



The Best View

TEXAS GLASS ASSOCIATION/NORTH TEXAS DIVISION

www.tgantd.com

MARCH

2004

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SAFETY ISSUES

Tuesday, March 9th 6:00pm
Holiday Inn Select, I 635 & Josey

**This is a meeting that no
one should miss!!**

We have Dennis Vaughan, a safety consultant, scheduled for March's meeting. The topic will be "Six Key Elements to Controlling your Workers Comp. Losses and Insurance Premiums." With all of the recent concerns in the safety facet of our business, please mark your calendars today to attend this meeting. Plan on bringing your office and field personnel.

We will have Mr. Dennis Vaughan, a safety consultant to speak at our March meeting. After leaving the U. S. Army in 1969 as a Medic, Mr. Vaughan worked as a pipe fitters helper. He became a pipe fitter and soon found that it was too hard a job. It was during that time OSHA laws took effect and they were looking for "Safety Men" and he has been in the "Loss Control" Business ever since. He is certified in CPR/first aid, forklift-man baskets-Respirator-Elevated Work Platforms and is a 500 Trainer. He is a member of ASSE and WSO. He has spent the last several years as a consultant for the Insurance Carrier for the Opryland Hotel in Grapevine, Texas. I believe as a business owner, manager or field superintendent in today's business climate, his expertise in this would be most beneficial to the success of each of our individual businesses.

Many apologies to the Gift of Glass Committee for inadvertently leaving them off of the Committee List in February's newsletter.

Gift of Glass

Chairman: *Cliff Helterbran,*
Members: Pat O'Neal, Butch Sprabary, Greg Smith

As always, if you are interested in working on any committee, just let the chairman know. Or just let a board member know and they can pass it along to the committee chair.

On the cover...

FIDELITY WESTLAKE
2257 Precinct Line Road
Westlake, Texas
HALEY-GREER, INC.

2004 TGA/NTD Annual Big Bass Fishing Tournament

Set for May 1st and May 2nd at Richland Chambers Reservoir. Headquarters and weigh-in will be at Clearview Marina (Phone 903-872-1442). Sign in will be Friday April 30th at the Marina. Space is limited at Clearview but additional rooms are available at Oak Cove Marina (Phone 903-972-0888).

Call early to reserve your room! For more information contact Robert Taylor at 972-484-8892 or FishingTournament@tgantd.com

MARCH MEETING

2004 TGA/NTD Committees Chosen

Letter from the President

TGA/NTD

Our February 2004 meeting was very informative. Our guest speaker was Mr. John Wilson, Architectural Sales Manager, Guardian Industries Corp., who shared his knowledge of the industrial Market and Furnished Product Information on Guardian Industries extensive products. Thank you John, for your contributions and efforts to this organization, as well as for your supply of the wonderful beverage cups.

Unfortunately, the attendance was considerably lesser than at the January meeting, and I hope that this will not set a trend for the upcoming meetings.

“It is the goal of the TGA/NTD to promote professionalism and profitability within the glass industry through unity and education.”

It will take **all** of our participation to insure that we meet this worthwhile goal.

We would like to extend a warm WELCOME to Mr. Art Allen and Mr. John Paxton, ASTRO SHEET METAL CO., Inc., Irving, Texas 75061, Tele: 972-438-1110, Fax: 972-721-0177, which have recently re-joined the organization. We are glad to have you back on board and we look forward to working with you this year. I would also like to WELCOME Mr. Todd Bui, PP USA CORPORATION. PP USA Corporation was established in 2003 and is situated at 1002 N. Central Expressway, Richardson, Texas. PP USA Corporation serves as a wholesale glass products distributor. Its products have been distributed to the Dallas/Ft. Worth area. Contact pp_usacorp@mcihispeed.net Phone: 972-238-0383; Fax 972-853-5849. We are glad to have you aboard and look forward to getting to know you better.

My sincere appreciation for all members which have already renewed their 2004 memberships, and I would like to encourage the remaining members to reflect on their commitment to the TGA/NTD by sending in their renewal at the earliest opportunity.

We would also like to request some feed back from companies which have decided to drop their previous membership(s), so we may take corrective actions, if applicable. Please do not hesitate to contact any board member to voice your opinions and/or concerns. **WE REALLY WANT YOU BACK!**

In view of recent events, the next meeting on March 9th, 2004 will cover a vast variety of safety issues, which are of concern to every company/organization. We would like to encourage you to bring your Glazing Superintendents, Formen, Safety Officers, and Glaziers, so we can reach as many in the industry as possible. If we can prevent just 1 accident, it will have been time and money well spent. Please call and make your reservations now and make your reservations now, or register on the TGA/NTD website www.tgantd.com.

Thank you for your continued support. As always, if you should have further questions, or if I can be of any assistance, please feel free to contact me.

Sincerely,

Larry J Mooneyham

Lmooneyham@mgmglassinc.com

Tele: 972-286-5141 Ext. 13

In Memoriam:

Bruce Heflin, brother of George Helfin of US Aluminum, passed away on Saturday, February 14th. He leaves behind three children, four grandchildren, his mother and brothers. Bruce will be deeply missed by many.

March Meeting Information

When? Tuesday, March 9th, 2004

Where? Holiday Inn Select
I 635 and Josey Lane

What Time? Board Meeting 4:30 - 6:00pm

Sign-In/Cocktails 5:45 - 6:30pm

Buffet/Meeting 6:30pm - ?

We are having an expert on Safety giving a presentation at this meeting. Please make plans for your office and field people to attend. Safety is an issue that has been at the forefront of our industry.

We will have Mr. Dennis Vaughan, a safety consultant to speak at our March meeting. After leaving the U. S. Army in 1969 as a Medic, Mr. Vaughan worked as a pipe fitters helper. He became a pipe fitter and soon found that it was too hard a job. It was during that time OSHA laws took effect and they were looking for "Safety Men" and he has been in the "Loss Control" Business ever since. He is certified in CPR/first aid, forklift-man baskets-Respirator-Elevated Work Platforms and is a 500 Trainer. He is a member of ASSE and WSO. He has spent the last several years as a consultant for the Insurance Carrier for the Opryland Hotel in Grapevine, Texas. I believe as a business owner, manager or field superintendent in today's business climate, his expertise in this would be most beneficial to the success of each of our individual businesses.

Gift of Glass Awards



Pat O'Neal and Larry Mooneyham attended Dallas' People Helping People Awards. The TGA/NTD has been participating in the Gift of Glass Program for more than 15 years. Pat has been at the helm many of those year! Congratulations to all who participate!!

From Collision News

Friday, February 13, 2004

PCI Responds to CBS Story on Insurer-Owned Repair Shops

The Property Casualty Insurers Association of America (PCI) issued a stern response to the February 11th CBS Evening News because the story contained allegations that insurer-owned auto body shops are a "colossal conflict of interest."

Related Debate

On Thursday, Channel 10 in Miami did a story on insurers authorizing car clipping to save money on repairs. The report focuses on the safety and value of vehicles repaired in this way. The state is looking to introduce legislation to require insurers to disclose when sectioning is chosen as a repair method.

Story here

Carl Parks, PCI's senior vice president, federal government relations, was interviewed for the story. "The reporter did allow us the opportunity to make our case that when it comes to auto repairs, insurers and consumers have exactly the same interests - happy, satisfied customers. However, the story contained unsubstantiated allegations that insurers are somehow trying to cut corners on these repairs in an effort to increase profits or under serve consumers. That simply isn't the case," said Parks.

Parks pointed out that consumers have the right to have their car repaired anywhere they like. Insurer-owned body shops and direct repair networks provide consumers the opportunity to have their cars repaired at a business where the quality of the work is not only guaranteed by the body shop, but also by the insurer. "Insurers want consumers to receive quality repairs. The inability of insurers to find this on a consistent basis nationwide is one factor that has spurred companies to create direct repair networks and invest in auto body repair facilities," said Parks.

The CBS News story focused on the experience of one California consumer with one body shop -- Caliber Collision. "Some segments of the auto body repair industry are attempting to paint everyone with the same brush," said Parks. "That is unfair and misleading. It all comes down to competition and consumer choice. Consumers will decide to use the repair shop that they feel is best. Insurers should not be prohibited from providing consumers options that can eliminate much of the guesswork on auto repair questions, guarantee quality repairs, and keep costs down."

The most glaring oversight in the story, said Parks, was the failure to understand the need for insurers to provide their customers the best possible repair job. "Insurers have a huge stake in making sure their customers get the highest quality service at the best possible price. Customers link their satisfaction with collision repairs to their insurance company. An unsatisfied customer will take their business elsewhere."

The story concluded by indicating that 10 states are considering legislation to ban or restrict insurers from owning repair shops. Parks said that the Texas legislature passed a law last year that prohibited the expansion of insurer-owned body shops in the state. However, last month a federal court judge issued an injunction against enactment of the law saying that it fails to protect consumers or promote fair competition. "The judge said that the state cannot protect businesses from competitors so that they can maintain their profit margins," said Parks. "And we agree with that conclusion."

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NEWS RELEASE

December Construction Slips 2 Percent; Annual Total for 2003 Climbs 3 Percent to \$518.6 Billion

New York, N.Y. – January 29, 2004 – New construction starts settled back 2% in December to a seasonally adjusted annual rate of \$532.6 billion, according to McGraw-Hill Construction, a division of The McGraw-Hill Companies. The housing sector remained steady at a high volume in December, but declines were reported for nonresidential building and public works. For 2003 as a whole, total construction advanced 3% to \$518.6 billion. This follows 1% growth for total construction in 2002. The December data produced a 160 reading for the Dodge Index (1996=100), down from a revised 164 for November. For all of 2003, the Dodge Index came in at 156. The initial months of 2003 were relatively subdued, with the Dodge Index averaging 150 during the January-May period, before contracting picked up during the second half of the year. “The overall level of construction activity was quite healthy during 2003, thanks to the robust volume of single family housing,” stated Robert A. Murray, vice president of economic affairs for McGraw-Hill Construction. “At the same time, it was a different picture for construction’s other sectors. The tough fiscal climate in 2003 dampened institutional building, and caused public works to lose momentum after four straight years of expansion. Commercial building in 2003 weakened further, but on the plus side this sector showed it was turning the corner, as gains for stores and hotels partially offset declines for offices and warehouses. Moving into 2004, continued growth for total construction will require more broad-based improvement from commercial building, since it’s expected that single family housing will ease back from its exceptional 2003 pace.”

Residential building in December was essentially unchanged from the previous month. Single family housing remained strong through the end of the year, increasing 3% in December, while multifamily housing retreated 19%. For all of 2003, residential building climbed 12% to \$278.1 billion, as both sides of the housing market showed similar growth in dollar volume – single family up 12% and multifamily up 10%. The big plus for single family housing in 2003 was the low cost of financing, with the 30-year fixed mortgage rate averaging 5.8% for the year, compared to 6.6% in 2002. Mortgage rates reached their lowest level back in June, as the 30-year rate fell to 5.2%, and only a modest increase took place in subsequent months as the 30-year rate finished 2003 at 5.8%. Murray noted, “While still remaining at historically low levels, mortgage rates are expected to edge upward during 2004, which will lead to a slightly less robust pace for homebuilding.” Multifamily housing, despite concerns about rising vacancies and flat rents, proved to be resilient during 2003. Factors helping multifamily housing included the ongoing push for downtown revitalization plus a growing volume of condominium development. On a regional basis, residential construction performed as follows in 2003 – the West, up 14%; the South Atlantic and South Central, each up 13%; the Midwest, up 11%; and the Northeast, up 6%.

Nonresidential building in December retreated 3%. School construction, the largest nonresidential structure type by dollar volume, fell 10% for the month. Other structure types posting December declines included warehouses, down 1%; stores, down 4%; transportation terminals, down 33%; and hotels, down 39%. Structure types showing gains for the month included healthcare facilities, up 6%; offices, up 12%; amusement-related projects, up 19%; and manufacturing buildings, up 40% (compared to an extremely weak November). For 2003 as a whole, nonresidential building fell 3% to \$149.7 billion, a decrease less severe than the 9% drop in 2002. Weakness was still present for commercial construction, which was down 6% in 2003 due to an 11% decline for offices and a 16% decline for warehouses. Murray indicated, “The office

correction was not as widespread as in 2002, when contracting plunged 25%, and the 2003 pattern by metropolitan area showed the minuses now being joined by some pluses.” For 2003, new office starts revealed dollar volume declines in such cities as Chicago (down 4%), Atlanta (down 23%), Washington DC (down 24%), Dallas (down 27%), and New York (down 48%), while gains were reported in such cities as Sacramento (up 12%), Phoenix (up 27%), Minneapolis-St. Paul (up 59%), Baltimore (up 69%), and Fort Worth TX (up 261%). Of significance, the commercial sector in 2003 was cushioned by the

growth reported for stores and hotels. Store construction in 2003 grew 7%, boosted by continued expansion from such firms as Wal-Mart and Home Depot, plus the trend towards such retail formats as open-air shopping centers. Hotel construction advanced 8% for the year, helped by the start of several large hotel/casino projects. The institutional side of the nonresidential market in 2003 was generally weaker, reflecting the impact from a tighter fiscal climate. Although school construction was able to rise 3% in dollar terms, helped by more renovation work, square footage for this structure type fell 6% during 2003. Construction of healthcare facilities dropped 7% in dollar terms, as several large hospital chains

cont.....

cont.....

faced greater financial scrutiny. Reduced construction was also present for public buildings (courthouses/detention facilities), down 6%; transportation terminals, down 7%; amusement-related projects, down 9%; and churches, down 13%. The long-depressed manufacturing

plant category posted a dollar volume gain of 8% in 2003, helped by a growing number of plant upgrades. The 2003 level for manufacturing construction was still 59% below the most recent peak in 1997.

Nonbuilding construction in December dropped 9% from the strong volume reported for the previous month. Highways and bridges were down 8%, while reduced contracting was also shown by water supply systems, down 4%; sewers, down 7%; and river/harbor development, down 15%. Electric utility construction rebounded 67% from an extremely weak November, although the December level was still very depressed, coming in at just 30% of the year's average pace. For all of 2003, nonbuilding construction fell 9% to \$90.8 billion, reflecting a 6% decline for public works and a 30% plunge for electric utilities. Highway and bridge construction registered a 3% reduction in new starts, a noteworthy change after the steady growth during the 1999-2002 period. On the environmental side, sewers managed to rise 1% (due to the start of several large waste water treatment plants in 2003), but both water supply systems and river/harbor development were down 13%. Murray

stated, "During 2004, transportation public works may benefit from the increased funding for the federal-aid highway program passed by Congress in January. Still, Congress has yet to reach agreement on a new multiyear transportation bill, and the uncertainty over the shape of this bill makes it more difficult for states to go ahead with major transportation projects. In a broader sense, the public works sector in 2004 will continue to be dampened by the spending restraint coming from state and local governments." The annual figures for total construction in 2003 showed growth in four of the nation's five major regions

– the West and South Central, each up 7%; the South Atlantic, up 5%; and the Midwest, up 3%. The Northeast dropped 10% during 2003, due to larger percentage declines for its commercial building and public works sectors compared to the other regions, combined with a more modest performance by its housing sector.

McGraw-Hill Construction, through its Dodge division, has been the nation's leading source of construction information since 1891. McGraw-Hill Construction includes the following brands – Dodge, Sweets, Engineering News-Record (ENR), Architectural Record, and regional publications.

**DECEMBER 2003 CONSTRUCTION CONTRACTS
MONTHLY SUMMARY OF CONSTRUCTION CONTRACT VALUE**

Prepared by McGraw-Hill Construction Dodge

MONTHLY CONSTRUCTION CONTRACT VALUE

Seasonally Adjusted Annual Rates, In Millions

	December 2003	November 2003	% Change
Nonresidential Building	\$142,044	\$146,340	-3
Residential Building	294,697	293,364	--
Nonbuilding Construction	95,885	104,911	-9
TOTAL Construction	\$532,626	\$544,615	-2

THE DODGE INDEX

(1996=100, Seasonally Adjusted)

December 2003.....	160
November 2003	164

YEAR-TO-DATE CONSTRUCTION CONTRACT VALUE

Unadjusted Totals, In Millions

	12 Mos. 2003	12 Mos. 2002	% Change
Nonresidential Building	\$149,703	\$154,439	-3
Residential Building	278,083	247,931	+12
Nonbuilding Construction	90,767	99,846	-9
TOTAL Construction	\$518,553	\$502,216	+3

TIME: a ticking bomb Your eyes should be forward; today's problems suck you in

by Daniel D. Elash

How do leaders spend their time? Too many business owners spend too much time on the wrong things. They are important things, but most should be done by others. The results are inefficiency and overburdened leaders. The boss is final arbiter of the company's future. It's a heavy burden. Only the titular head of the organization is ultimately positioned to keep watch of the broad business ecosystem, protect the viability of the business idea and guide the organization through the ambiguous challenges of the future. When the boss is distracted from these tasks, no one else can pick up the slack. The organization becomes slower to anticipate, less imaginative and less competitive in its struggle for survival.

Suction Pressure

In the crush of daily business, the people within a company exert tremendous force to draw the boss into the details. The boss is vulnerable to these pressures if he or she assumes responsibility for generating and not just overseeing adaptive solutions. Emerging conditions, unanticipated events and knotty problems scream for attention. Time is often in critically short supply when it comes to addressing these issues. The pressure grows amid the bustle of activity required to run a business. Instinctively, the boss responds to the loudest tactical alarms instead of the seemingly more remote strategic concerns. Today demands your attention and next quarter or next year can wait, or so it seems. In far too many instances, pressing present issues eventually overwhelm the resources the boss has to devote to stewardship of the company's future.

The Survival Instinct

You might say that it is only in solving these pressing daily problems that your company will survive to have a future. Therein lies the problem and the solution. Of course your business must survive today. The question is, "how can it be prepared to do so while leaving the boss free to keep that weary eye on what's coming?" The solution comes in maintaining the right strategic balance. Because many of the debilitating distractions draw you in before you realize it, a daily calendar - like captain's log - can serve as an important strategic advisor if you know how to read the signs. It can show you how to spend your time and energy. It can alert you as to where you place your focus. Ultimately, it can provide you with insights that provoke you to maintain the proper balance.

Things Only the Boss Can Do

There are responsibilities in any company that are the sole property of the person in charge. These activities fall into three categories, broadly defined as:

- ✗ Keeping the business idea current, relevant and focused.
- ✗ Protecting the company's interests vis-à-vis the external environment
- ✗ Ensuring that overall, internal relationships and operations are in sync with the business plan

Every leader has allies, partners and subordinates who can assist with the data-gathering, planning, coordinating, informing and execution of the objectives. However, only the leader is positioned in real and symbolic ways to articulate the vision, establish its parameters and orchestrate the total organizational effort. To fulfill these duties, he or she must devote a great deal of time to looking outside of the company, to looking ahead, and to guiding the efforts of the organization as a whole. When the leader is drawn down into the responsibilities of those who are supposed to be assisting and enabling the leader's role, less time, energy and mental activity is available, for the work of the leader. Yet, most companies generate constant suction to draw the leader into the quagmire of day-to-day details.

Time and Focus

To start, consider two dimensions: time and external-internal focus. Management analysts point out that the responsibilities of different people in the organization can be sorted by the length of time their duties extend into the future. People on the front line tend to focus on immediate tasks with short time frames. Supervisors watch the work of the people under them but plan and schedule work further out in time. Higher up in the organization, people should focus on issues on the horizon with the boss being responsible for the longest view. The boss, other execs, and supervisors can be sucked into more immediate details and end up being distracted from their appropriate perspectives. What's the time span of your focus? I know that it varies day-to-day. Do you think that you have the right balance between the immediate and the long term?

The second dimension considers the percentage of time you spend focused on issues internal to the company and the percentage of time you spend with an external perspective. Everyone has to spend some time focused in both directions, with the relative proportion critical for each level.

All employees need to be aware of the impact of your work and decisions on the company's promises to its customers. Line workers need to focus primarily on their internal customers but with an awareness of their place in the larger business plan. The higher up you move, the more incumbent it is on the people to be monitoring the outside environment. What do customers expect? What are competitors doing? What issues affect your supply chain? Are there emerging technologies or developments that will affect the business? Where do you need to take the company down the road and how do you prepare it to make the necessary adaptations? How do you create the best future for the company going forward?

When the leadership is drawn into too much focus on the internal workings of the organization, there is too little focus on the outside world. When the people at the top become absorbed in the inner workings of the business, no one is left to focus on the pending events outside.

What is the right proportional balance for you today? Do you think it is the right balance for the business? Is the company as a whole maintaining the proper balance?

A classic Harvard Business Review article, "Who's Got The Monkey?" explains how employees tend to delegate problems up and how managers are often too comfortable focusing on the operational issues of the people under them. It states that good leaders become adept at passing the monkey right back to the people assigned to handle it in the first place. You may have to coach, teach or facilitate, but you shouldn't get sucked into taking ownership of the monkey.

Adapted from November 2003 Glass Magazine

Texas Glass Association/North Texas Division
March Meeting Reservation Form for Tuesday, March 9th, 2004

Fax TODAY to Dianne Keen at 972-247-1052

To: Dianne Keen, Reservation Administrator

From: _____

Your Name

Company

Times: Board Meeting (open to members) 4:30 - 6:00pm

Membership Meeting Check- In Beginning 5:45pm

Cocktails 6:00 - 6:30pm - Buffet/Meeting 6:30pm

Holiday Inn Select, I-635 & Josey Phone: 972-243-3363

March Meeting Program :

Dennis Vaughn, Safety Consultant

Controlling Workers Comp Premium Costs

YES Please make reservations for the following people

RESERVATION FORM MUST BE RECEIVED

NO LATER THAN Friday, March 5th, 2004

COST: With Pre-Registration \$30.00

Without Pre-Registration \$35.00

Please: (Indicate one of the following)

_____ Bill Me (will add nominal processing fees of \$1.50 per invoice) (Members option only)

_____ Debit my TGA/NTD account

_____ Will bring cash, check or credit card to meeting. (YES, we now take credit cards!)

If you need to cancel your reservation for March's Meeting, please fax this cancellation request to Dianne at **972-247-1052** no later than the above date to avoid dinner charges.

PLEASE CANCEL the following reservations: _____

Signed

Date

2004 TGA/NTD Members and Contact List

Updated February 2004

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2004

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2004 TGA/NTD Members and Contact List

Updated February 2004

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IRU Approach to Team Management

When you read the title of this article, you probably asked yourself, "What is the IRU Approach"? Well, I'm glad that you asked. I won't insult you by claiming that this article will unveil a profound revelation to Team Management Theory. I will, however, make an attempt to segregate a few of the many essential fundamental skills that will help you recognize the reasons why and give you the resources to build a project team. This article will serve as a helpful tool, especially for the Project Manager Professional.

But you might say, "I'm not a project manager, how can this article be helpful to me?" Don't be misled. If one or more elements of your job require you to plan, schedule, budget, organize, and/or control something, then you may be executing many of the skills that a project manager must have in his or her arsenal to be successful. No matter what title your business card reads, an experienced professional will recognize that his or her projects will not be as successful, if he or she acts as the lone ranger. Regardless to the size of your project, team building is an essential element for success. Most of us would agree that, due to the nature of our business, knowledge alone of our industry will not provide us with the skills to manage the more complex projects that Architects and Owners are demanding from our industry. As our industry becomes more complex, so do the problems and difficult issues.

No matter what type of project your are leading, success of your project is better achieved through a team environment of experienced professionals. So, what is a team? A team is a collection of people who are committed to common goals and who depend on one another to do their jobs. Project teams are based on the premise that every member can and must make a valuable and unique contribution to the project. That is precisely what makes the team approach attractive.

A successful project manager, or team leader, will recognize the members of his or her project team and their skills he or she may employ. I call this process "Team Management." Team Management is a key element of project management. When skillfully formulated and executed, team management will provide the project manager with a pool of knowledge and experience that cannot be achieved solo. In essence, the success of your project largely depends on with whom you choose to surround yourself, as the team leader.

Often your project team typically includes people from different parts of one or more organizations, all with different skills and operating styles. You may find that you have not worked extensively with many of the people of your project team. In addition, your project usually has a tight time schedule, and your team members most likely are working on several other projects at the same time.

So, how do you go about choosing your project team? Remember the question you asked yourself, when you read the title of this article? "What is the IRU Approach"? The IRU Approach is a system that will help you:

✓ **IDENTIFY** the members of your team, and organize the troops who will bring an element of success to the project. You will want to list the members of your team, which are internal, as well as external, of your organization. Internal team members may include upper management, administration, sales and marketing persons, project management peers, superintendent, or foreman. External team members may include vendors, suppliers, contractors, consultants, clients or customers. You should expect to continue to add and remove names from your list throughout the project. As your project develops and changes, so will your team members. You run a risk when you don't involve key people in your project in a timely manner. You may miss important Information that could affect the project performance and ultimate success.

✓ **RECOGNIZE** the knowledge, experience, and skills that each one of your team members will contribute to the success of the project. Base on my personal experience, knowledgeable and experienced people are absolutely the best resource available for information. Information is a powerful and vital tool to guarantee the success of any project. Be mindful that you do not have to be an expert in every aspect of your project. However, you do have to know where to go and who to consult with to get the information required to lead your project to success.

✓ **UTILIZE** the knowledge, experience, and skills of each of your team members. All of us have been guilty of assuming, rather than taking the time to ask a question or search out the correct answer. Begin to see your team members as information specialist in their own field of expertise. I have found over the years that people are eager to converse about their profession, which provides a unique opportunity for project team leaders and managers to tap into a valuable resource of information. Remember that information is a powerful and vital tool to guarantee success.

These are only three of numerous tools to use when successfully building a project team, but they are a helpful instrument in day to day management. Remember, project success is better achieved in a successful team environment.

Written by:

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