa.com>.