

HICAPS Highlights

Providing a centralized approach to project management

Fall 2023

Three Common Misconceptions About Construction Management

HICAPS has 39 years of industry experience and a combined construction management knowledge that is unmatched. It is our experience that the three areas outlined below are the biggest misconceptions a construction management team must confront to achieve the successful completion of a project.

Misconception #1: “I don’t need a Construction Manager. I have scheduling software.” FALSE

In most instances the schedule is perceived as a plan that is set in stone, when it is actually a baseline to complete a project or task that is constantly changing and evolving during the course of the entire project. Without the proper training, education, and combined experience in construction and in CPM Scheduling Methodology, a schedule can quickly spiral out of control, often resulting in costly delays.

HICAPS construction managers and support team provide key stakeholders with a transparent view of the project timeline and execution. HICAPS has training in CPM Scheduling Methodology, coupled with years of hands-on construction and project management experience, to provide the tools necessary for each project to be successful. HICAPS mitigates the ever-changing schedule of a project with a proactive response to find and implement solutions to keep a project on time and on schedule, and to reduce the financial risk.



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Misconception #2: “Construction Managers and Project Managers are interchangeable.” FALSE

While there are similarities in these roles, a project manager’s role generally has a broader scope. They define, execute, manage, and track the overall project scope and the project’s requirements from beginning to end. Construction managers have a more defined role of managing the physical construction portion of the

project and day-to-day operations required in the field. The project and construction managers at HICAPS communicate and coordinate their efforts to benefit all aspects of a project.

Misconception #3: “Construction Managers just handle paperwork—an admin can do that.” FALSE

While it is true that our administrative team is an invaluable component in

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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 "How" Overcome "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. Being late all the time could 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 and hard feelings.

SPEED BUMP

Dave Coverly



Getting Ready To Give 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

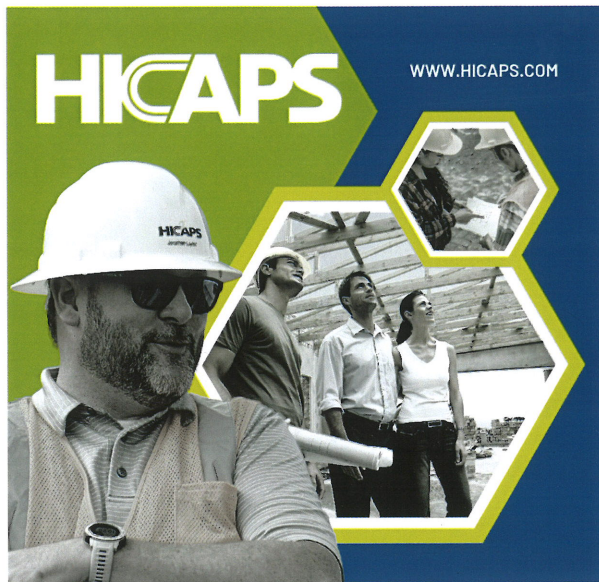
Motivational writer and speaker Zig Ziglar has a lot to say, and his words have inspired thousands of people to reach for and achieve their dreams. Here's a selection of some of his most powerful quotes:

- "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.



Common Misconceptions...

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the overall construction process, they cannot replace the duties of a construction manager. The construction industry experienced a true test of roles and responsibilities during COVID, as it was forced to do more with less resources. COVID challenged our industry to tackle more by using off-site roles, like our administrative team, and really stressed the value of on-site roles like our construction managers.

HICAPS' construction managers are hands-on in all facets of the construction project, from the initial site walk, to reviewing daily reports, and through final punchlist completion. In all of this, paperwork is only a portion of their job; it is not the entire job.

As a company centrally based in ACC territory, it would be frowned upon not to conclude a Fall newsletter without a football reference. This

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Common Misconceptions...

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author likes to think of project managers as the head coach of a winning ACC football team, with the construction managers as the assistant coach, and other supporting roles as special teams coaches. Even then, you still need quality players and supporting fans to get that championship win.

For more than three decades, HICAPS has led its clients to successful construction project wins. We have used our experiences to constantly refine, improve and adapt our approach, and prepare for the next season. Let HICAPS lead you to your next construction project win!

