

## I. Major idea outline

### A. What are the business and management constants that have changed little over the past few years?

1. Recognizing the need for excellent planning and scheduling.
  - a) Contractors need to have better planning capabilities and use them to become more competitive.
2. Developing effective project delivery systems
  - a) What do you and your company want to do and to achieve?
3. Finding better ways to work with programming, planning, architectural & engineering firms.
  - a) It's a two way street.
4. Keeping in touch & work with the next generation or two in your technical & professional activities.
  - a) **Kids grow up!**
5. Understanding and practicing the principals that quality and integrity are critical to job success.

6. Understanding that business cycles are an important planning tool.
7. Trying not pose a threat to others
8. Never endangering a person's career.
9. Snares we might fall into during the next few years that could cause us to lose business & clients?
  - a) Taking on too much work.
  - b) Not managing growth.

**B. What are the business and management variables that change as our influences are felt in the construction business world?**

1. Elements of the generic construction business that do change
  - a) Demand for space
  - b) Cost of space
  - c) Quality of space
  - d) Tax laws
  - e) War and peace elements

- f) Techniques of importance to generic construction success
  - g) Definition of success
  - h) Talents and qualities of those who practice generic construction
  - i) Educational offerings to potential constructors
  - j) Abilities of the participants
  - k) Social structure of the world in which the construction is to take place
2. The importance of increasing procurement effectiveness in processing submittals and expediting deliveries.
  3. Risk analysis will become more important to achieving business success.
    - a) If you have resolved a problem to the legitimate advantage of your client, take any hit yourself rather than passing it along to others.
  4. Improved understanding of the characteristics & needs of all businesses for whom you hope to

design or build.

5. Owners do not want to own facilities - owners want their facilities to show minimal financial impact on their accounting system.
  - a) Owners and other clients are looking for single source responsibility contractors.
6. Characteristics and use of insurance methods.
7. Building good professional relations with good architects & engineers.
  - a) Learning how to help a/e's do their job.
  - b) Hard money or other pds systems are not always the best way to deliver a project or program.
8. Insurance and safety considerations continue to highly influence how a contractor does business as the regulatory pressures on designers and builders increase.
9. The influence of owners and clients in procuring equipment and materials, and in subcontracting

their work to those outside the main management team.

10. Understanding that program management is different than project management.
  - a) Good project management leads to ongoing program management.
  - b) Know your clients.
11. Definitions of various completion dates.
12. A good macro vision and the effective use of it.
13. Reading the general conditions & general requirements may be tedious & boring - but with today's legal conditions it a necessity.
14. Increased dumbing down of systems to allow those not trained or educated in the use of these systems to perform routine operations without understanding the principal of the system. Such jobs will be outsourced to third world countries - especially if the people speak English.

15. Changes to the generic construction business
  - a) Since 1960
  - b) Since 1970
  - c) Since 1980
  - d) Since 1990
  - e) Since 1995
  - f) Since January 1, 1998
16. Women will increasingly take over non-field generic construction jobs that have in the near past been dominated by men. This trend is showing in the universities by women exhibiting higher degrees of interest and skill intensity in becoming educated & a lessening interest by men in subjects requiring higher levels of education as opposed to training.

### **C. Miscellaneous thoughts**

1. We have come full circle in our design profession. Engineers of the future must become like those of a century ago - who could not only analyze and

design the project, but could also formulate a cost effective solution, draw the plans, monitor construction, & meaningfully participate in a public involvement process. Michael A. Knott, Vice President ?

2. Might discuss PERS program.
3. Guard against professional & technical boredom by keeping your mind & body active & positive.
4. Taking the secretary out of the communication loop has adversely affected communications.
5. Using cyclical analysis to determine supply and demand for construction services