



**FIRESTONE**  
CONSULTING GROUP, LLC

Webinar Series

# Top 10 Tips for Managing Estimators

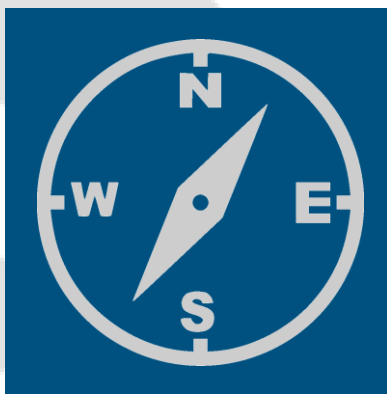




**FIRESTONE**  
CONSULTING GROUP, LLC

[firestonecg.com](http://firestonecg.com) | [info@firestonecg.com](mailto:info@firestonecg.com) | (402) 817-1420

**We help businesses  
achieve success by  
delivering results  
through action and  
accountability.**



Align Your Team



Tune Your Processes



Increase Your Profits



## Thank you to our sponsor.

McCormick Systems, Inc. – The Nation's Leader In Estimating and Project Management Software. With solutions for all sizes of contractors, from a one man shop to multi-million-dollar companies, McCormick will make your estimating and project management more efficient.

As contractors' transition to the digital age of construction McCormick is right by your side. With fully integrated systems for digital takeoff and estimating.

Visit McCormick online at: [mccormicksys.com](http://mccormicksys.com)

# What does it mean to manage?

The act or art of conducting or supervising ~~something~~ *someone*.

Direction  
Guidance  
Operation  
Oversee







# 10

Manage  
your own  
time well

Know how to manage your time.

You will be far less efficient when **others rely on you** for guidance.



## How to avoid frustrations?

Set boundaries, you have deadlines to meet, and other responsibilities to fulfill.



# Poll #1



9 Set clear expectations

HELLO  
I AM A...

**MIND  
READER**

Most people can't read minds.

Make sure everyone is on the same page.



Who?  
What?  
When?  
How?

## What does done look like?

Setting expectations is more than giving some one a to-do list.



Communication is key,  
both with the estimator  
and with the estimate.

8 Getting your  
message  
across

# How to be a better communicator?

---

- Listen first
- What method should be used
- Seek to be understood not to be heard

Your effectiveness as a communicator can be measured by how many times you have to repeat yourself.

7 The bid date isn't the deadline



**Help others** manage their time.

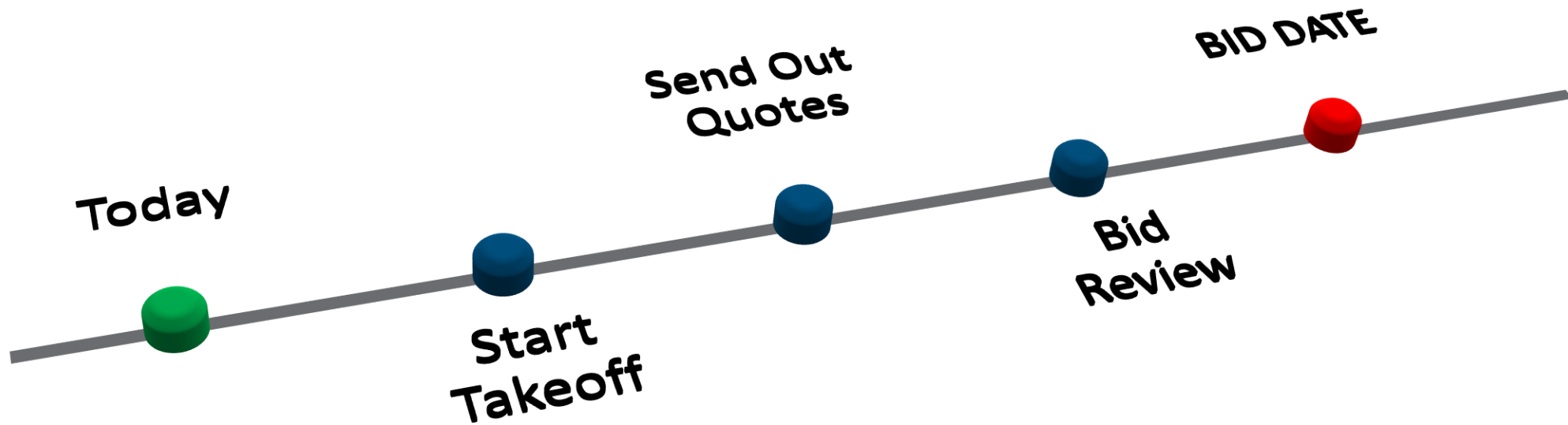
With all the distractions and interruptions time management is even more of a challenge.



# Establish a timeline

---

Start with the bid date and time and then work backwards. Set clear deadlines.





6 Don't be a know it all!

Just because you are the manager doesn't mean you know everything.

**Be a superhuman, not a superhero.**

# Your People

Influence, Inspire,  
Coach, Mentor,  
and Encourage

## Why are you a manager?

You're are good at utilizing the company's resources to effectively and efficiently to get things done. Not because you know all the answers.

What is your #1 resource?

# 5 Pick the right people

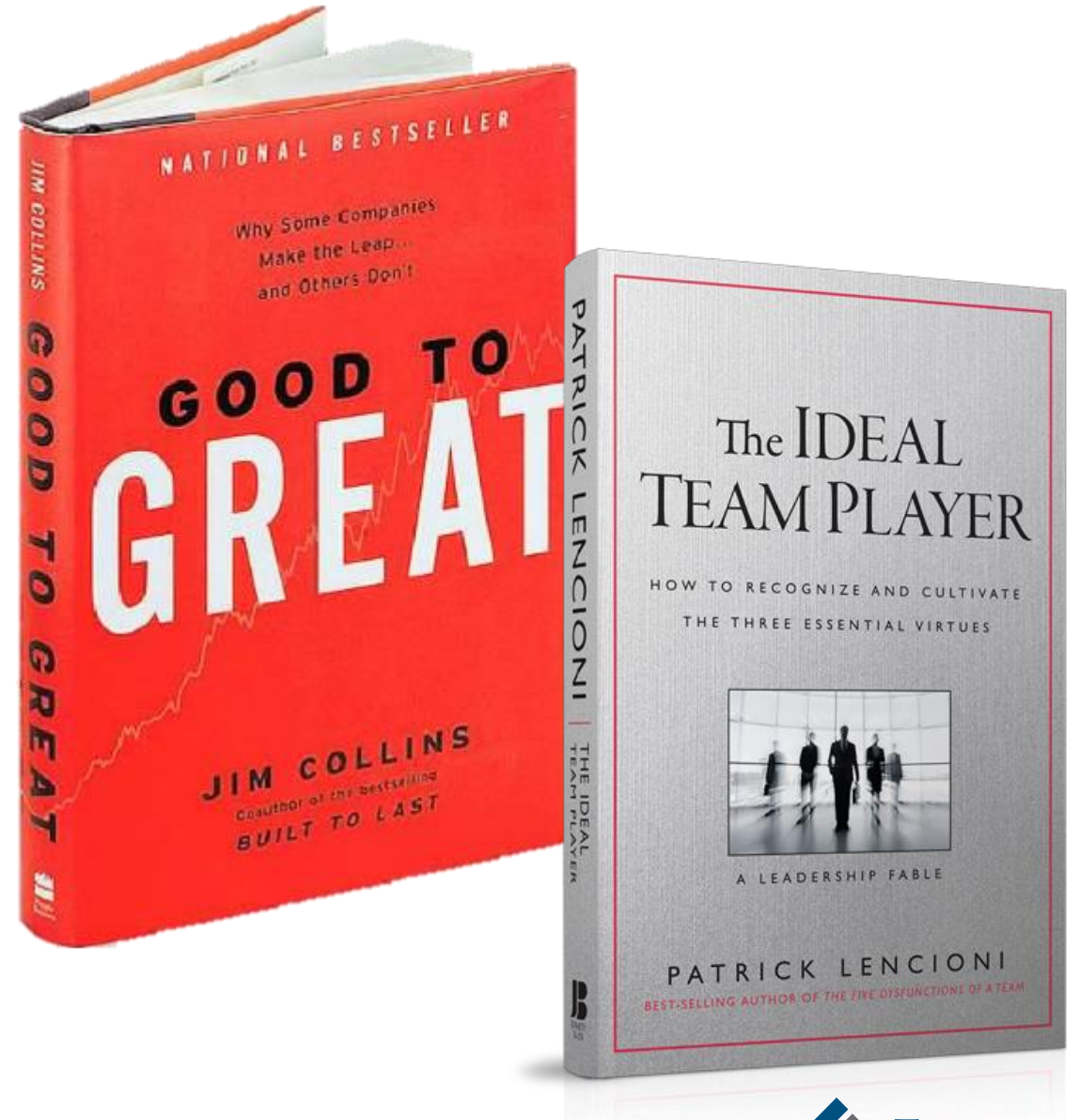
Hire the right people, but remember, they don't have to know it **all on day one.**



# What should you be looking for?

Jim Collins: Get the right people on the bus...are they the right fit for your company.

Patrick Lencioni: Make sure they are Humble, Hungry and Smart.





4 Develop  
and educate

Develop your estimators  
through **continual training  
and education.**

改善

Kaizen

Plan - Do - Check - Act

How does your team get better?

As the manager what are you doing to make sure your team is getting better?

What happens if we maintain the status quo?



# Poll #2



A man in a dark suit and red tie is pointing his right index finger towards the camera. He is wearing a watch on his left wrist. The background is a blurred office setting.

3 Don't point  
fingers

Avoid finger pointing.

Think of mistakes as  
**learning opportunities** for  
you and your team.

# Every estimate has an error.

---

You just need to find it before it becomes  
a mistake.

A second set of eyes is always best.





2 Be more  
than a  
manager

Be a leader!

Managers tend to focus on  
the mechanics, but leaders  
**move things forward.**

## Ask your self...

1. Does my team have the resources to get the job done?
2. Am I challenging the estimators on our team?
3. Am I approachable and willing to help?
4. How am I measuring performance and improvement?
5. Am I providing timely and meaningful feedback?

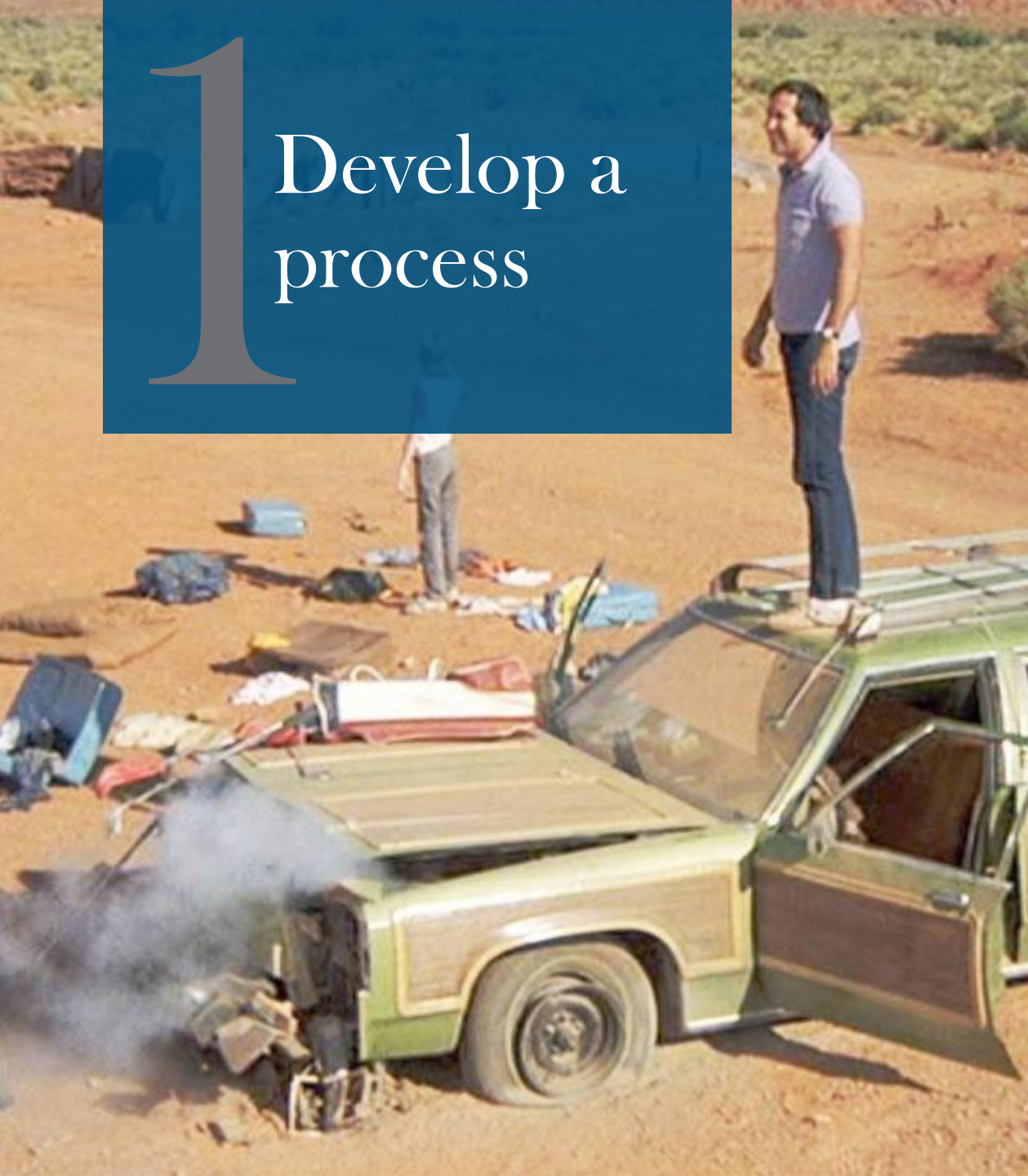
## How are you driving success?

As a leader you must know when to push, pull and get your hands dirty in the trenches.



# 1

## Develop a process



You need to have an **estimating process.**

A road trip without a map can be exciting, and so can estimating without a formal process.

# Why do you need an Estimating Process?

---

- Improved efficiency
- Better communication
- Accountability
- Eliminates errors
- Measurable outcomes
- Everyone is on the same page
- Scalable

## Books on Process Design and Implementation

- Traction (Gino Wickman)
- E-Myth (Michael Gerber)
- The Toyota Way (Jeffrey Liker)
- Scaling up (Verne Harnish)
- The Checklist Manifesto (Atul Gawande)



# Poll #3

# Top 10 Tips

10. Manage your own time
9. Set clear expectations
8. Getting your message across
7. The bid date isn't the deadline
6. Don't be a know it all
5. Pick the right people
4. Develop and educate
3. Don't point fingers
2. Be more than a manager
1. Develop a process

## What is your next step?

To achieve results we must have action. How can you put this information to use in your own company? Can you adapt this list to other aspects of your business?





# Questions?

Please submit your questions using Q&A or raise your hand to ask it live.



*Thank you  
to our  
sponsor.*



**FIRESTONE**  
CONSULTING GROUP, LLC

How to reach us.

[firestonecg.com](http://firestonecg.com)

(402) 817-1420







Thank you.