



# 2021 THE CONSTRUCTION ASSOCIATION CONVENTION



**AGC**

THE CONSTRUCTION  
ASSOCIATION

**Smart Growth: Knowing When to  
Expand/Contract During Uncertain Times**



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# Earn CE hours for this Session

Participants must:

1. Sign in using attendance sheet in the back of the room.
2. Attend at least 95% of the session.
3. Complete the session and post-program evaluation.

Additional instructions will be emailed to attendees requesting CE credits. If requesting AIA credits, please provide your AIA number so we can report your attendance. For questions regarding continuing education credits, please contact **Jo-Anne Torres**, Manager of Professional Development and Continuing Education, at [jo-anne.torres@agc.org](mailto:jo-anne.torres@agc.org), or (703) 837-5360.





# Earn CE hours for this Session



**1.0 AIC CPD Credit** | AGC of America has been approved to offer Continuing Professional Development (CPD) credits for qualifying programs by the [American Institute of Constructors](#) (AIC).



**1.0 AIA Learning Unit (LU)** | The Associated General Contractors of America is a registered provider of AIA-approved continuing education under Provider Number G523. All registered AIA CES Providers must comply with the AIA Standards for Continuing Education Programs.



AGC of America is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the [National Registry of CPE Sponsors](#). This session is designated for **1.0 CPE credit** in the field of Communications and Marketing.



Smart Growth: Knowing When to Expand/Contract During Uncertain Times

# Learning Objectives

By the end of this session, you will be able to:

1. Identify a set of effective decision-making tools to gauge whether to expand or contract in current or potential markets.
2. Examine an effective risk/reward matrix.
3. Assess your own risk/reward appetite.
4. Compare your decision-making methodology to best practice.

# Introductions

Getting to know us



Smart Growth: Knowing When to Expand/Contract During Uncertain Times

# Who is Paradyne?

- Founded in 2004
- Business consulting firm specializing in construction & engineering
- Worked with 100's of companies across North America (Fortune 200)





# Who is HPM Contracting?

- Started in 2017
- Vertical Construction (Commercial, Federal, K-12)
- Civil Construction (SP)
- Started with 2 employees, now we're at 70 people

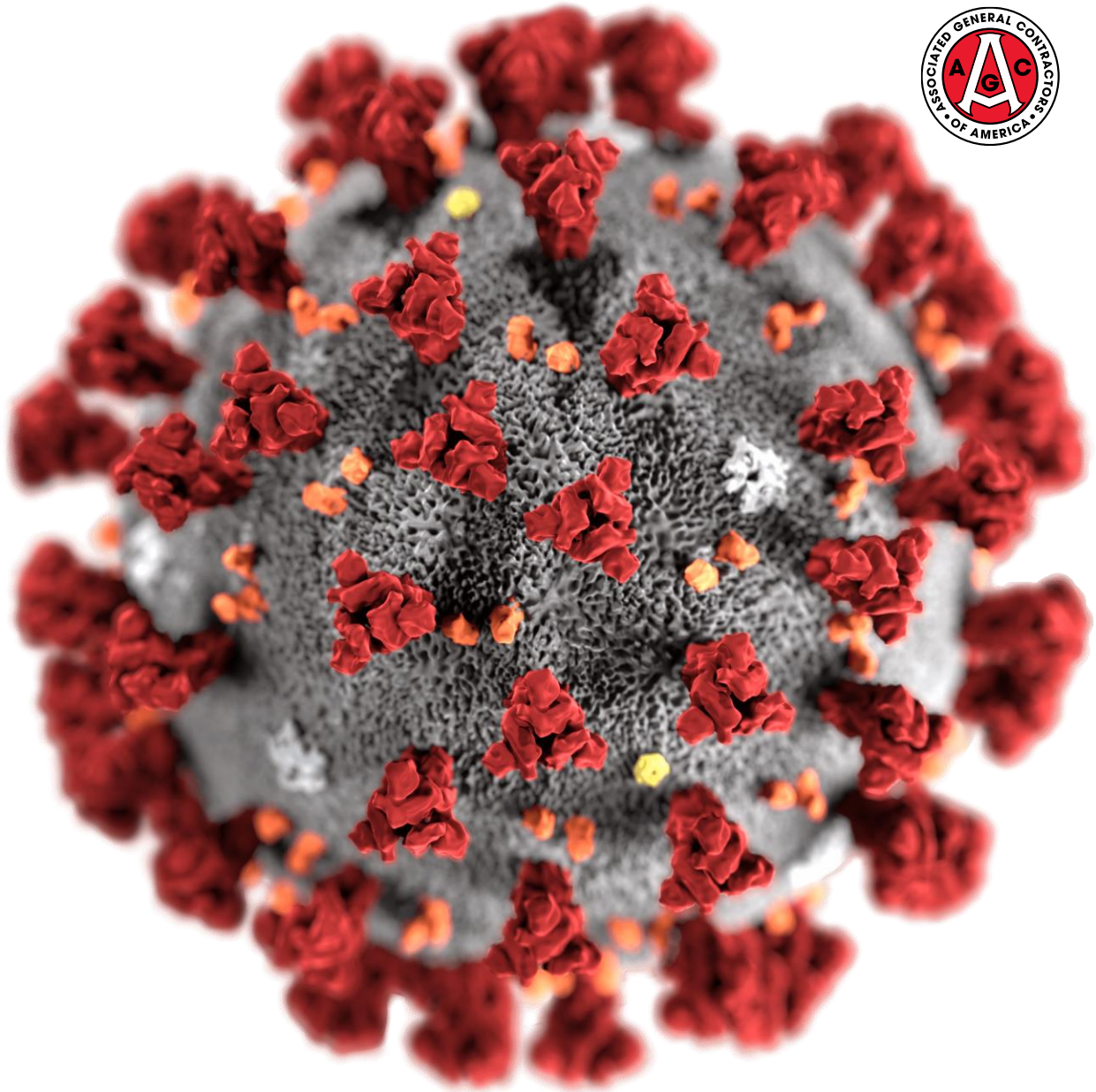




# COVID-19 Threw a Curveball

How was our industry affected?

- Slowdown and termination of some projects
- Labor shortage
- Supply chain delays and shortage
- Health and safety compliance changes



# Our Strategy?

Continue to grow while  
maintaining profitability during  
these extremely uncertain times.







**How did  
they do  
that?**

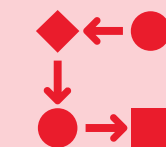
**We focused on  
three things:**



**People**



**Product**



**Process**



# People



- Hire 'A' players when available NOT when a position opens
- Make sure new hires fit culture (and have tools to specifically measure this)
- Manage/Lead by walking around





# People



- **Risk:** Significant additional Cost to OH
- **Reward:** Top tier talent ready to deploy on key projects
- **Reward:** An opportunity to refine internal processes and train new hires
- **Challenge:** Easy to review spreadsheets – hard to talk to people





# People



- **COMMUNICATE RISKS!**
  - Covid risks and HPM plan daily
  - Worked hard to alleviate fear and uncertainty
  - Leaders **MUST** project confidence
  - Adapted quickly to virtual platforms



# People



- **Risk:** Lose employees due to perceived dangers
- **Reward:** Building loyalty & trust during tough times increases employee retention over time
- **Risk:** Loss of client interface
- **Reward:** Speed to new platform sends strong message on ability to adapt







# Product



**STOP** doing unprofitable work – no matter how much legacy or history is involved



**FOCUS** on profitable markets with supportive data



**PIVOT** to new market opportunities



**TRACK** performance data monthly



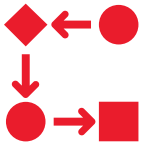


# Product

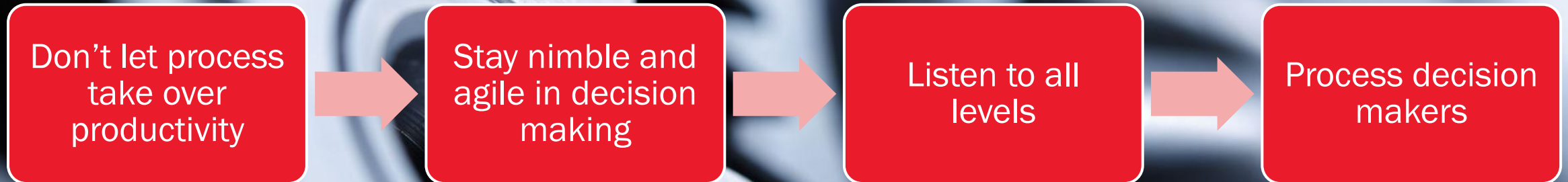


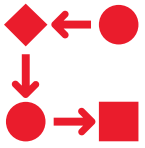
- **Risk:** Lose some clients/relationships
- **Reward:** Establish new market presence in profitable segments
- **Risk:** Collecting performance data is arduous and expensive
- **Reward:** Data never lies





# Process



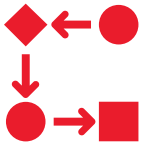


# Process



- Create USEFUL Metrics – don't just have metrics to have metrics
- Create and stick to Operational & Strategic Plan
  - Monthly/Quarterly check-ins to make sure plan is generating results
  - If it's not → adjust and reprioritize.





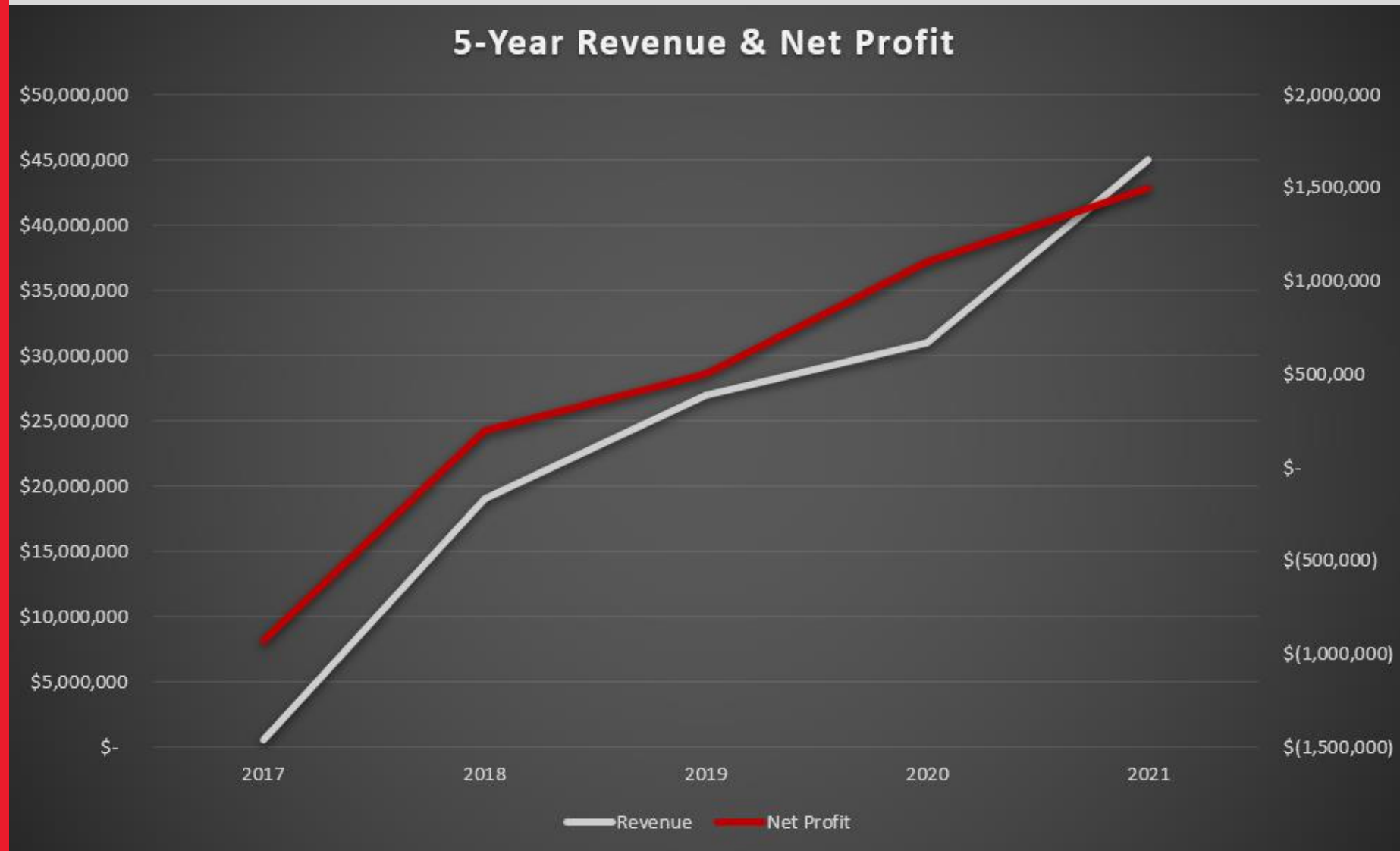
# Process



- **Risk:** Some errors may occur
- **Reward:** Faster output, ability to pivot as things change
- **Risk:** Sticking to a Plan takes DISCIPLINE, TIME and EFFORT-- Benefits not obvious
- **Reward:** Tracking historical performance allows for realistic projections and better decisions



# Our Results!



What did you  
take away  
from this  
discussion?

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