

SKILES GROUP

IF YOU WANT TO LEAD...

**...Learn How the
Business Makes Money**

by Keyan Zandy

originally published in

CONSTRUCTOR



AGC
THE CONSTRUCTION
ASSOCIATION

**A young construction professional
can be smart, hardworking,
technically capable, and well-liked,
and still not be ready to lead.
That may sound harsh,
but it is a reality.**

**Leadership in construction requires
more than knowing how to read
drawings, write RFIs, track submittals,
lead meetings, or update a schedule.**

Those are important skills, and every builder needs to learn them.

But if you want to lead a project, a department, or eventually a company, you also need to understand the business behind the work.

Here's what future leaders need to understand...



#1

Companies Exist to Solve Specific Problems

**The project is the product.
The problem behind the project
is the reason the work exists.**

That mindset creates value.

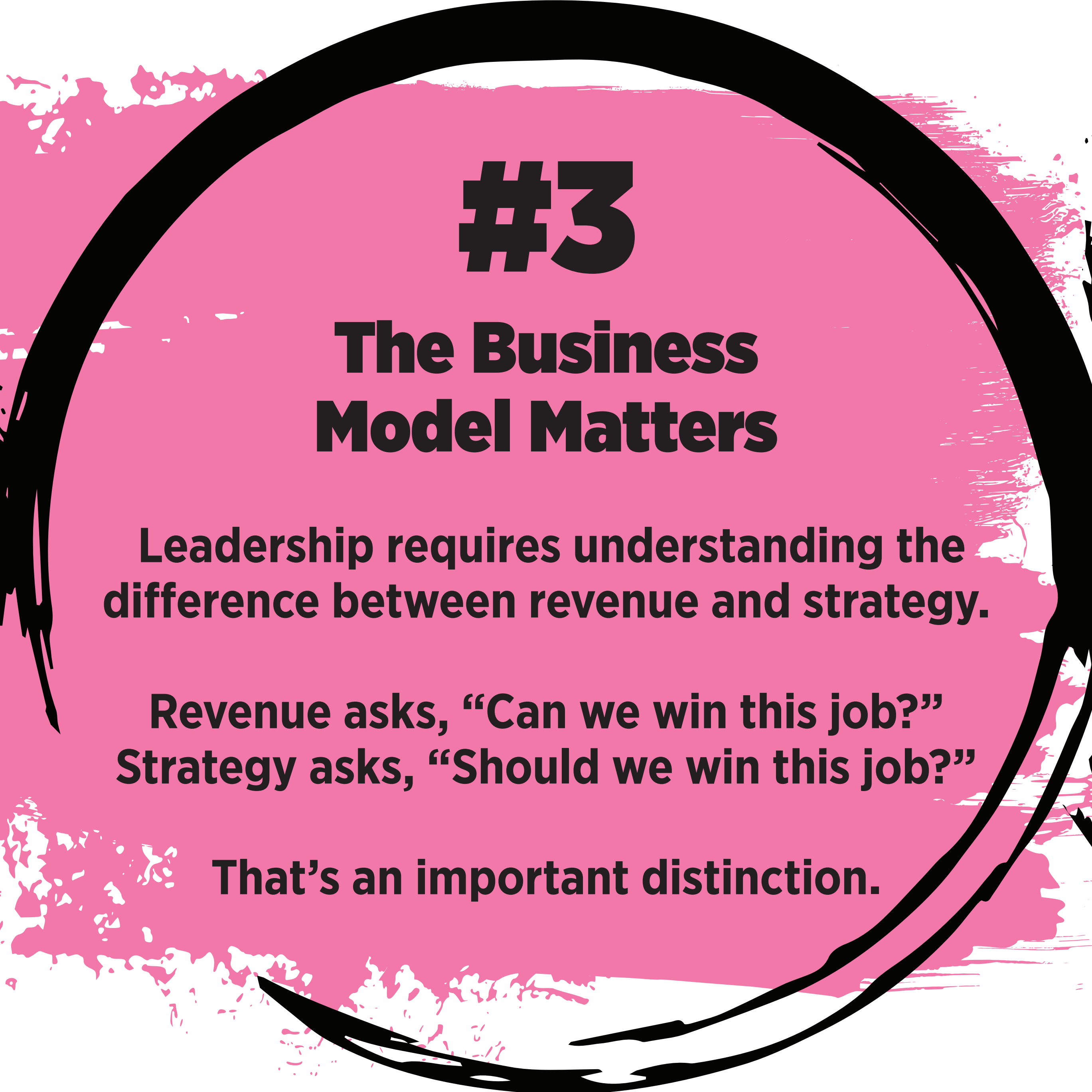


#2

**Value Is More Than
Work Completed**

**Clients pay for outcomes: certainty,
communication, problem-solving, quality,
safety, speed, transparency, and trust.**

**The more value you create, the
more opportunities you earn.**



#3

The Business Model Matters

**Leadership requires understanding the
difference between revenue and strategy.**

**Revenue asks, “Can we win this job?”
Strategy asks, “Should we win this job?”**

That’s an important distinction.

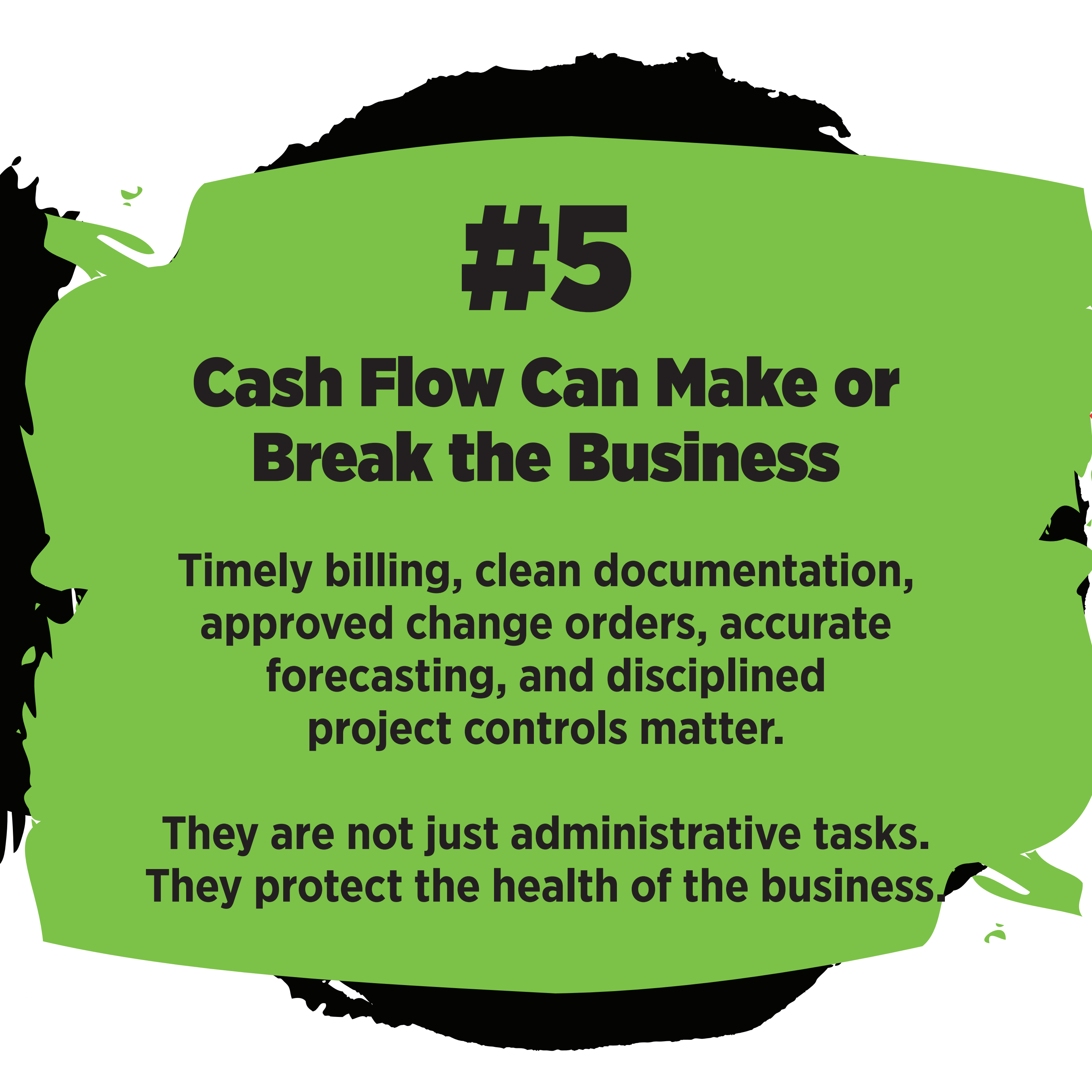


#4

**Profit Is Protected
During Execution**

**Profit rarely disappears all at once.
It usually leaks out through small
misses that compound over time.**

**Productivity is not just an operations
issue. It is a financial issue.**



#5

Cash Flow Can Make or Break the Business

Timely billing, clean documentation, approved change orders, accurate forecasting, and disciplined project controls matter.

They are not just administrative tasks. They protect the health of the business.



Better Builders Understand the Business

**Learn the drawings. Learn the schedule.
Learn safety. Learn quality. Learn how
to communicate with clients, designers,
trade partners, and your own team.**

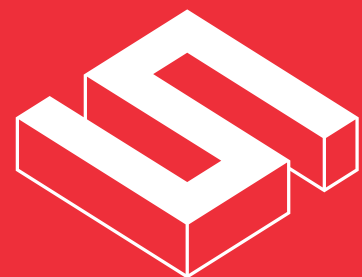
But don't stop there...

Learn how the business makes money.

**Learn how your daily decisions
affect the health of the company.**

**Leadership is about understanding how
the work creates value—for the client,
for the team, and for the business that
makes future opportunities possible.**

**Want more? Read the full article at
SkilesGroup.com**



SKILES GROUP