

## Navigating the Complex World of CM

**W**hat exactly is Construction Management (CM)? It is the delivery method of choice for Bonnette, Page & Stone and serves as the backbone of successful construction projects, ensuring that every facet of a project, from inception to completion, runs smoothly, efficiently, and within budget. It encompasses a wide range of activities, responsibilities, and skills with its primary role to oversee and coordinate all aspects of a construction project, ensuring that it is completed on time, within budget, and to the highest quality standards. CM acts as the bridge between the project owner or client and the various parties involved in the construction process, such as architects, engineers, contractors, and subcontractors.

### **Key Principles of CM:**

- **Planning:** The foundation of successful CM is meticulous planning. This involves setting clear project objectives, establishing a budget, defining a timeline, and identifying potential risks and challenges.
- **Organization:** Effective organization ensures that all project elements are in sync, including resource allocation, procurement of materials, and task scheduling. Project managers must have the ability to prioritize and manage multiple activities simultaneously.
- **Communication:** Communication is critical in CM. Clear and timely communication among all stakeholders helps prevent misunderstandings and conflicts, ensuring that everyone is on the same page throughout the project.
- **Risk Management:** Identifying and managing risks is an essential part of CM. Project managers must identify potential issues and develop strategies to mitigate them, ensuring the project stays on track.



*The foundation of successful CM is meticulous planning.*

- **Quality Control:** Maintaining high-quality standards is crucial to the success of any building project. Construction managers must establish quality control procedures and ensure that work is done to specifications.
  - **Cost Control:** Construction projects often involve large budgets, and it's the construction manager's responsibility to keep costs in check. This includes tracking expenses, avoiding cost overruns, and optimizing resource utilization.
- The CM process can be broken down into these key phases:**
- **Pre-construction Phase:** During this phase, the project is conceptualized, planned, and designed. Construction managers work with the client and other stakeholders to set objectives, establish budgets, and develop a project timeline. They also handle regulatory approvals, permits, and contracts.
  - **Bidding and Procurement:** This phase involves selecting contractors and subcontractors through a competitive bidding process. Construction managers evaluate bids, negotiate contracts, and ensure that all parties are aligned with the project's goals.
  - **Construction Phase:** The actual construction work begins during this phase. Construction managers oversee the day-to-day operations, monitor progress, and address any issues or changes that may arise. They also manage resources, coordinate subcontractors, and maintain quality control.
  - **Post-construction Phase:** After construction is completed, the project is handed over to the Owner. Construction managers ensure that all project objectives have been met, and they address any remaining issues or deficiencies.
- In recent years, technology has revolutionized CM. Software tools have streamlined project planning, scheduling, and communication. Building Information Modeling (BIM) has become a valuable asset, providing a comprehensive, 3D view of a project and enabling more accurate planning and collaboration among project stakeholders. Additionally, CM software helps with cost tracking, document management, and risk assessment. These digital tools improve efficiency, reduce errors, and enhance overall project management.
- CM is a critical function in the construction industry, serving as the linchpin that keeps complex projects on track, within budget, and up to quality standards. It demands a combination of technical knowledge, communication skills, and effective planning and organization. With the aid of modern technology, construction managers can streamline their tasks and ensure the success of construction projects, contributing to the growth and development of our built environment. As the construction industry continues to evolve, the importance of competent CM cannot be overstated.





## Can You Guess?

1. Before Charles III, the last time Britain had a king was 1952. Who was that man, Princess Elizabeth's father?
  - a) Charles II
  - b) James V
  - c) Edward VIII
  - d) George VI
2. The town of Kapoho, Hawaii is now uninhabited because it was inundated by what in June 2018?
  - a) Locusts
  - b) Ants
  - c) Lava
  - d) Spiders
3. What second-longest-running show in Broadway history gave us the songs "Cell Block Tango," "Roxie," and "Razzle Dazzle"?
  - a) CATS!
  - b) Chicago
  - c) A Chorus Line
  - d) Wicked
4. The spreadsheet in Apple's iWork office suite shares its name with which book of the Bible?
  - a) Acts
  - b) Lamentations
  - c) Numbers
  - d) Revelation
5. What was legendary NFL defender Reggie White's off-field profession, a job that lent him his nickname?
  - a) Minister
  - b) Blacksmith
  - c) Reverend
  - d) Boilermaker

Answers: 1 (d); 2 (c); 3 (b); 4 (c); 5 (a)

# The Best Managers Are Effective Coaches

A key responsibility of every manager is helping employees develop and learn. It's a challenge that calls for coaching that's active and involved. Here are five tips to help you develop solid coaching skills:

1. **Delivery is as important as the message.** Before you shoot off some constructive feedback, ask yourself whether your attitude is oriented toward problem-solving or punishment. You need to give feedback that's geared toward getting positive results, not demoralizing your people.
2. **Tailor your coaching to the individual employee's style.** People learn in various ways. Some prefer hands-on experience, whereas others focus on visual learning, for example, by reading a book. When you coach, take a minute to adjust your message to fit the person's learning style and level of experience.
3. **Coaching takes time and patience.** Sometimes you may feel too busy to provide more than a cursory answer to a question asked by an employee. But the expedient approach may cut you off from valuable information and create problems in the future. Sometimes making a little more effort to help and encourage an employee goes a long way in developing more-productive workers.
4. **Explore the options.** Providing solutions to problems is easy, but exploring the possibilities is much more effective. The process of analyzing problems and solutions teaches workers critical thinking, consequences, creativity, and cost-benefit analysis. When employees are faced with problems or difficult tasks, coax out the solutions by asking open-ended questions.
5. **Coaches copy the best coaches.** Find good coaches, inside your industry and in other areas, to learn from and emulate. Apply what you observe to your workplace.

## Without A Sound

Your nonverbal communication can speak as loudly as your words, if not more. To make a positive impact on the people around you, focus on these behaviors:

- **Smile.** You'll send the message that you're friendly and open.
- **Keep your arms open.** Crossing your arms makes you look closed to conversation and new ideas.
- **Lean forward.** Moving forward just a little (not so far that you're intruding on personal space) signals your interest in what others are saying.
- **Listen to your voice.** Your tone can reinforce your words, or undercut them. Pay attention to whether you sound harsh, inviting or indifferent without meaning to.
- **Make eye contact.** Don't stare, but meet people's eyes to show your attention and interest.
- **Nod.** A quick nod tells people you want to hear more.

## Don't Let The "How" Overcome The "Why"

The trick to being more creative may require an attitude adjustment. Jennifer Mueller, a psychologist and management professor at Wharton who studies creativity, says in an article on the CNN website that most people view imagination as either practical or creative, leading to one of two mindsets: why and how.

People with a "why" attitude tend to look at the world in abstract terms without regard to whether ideas are feasible or not. Those with a "how" mindset can focus so closely on the practical application of an idea that they ignore more innovative—but less obviously feasible—possibilities.

Both perspectives have their value, of course. Just avoid overpowering your "why" mindset with concerns about "how" to put ideas into action.

# One Key To Success: Showing Up On Time

Are you always running late? Maybe you're legitimately busy, but sometimes chronic lateness springs from other factors. The danger is that being late all the time will give you a reputation for being undependable and/or careless.

Take better control of your time by considering these psychological causes behind being constantly behind schedule:

- **Adrenalin.** For some people, rushing to every meeting and event provides excitement. If you're enjoying the chase too much, look for other activities to fill your need for thrills. Skydiving, anyone?
- **Control.** Making other people wait for you—instead of the other way around—is one way to keep the reins tight. The problem is, important people like customers and your boss don't like it. Remind yourself that other people's time is important, too.
- **Validation.** Being busy can be one measure of success—"Look at all the customers/projects/important tasks I've got to do!" But if you overextend yourself, you'll burn out. Teach yourself to track other metrics that don't overwhelm your day.
- **Anger.** Sometimes we "punish" people by forcing them to waste time waiting for us. This rarely solves any problems and may exacerbate them. If you've got an issue, talk it out openly. You'll both save a lot of time.

## SPEED BUMP

Dave Coverly



# Find Satisfaction And Success By Giving Something Back

Volunteer work can help you meet like-minded people, explore career options and make you feel more fulfilled and connected to your community. To get the most out of volunteering, start by identifying what you want to do.

Consider the kinds of activities that make you lose track of time, and choose volunteer work that incorporates your particular passions. Make a list of your limitations and preferences. Do you work better at night or in the morning? Do you like to be in charge of projects or prefer a supporting role? Remember that your goal should be to find volunteer work that gives you a charge, not one that leaves you depleted and stressed, wishing you never committed to doing it.

You might consider making a list of skills you'd like to improve or acquire, like public speaking or managing a team. Volunteering is a great opportunity to "dip your toes in the water" and see how you do.

Once you've started volunteering, keep a journal to reflect on how you are feeling, what you enjoy most and what responsibilities leave you exhausted or frustrated. Remember to take care of yourself, too, because you can't help others if you feel exhausted.

# Prepared For Anything?

One rainy evening, Mary and John emerged from a restaurant after dinner to find that they'd locked their only set of keys in the car. John insisted he could open the door with a wire coat hanger, but the restaurant didn't have any. So Mary waited inside while he ran through the pouring rain to a hardware store four blocks away to buy one.

After fifteen minutes, he managed to pop the lock. He waved for Mary to run out and jump in the car, and started it up. As they drove away, John, soaked to the bone, put the wire hanger under his seat.

"Now if this happens again," he said, "we'll have one right here."

# Zig's Words Of Wisdom

Motivational writer and speaker Zig Ziglar has a lot to say, and his words have inspired thousands of people to reach for and achieve their dreams. Here's a selection of some of his most powerful quotes:

- "You can have everything in life that you want if you will just help enough other people get what they want."
- "The greatest good we can do for others is not just to share our riches with them, but to reveal theirs."
- "Your attitude, not your aptitude, will determine your altitude."
- "Every choice you make has an end result."
- "If you learn from defeat, you haven't really lost."
- "If you wait until all the lights are green before you leave home, you'll never get started on your trip to the top."
- "Sometimes adversity is what you need to face in order to become successful."

# The First Weatherman

The earliest-known weather journal was the work of English scholar William Merle. It covers seven years, from 1337 to 1344.

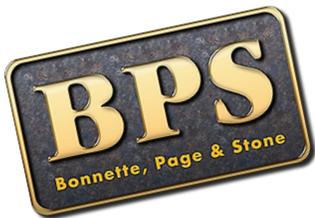
Merle lived before the invention of the thermometer, the hygrometer and the barometer—and before the use of rain gauges became common in Europe. The entries in his diary take the form of simple, yet detailed, observations of the conditions. The journal was discovered in the Bodleian Library in Oxford, England, in the 1880s.

# ABC NH/VT Chapter Events

BPS Marketing Director, Kristin O'Brien, recently had the pleasure of leading Board members of the Associated Builders & Contractors NH/VT Chapter through a tour of Paugus Properties' new mixed-use building, located at 51 Elm Street in Lakeport. Members of the group saw completed residential units and common spaces located on the second and third levels as well as the rooftop and retail spaces.

Later that day, ABC members enjoyed a Business After Hours networking social event at the Autopac Gallery located at 126 Doris Ray Court in Laconia. The event, sponsored by Bonnette, Page & Stone and organized by the team at ABC NH/VT, treated members and

their guests to an unforgettable experience where they viewed the impressive display of more than 80 vintage race and street cars, retired military vehicles, racing memorabilia and more. The collection belongs to 85-year-old Ray Boissoneau whose passion for cars was sparked as a young boy enjoying soapbox derbies and bicycle races while growing up in New Hampshire. These hobbies led Ray to the world of racing, collecting, and his passion for preserving racing history. For more information about ABC's NH/VT chapter and membership, contact Shari Peracchi at 603-568-2743. For more information about the Autopac Gallery, please call 603-527-8129.



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