



Webinar: Quality Management - Leadership & the Way to Success

Question & Response Transcript

November 17, 2020



**HOME PERFORMANCE
STAKEHOLDER COUNCIL**



Question and Response Transcript

1. **QUESTION:** What do you view as priority business systems and processes that every contractor should have in place to create a successful work environment that avoids potential internal blame of failure on team members?

RESPONSE:

We need 2 things - Clarity of our purpose and competency of tasks these lead us to 3 processes we need...

- **Create a clear Purpose Statement for your company:** It is why we do what we do.

You can define your purpose by completing the following statement:

We are dedicated to - helping others reach quality of life **So that** They may reach their full potential in the workplace, home, and community.

The purpose statement needs to be:

- Simple, short, and clear
- Actionable
- Focused on the affect we have on others
- Expressed in positive language
- Transcendent "Bigger than ourselves"

Google – Start with Why

- **A set of Standard Work Specifications (SWS) for everything we do...**There is a full set online for (Single Family Site Built Homes, Manufactured homes and Multifamily) – They define minimum quality requirements to include Health & Safety, Air sealing, Insulation, Heating and Cooling, Ventilation, and Baseload. **What is important is that all best practice, training, and inspections must be aligned with the SWS.** You can Google - Standard Work Specifications. There is a full set that can be Printed or exported into an Excel spreadsheet – choose what you want and edit as needed for your company.
- **Job Instruction Breakdown Sheets (JIBS)** – They are a form that states the desired outcome of tasks and have three columns (1st Column. Logical steps, 2nd Column. Key Points (What will make or break the job, what will injure the worker and what will make the job easier), 3rd Column. Reason for the key points) You can Google - Job Instruction Breakdown Sheet for more resources.



2. **QUESTION:** Can you provide a couple specific recommendations on how a business owner could transition their performance review approach into a more evolved development review approach?

RESPONSE:

As I stated...Performance reviews are looking at the past, where development reviews look at the present and future.

Performance review is a judgment and is hierarchical (arranged by rank) usually annual or semi-annual. No one likes to be judged.

Development review Is designed to help others master their job. It is a two-way commitment between the employee and the one doing training, mentoring, or coaching. It is conducted monthly or as needed and is generated by either party. It follows a written development plan containing item description, completion goals and is agreed upon by both parties.

One is an opinion. The other strives for mastery resulting in success. If we make our people successful, we will be successful.

3. **QUESTION:** From your experience, what are some examples from contracting businesses that focused their efforts on what they don't want instead of reshaping their efforts more positively on what they do want?

RESPONSE:

*Social science has found what we **focus** on acts like a magnifying glass and a magnet. In other words, whatever we put our attention on expands in our workplace. Whatever we talk about, we see more of. Whatever we think about, we experience more of.*

The operative word is **FOCUS**

FOCUSING on what I don't want: I don't want defects- work done wrong, hassle, excess expense, increased human effort. "**I don't wants**" usually result in mandates, the easy way out. (Do your work right! Stop all the drama! I will cut expenses if things do not change! Stop working so hard, try working smarter! etc.) Focuses on stopping the bad things.



FOCUSING what I want: I want to create a positive business culture that inspires learning, a family like atmosphere, respect, and harmony. Focuses is on creating the good things.

4. **QUESTION:** What are some examples of contracting or more general building industry organizations that have successfully applied leadership characteristics that you've identified in successful Fortune 500 companies?

RESPONSE:

- A company in NY that has between 5-10 employees is 12 years in the business of Building Performance of homes and commercial buildings. They have been doing quality management and culture development for 8 years. They do whole building air sealing and insulate with cellulose and foam insulation. They have developed Job Instruction Breakdown Sheets, and Critical details (pictorial guides) for many of their job tasks (it is an ongoing task).
- A Home Performance company in AZ has 7-10 employees. What is unique about this company is that the owners have attended training with the desire to incorporate Quality Management Principles throughout their company. They enlisted their employees in the production of their Job Instruction Breakdown Sheets and continual improvement. Their employees became excited about the process and the result was buy-in.
- A HVAC company in CA has incorporated Home performance and Quality Management Principles into their company as a value-add service. They employ about 25 employees. They Regularly celebrate individual and company success keeping motivation and focus high.
- A remodeling company with a Home Performance Division operating in OR and WA has incorporated the principles we have discussed. They employ around 75 employees. They have reported employee happiness and profit increase in both locations since their improvements.