

Success

WORKING WITH THE BUILDING INSPECTOR

Training Program

Helping Builders, Contractors, Inspectors and business owners complete construction projects in less time and with more money in your pocket.

Foundational Quickstart Program

9 Mindset Steps to Becoming a World Class Business



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Working With The Building Inspector

Foundational Quickstart Program

**A Guide to Creating a
World Class Business**

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Working With The Building Inspector Owner's Manual

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Chapter 1

Working With the Building Inspector

What Do I Do?

I help contractors, builders, Inspectors and others in the building industry create a world class business while competing in a low bidder environment, ultimately helping them save hundreds to millions of dollars by doing the project correctly the first time. People and businesses who have a fixed mindset in a low bidder environment facing the workplace difficulties and financial hardships. The majority of companies are only equipped to follow what the system teaches and are focused on working to maintain survival. Someone who has a world class business mindset is always looking for a more efficient and more effective way to do business. World class businesses stand apart because they're dedicated to holding to a higher standard and investing more instead of cutting corners. They have meaning, purpose and high value and delivery quality. World class businesses know what to look for and where their specialties lie. Their businesses build credibility and attract high paying jobs. Creating a world class business isn't easy, but with hard work, dedication and persistence, anyone can create a business they can be proud of.

Industry Problems



25% +
Projects

LAWSUIT



35% +
Contractors

UNPAID



50% +
Companies

BANKRUPT

Most all projects end in some form of arbitration or litigation that ties up contractors' money for months and some cases years. Approximately 25% of companies experience some form of legal actions against them. 35-50% of contractors struggle getting paid on time and end up carrying the cost to finance the project at their risk. Generally, 50% of all companies at one-point

face bankruptcy during the first 5 years of business. These are often worse depending on the sector of the industry. My statistics given here are the results of my experience as a Project Building Inspector for DSA.

After three decades in the construction industry, I've seen huge out of court settlements almost on every single one of my projects, which are in the public sector for many reasons. I personally have only seen a few projects that have not ended in some form of painful and financial back-set.

The biggest problem in the industry is contractors ignoring warnings from the building inspector to bring their work up to code. They ignore the warnings and give excuses. They are then given correction notices and eventually penalties which withhold pay. Not understanding the system, contractors end up carrying their own projects due to mistakes created from ineffective management to bring their work up to code. This known "secret" has been occurring for decades because it's easy for owners and developers to find a reason to be able to withhold money. This is where the difference between a world class business and a fixed mindset business becomes important. If you can get into that space, you have the opportunity to grow past these problems. This is when you start accumulating resources that will help ensure you get across the project finish line--but it's not easy. Instead of working with the building inspector they blame them for their withheld pay.

Personally, while I was a contractor I experienced 3 decades of fighting bankruptcy, borrowing money to fund the next project. This is the "rob Peter to pay Paul" philosophy. Companies end up bankrupt because they can't afford to buy something they missed on a project. To balance their budget, they try to cut corners by buying cheaper materials and end up having to redo their work due to failing to build up to code. Contractors often hire cheaper staff who end up costing them more money because they are unable to provide the quality of work required to pass inspection. People start to play the blame and victim game. Even unions no longer have training requirements and standards. They have been dropped so public works construction does not require any form of education. The biggest overhead is labor and if this money is spent incorrectly, companies experience the biggest risk of facing bankruptcy on a regular basis. In some cases, the percentage of companies who face bankruptcy are higher than the national bankruptcy statistics that say that 1 out of every two individuals will face bankruptcy.

Low Bidder Nightmare



Almost every project ends in a nightmare. Everyone fighting to win jobs by being the lowest bidder only makes the situation worse. Cutting corners causes every project to end with delays, work being redone, money being withheld, contractors who can't deliver what they promise, fighting with language barriers, conflict of standards, and a mess of lawsuits. It always ends up taking years in closing to collect retentions. While a few projects you may make good profit, but companies try to grow too fast and end up taking projects that are over your head with bad that nobody could complete the project with. Smaller projects do not have a safety inspector but bigger jobs do and if you can't deliver then the inspector is required by law to report it which in turn cause your pay to be withheld until the job is completed correctly. This industry is not forgiving if you fail. If you can't complete your job, your company will be held responsible and one job failure may mean bankruptcy for all your employees.

World Class Solution



I'm here to develop companies into World Class Businesses. My businesses spend more money up front and are protected and prepared for all the difficulties of handling bigger projects so they can claim the bigger rewards. My job is to help companies to do the job correctly by overcoming their old practices and implementing new, higher standards that enable companies to take more rewarding jobs.

Working With the Building Inspector

A building inspector is someone who oversees the compliance of everything being done on a construction project. There is an inspector for most all publicly used structures. Inspectors maintain a standard of safety to protect the lives of men, women and children and prevent the builders from getting sued later on. Project owners are always pushing contractors to cut corners and work faster and more cheaply. After the inspection, the building inspector often charges them fines/penalties and is the only one who can "make" people have to redo work even if they can't afford the cost. Because of this, people think their money problems are the building inspector's fault. As a building inspector, I'm constantly telling people to fix problems beforehand. However, most everyone ignores my advice until I submit my official report and they are required by the government to complete the work up to proper specifications and standards.



Invest in yourself and your company and get everyone's values in alignment to build a world class business. World class businesses work together with the building inspector and make early adjustments to their projects so they aren't required to redo their work later.

Building inspectors are required to inspect after the job is done; what I do is warn businesses of problems before they fail. Because I'm not hired by them, they ignore me until they get into trouble. First, I give people a verbal warning as a friend, telling them "You're going about this the wrong way; if you keep doing it like that you will end up with a failure." Second, if they don't comply and address the issue and it keeps getting worse, then I send a written correction notice. If they ignore this, they get fined. The third chance, if they are non-compliance they get a non-compliance then their pay is withheld. I hate doing this because they are the low bidding, low performing companies who are struggling.

Overcoming the Problem

Beat the building inspector by raising your standards, delivering the job correctly and with expertise. Your projects will be higher quality and less expensive through experience, mastery, and efficiency rather than cutting corners, hiring cheaper labor and blaming others with less experience.

The kinds of warnings you receive from the building inspector are also present in

your daily life. You may be headed down a bad path in your home life, personal life, your career or your business. Your behaviors might mean that you constantly have to redo work, you aren't focused, and your results aren't changing. You've got to become aware in your building process the same way you are in your personal life. In your relationships, career, and personal life we face problems. When we approach problems, we start to see the warning signs. On projects, if we ignore the warning signs, we start to receive fines and penalties. If we ignore those fines and penalties, we face restrictions and destructions. This is true in relationships, personal life and business. Learning to beat the building inspector is also about learning to be aware. It's about learning to build a life of breakthroughs to overcome our bad habits, attract higher risk and high rewards situations and overcome them with success.

I give you the inside leading edge to becoming aware of and overcoming these problems. I help you look at where you are, where you want to go, and create the path of least resistance. I guide businesses at every step and turn to make the right decisions, processes, and plans. This will let you complete projects on time, get paid, and overcome the low bidder nightmare. You'll beat this system legally, ethically, and overcome the traps set up to take advantage of you.

My Background





When I was a general contractor, I didn't want to listen to the building inspector. When I was a business owner I needed answers, but I was afraid to ask for them. I didn't want to admit that my business was failing and I needed help. What I needed was someone with the right experience and coach me along. If I had found someone to guide me, I would have saved a 30 to 40-year learning curve and it wouldn't have had to bankrupt and rebuild four times.

I am the underground lawyer in my industry. While I have no degree, I've studied the laws to help construction businesses overcome what is not taught. I have four licenses, including general contractor and building licenses. I followed up with my building inspection license, which lead me to work on construction lawsuits. Then I received my state architect inspection license, where I'm one of 800 people to pass the exam in the last 20 years and in part of a handful to attain the arguably most difficult and highest inspection standard. I learned how to sustain my business and save other businesses who are facing bankruptcy due to failures. Now, I coach businesses and individuals through my BTBI program to prevent these issues by creating a world class business and mindset. I also apply these principles in my personal training, coaching and mentoring, building life breakthroughs to help clients apply these principles in their lives.

Low Bidder Nightmare in Real Life

At the age of 5, I was left alone with my mother. As I was growing up, I didn't have a coach, mentor or father figure to guide me. After quitting school at the age of 13, I entered the construction industry as a sweeper. At the time, I thought I understood warning signs. I thought life was do or die. If you fail, you just get back up and do it again. I was in the low bidder survival mindset without a purpose. I kept working harder, but because I wasn't changing my ways, my problems kept repeating themselves. I ended up with four bankruptcies, three divorces, and more issues. Every time a recession hit, I lost my relationships, my business, and had to start life over all again. In 2007, I experienced an awakening moment that made me realize I was repeating the same problem and had been receiving warning signs. One morning, I got out of bed feeling bloated and unable to see my feet. After doing weekly tests for three months, they

couldn't find anything wrong with me. They've seen cases like this and they usually die in a few months. My doctor told me I had about 2 years left to live. He told me "I hope what you're doing to yourself is worth it." I said "I'm going to start living." I didn't come here to this life just to work for survival and I wanted to finally win. It took me ten years to crawl out, become debt free, create a successful business, and now coach and train individuals worldwide. My low bidder mindset nightmare was finally over and now I have a world class business and can share my life's work. I was able to accomplish all of this without a high school diploma, college degree, parents to guide me, or mentors growing up, and even after watching my life fall apart five times.



Piles of old divorce, debt and legal papers etc...



Photos of my evolutions

Now I seek the best coaches, I spend what I'm worth on my business and my life and it attracts success. I don't cut corners; I find the best, most efficient methods. I pay more now so I don't have to pay even more later. I was dying from the inside out and my body was shutting down. The proof was seeing myself in the mirror. Now, I prevent people from getting that far.

3 Steps of Working With The Building Inspector

The process of BTBI uses these three steps that ultimately keep me clear of daily challenges. It keeps me focused and reliable to myself and my clients. It keeps my tank full for everything that happens on a daily basis. It keeps me loving and living life to fullest and find ways to improve business and life. Life is something you work on, not something you survive. I'm preparing you for everything that can happen in your business and personal life.



These three simple steps I've found will lead anyone in the industry and outside the industry to live a better life and run a better business. This is about creating more freedom in life to seek the rewards you seek. My simple three step process is: Develop, Design and Deliver. Develop a

world class mindset, Design an environment for growth and breakthrough, and to Deliver the results the first time.

The first step is to **Develop** a world class mindset. A world class mindset is a mindset of growth. You are open to challenges, see things differently, look for new solutions to old problems. You don't give up and are willing to accept criticisms, challenges. You are thankful and grateful for everything that happens to you. A world class mindset is about having high self-worth rather than the survival and poverty mindset. The low bidder buys the cheaper tool just to get the job done; a world class bidder buys the more expensive tool because the tool will be used over and over and work better in the long term.

The second step is to **Design** an environment for growth and breakthrough. Once you've learned the mindsets on the inside, you create the world class mindset in the real world around you. You create a roadmap, environment, teams, coaches, workspace and a live a life of your own design. We break through those repeated problems you keep facing and challenge you with higher quality problems. We bring the wealth from our mindset into our world. We spread that knowledge into actions and decisions into world around use and the mindset into the people around us. This is about sharing our wealth rather than keeping it all to ourselves.

The third step is to **Deliver** the results. Now that we've built wealth inside ourselves and we've built wealth into our environment, we deliver wealth to those that we serve. This is about giving your best work to clients so they are happy to pay us for our real worth. Delivering and executing your project with high standards means less repeated work, fewer lawsuits and higher demand for your quality. The only reason there is high competition is because everyone is fighting for the cheap jobs. Few companies can deliver high quality work where there is less competition and more demand. Only by traveling this route will you be able to make your dreams come true.

It takes all three of these steps to make your dreams come true. The dream is your target; the thing that stops you is the fixed mindset that is incongruent with your dreams. If your mindset is holding you back, then it will sabotage and destroy your project. If you want to grow your business, stop repeating behaviors that create problems and hold you back. Change is practicing world class behavior so you can have world class results.

Expectations

You're going to start to reject more projects that you used to accept. You'll be in less competition and looking for a specialty that you can do better than everyone else. You won't be fighting with everyone for the lowest position on a job. You'll have staff who are there because they love what they do and support the business. Your risk will be reduced all across the board. People will ask to work for you because you pay your staff better and you are winning better paying jobs. People will want to know what your secret is. You'll learn the hidden secrets to thrive in a survival-based world that big businesses use to take advantage of smaller businesses.

Develop a World Class Mindset

Survival mindset to World Class Mindset – While I was working with World Dynasty Construction, the owner was fixated on the fact that what I was doing on the project was costing him much more, since he was required to do the job correctly. He decided that he shouldn't have to make these changes and spend more money. He would lose his temper and become verbally abusive, often frightening his staff. Even the superintendent was threatened with being fired all the time. After many days of working with him he finally realized that he could do everything by the book and still come out ahead. I let them skip 40-60k in labor and work by using a Unistrut assembly for free, hanging a ceiling because the engineer had something overdone and I had found something that was allowable. It was cutting the corners the right way; in this case, it was a higher quality replacement. The unstrict was more expensive than the structural blocking the architect had designed. They spent a little more on better materials but saved 40-60k of labor, which far exceeded the cost of the materials. This saved them from having to do this for their other locations as well. The owner started calming his behavior and stopped trying to discredit me and blame me for causing problems.

Design an Environment of Growth and Breakthrough

In the beginning, the entire construction team including all their subcontractors were defensive and ready to fight on making changes and decisions. About halfway through the project, they realized I wasn't their enemy but their friend helping them get through the process. I would come in every day in the morning to check on what they had done. I would make a few gentle suggestions through the day, chatted with



everyone, and left them to work. About five months into this project everyone was performing at a higher level. Things were getting accomplished correctly the first time. They did this all on their own because of how I showed them their mistakes and the results of their work. By seeing the long term results, they understood on their own. The foreman, the managers, the laborers all changed together. They finished the project on time and within their project. Everyone on the project made money, nobody got hurt, and there was zero litigation. The only damages were some bruised egos, but they kept out of the three-quarters of businesses that end in lawsuits or bankruptcy. They ended the 2nd half of the project without cutting a single corner, which ended up saving them lots of time and money and gave them freedom.

Delivering the Results the First Time

On this project, the company succeeded by changing the standards that I expected them to uphold. Although the project was a battle, they did it, though some staff members were resentful. Towards the end of the project everyone's standards had changed. Their response mechanisms were about delivering a noticeably better product. At the end of the day, everyone felt that this project had such quality that the laborers were extremely proud. They had given up trying to rush and hurry through the project and take as many shortcuts to be done with the job early. By enforcing the world class business mindset and getting everyone into alignment, the entire company was guided well and executed the project perfectly. Though the client had wanted to rush the building project to finish, they still finished the project on time without having to rush and cut corners. At the end, the staff were hugging me and crying about how happy how happy they were with the quality of their work. The same type of project was being built by another company, and as it turns out, everything they did fell apart. From what I overheard, they went three months over schedule due to a long correction list and had to redo many things two or three times. After personally walking through their final project, I saw tons of violations that got "slid through" but since it wasn't my project I couldn't do anything about it.



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Chapter 2

9 Principles of a World Class Business

These are the Principles, when applied create a successful business in the industry. The problems we face in the building industry are the same problems we face in all of the business world. These principles create a business designed to thrive not just to survive. Businesses worldwide end in up the same traps I see contractors fall into. These traps range from stuck in a poverty mindset to having poor a business structure and system, and failing to integrating values between the business and its employees. The poverty business mindset and these limiting beliefs are from a manager's past experiences, causing pain that drive them to run businesses out of fear living in default. I frequently refer to this as a low bidder mind set.

These principles help you design a world class business that overcomes problems and pitfalls rather than recreating them from project to project. Master these principles and use them as tools to create the environment of a World Class Business so you can Beat The Building Inspector that challenges your business. Soon you'll see the many results: more time, more money, and more freedom in a winning environment. By determining your strengths and weakness, together we'll chart out a World Class transformation.

Principle 1 - Own What You're Doing

Accepting who you are in the role you are representing or personally fulfill. At your job, you are also a role model for others. You must take responsibility; regardless of position and level, you are still a role model for someone lower than you in life. Don't be embarrassed or discriminatory with whatever your role or job is. Accept your bad decisions and mistakes. Instead of trying to achieve perfection, focus on growth. As you grow, you will naturally become perfect by becoming an expert at what you do. When you're working in your profession or your position within that profession, focus on how to be more effective and efficient. You can keep track metrics for yourself and those around you to measure and own what it is you do.

You should do this to show that you care about your life and what you do. Show you care about the project, caring about making money, caring about employees so they want to come back.

If you don't care and take ownership, then you'll never get what you want in life. You'll train your brain to believe things are not possible. Instead you can practice and repeat something and program into your brain you can do something. Confidence comes from doing something enough times you know you can do it.

Principle 2 - Focus on Quality and Reliability

When you are a World Class Business who delivers Quality and Reliability, business comes to you by word of mouth, not because you are the lowest bidder. You will get recommendations for jobs by owners, developers, building inspectors and etc. Being a leader in Quality and Reliability

means the management teams will respect you more and have fewer confrontations. This proves beyond any doubt that your organization has value in every moving part, working together to get the job done well. When you focus on cutting corners, you are focusing on avoiding your initial promises to your customers. By focusing on quality and reliability, you focus on doing what you agreed to better and more effectively. This mind trap of shortcutting to save money currently prevents companies from getting better. If you have to cut corners to survive as a business, there are fundamental problems with your business in the first place. If you end up the lowest bidder, you'll always be trapped trying to survive which is stressful.

You may recognize some of these lazy business practices as a part of your company's policy. Why are you doing this? Why does the system work this way? For most businesses, this is all they know. The best companies out there that are sought out are given the best jobs in the world. Those that focus on quality and reliability are the ones that build a reputation that follows them.

Principle 3 - Function by Design vs Function by Default

Doing by design is the way projects should be completed. Doing by default is completing a project purely based on the systems you learned in the past. Working by design, you focus on taking the client's expectations and doing even better than they imagined. When you work by default, all you do is try to make new projects fit the lower standards of previous projects. When I require companies to redo work that is not up to standards, the number one complaint I hear as a building inspector is, "We did all of our other jobs this way!" When I hear this, I know they are in a fixed mindset and only see things in one way.

Everyone is always being challenged to grow while at the same time we are challenged to do what we already know well. Many companies build confidence by repetition, eventually winning a new, bigger contract that pays better. However, these high standard jobs are more difficult and companies are unable to deliver, falling into reactive mind behavior and delivering what they already know. To make more money and win bigger bids you must be able to take on new challenges and new designs you don't have experience in, adapting to deliver what you've never done before. If you aren't willing to challenge yourself to step up and step out of your mediocrity, you will constantly be on the edge of bankruptcy, chaos and disorder, unclear of why you are facing these hardships. I've seen companies sued constantly for the same thing over and over, never growing out of their habits.

Once you've gotten good at a mindset, you must learn to give it up for the next better mindset. Fixed mindsets have major blind spots and growth mindsets reveal these blind spots, although it requires much more work, effort and energy to understand and achieve. This is how we grow and get better jobs and contracts. Eventually, you will create the consistently working world class business you want to achieve.

Principle 4 - Building A Business to Thrive vs Survive

When your business is in survival mode, decisions are made by the ego and the reactive mind needing to stay in control. A real business trying to thrive faces the expectations head on to raise their standards. They command higher pricing because they are always on time and offer their personal discount on work if they are behind. They uphold customer service standards that have been long lost. The only way to build up the ability to do these things is to abandon the survival mindset when issues arise within a project. This costs you more money, time, and energy up front. However, once your reputation catches up, you'll be in the world class zone and your growth will never stop. In the low bidder zone, work will be a constant, never ending struggle.

Always keep to the systems of checks and balances. There are always licensed professionals who will always catch, stop, and reprimand corner cutters. Their job is to uphold standards to secure safety of people for a lifetime.

When you live in survival mode, you attract more survival jobs, survival employees, and people who like to take advantage of survival mindset businesses. Once you've proven yourself to be a thriving, focused business, you'll attract better paying jobs who want your individual skills rather than jobs that only take the lowest bidder. Businesses working to survive hate building inspectors for making them redo work. Businesses working to thrive will work with the building inspector, forcing the owners to cooperate and preventing them from being able to take advantage.

Principle 5 - Staying in Alignment

Being in alignment is being congruent with your values: what your organization is about, what its specialty is, commitment to delivery of product to consumer regardless of who that is.

Being in alignment also includes being in love with what you rather than working for the paycheck. If you or your workers don't love or enjoy what they are doing, then they will easily overlook something. All too often in the beginning there is the enjoyment of getting the position but the workers soon realize that they're not qualified. They may have misrepresented themselves to get the position, then feel trapped because they feel the need to take care of their family. They are working for survival, not for the love of the job. If employees love and enjoy what they do, they will do good work, even if they aren't completely satisfied with the money they're making.

When you are doing what you love, you don't let complications like getting bad deals and struggles on projects deter you from your mission. These complications normally turn companies bitter, especially when they are taken advantage of by clients. They may even end up sabotaging the job, which ends in lawsuits. If you stay aligned with your company values, you'll finish the project even if you lose some money because you understand you have to keep your reputation high.

Principle 6 - Create Breakthrough Experiences (Ahh Haa! Moment)

A breakthrough experience is creating an environment that allows and helps people to realize and learn from their mistakes. The inspector isn't trying to get companies to redo the work and punish them; he's trying to get them to realize that their mindset is incorrect and learn from your mistakes so they can become world class businesses. Your ego is the enemy that prevents you from learning because you want to be right instead of growing from your mistakes. This repeated pattern of failure and punishment is called self-sabotage. The real inspector's job is to prevent you from self-sabotage. If you end up doing bad work, you risk people's lives. If someone dies, the fault goes to you and you become responsible for much more than a fine or cost of redoing the work. When you can break through and see clearly both sides of an event and understand both sides clearly, you can see where you've been creating your own self harm, holding yourself back even though you want to grow.

The solution is in self-awareness in what you, your team, the organization, and all your other associates are doing. It's important to know as much as you can in terms of short- and long-term goals as well as to bring in experts to help you see more than you could see before. The more conscious you are of what's going on, the more you can adapt to the situation. To create breakthrough experiences, people need to face their negative experiences and figure out the issue so that everyone can grow from the experience.

Principle 7 - Seek the Best Knowledge and Expertise

Those that succeed the most are those that have sought out the expertise of others. Expertise is what allows those to do more with less resources. True experts are not there to prove they know more than you and are better than you; they are there to help you become more aware of things that you didn't know about and help prevent major mistakes from hurting you. In general, state inspectors are amongst the most knowledgeable and well-trained people in all projects. They've had to work their way up as sub and contractors to understand the industry as well as undergo schooling and testing to be certified.

Look at where you are in your business. You're likely not the leader in your industry, and in fact may never be. However, even the top companies still seek out the best experts to continuously grow. There is never a top of your game; there is only a new game you must learn. Find the experts, learn from them, master the game, then grow into a new game and find new experts. If you don't hire experts, it's up to you to grow on your own. You might not pay in cost of an expert but you'll pay more in delays, pains in learning, and mistakes along the way.

This is also true for employees your hire. When you hire laborers that are experts they finish projects more efficiently and effectively. I've personally seen union carpenters finish projects 5-10 times faster than laborers found at home depot that have been hired on jobs I've worked on. They command a higher price but are worth paying.

Principle 8 - Appreciation

This is about staying positive as you grow even during failures and troubles]]]. Realize that all failure is a guidance system to let you know you are on track with what you're doing. In reality there is no such thing as failure, it's the instrument that is the foundation to the learning process. If you see yourself as failing, you can also see yourself as learning. Once you understand these key core concepts, you are already growing far beyond the bounds of normal understanding. Transforming failure into a winning goal is done using appreciation. When we thank our failure, thank our losses, or even thank the inspector for guiding us to become improve, we grow even faster. Failure shows up as a tool and asset, not as a punishment. Understand that you will be challenged at every moment and in accordance to how much you want to achieve something. This is the biggest game changer in your life no matter what you do. You can apply this to all domains in your life. Being thankful and showing appreciation for life is the best thing you can learn for yourself and teach your kids. It's about creating a win-win experience for everyone.

Principle 9 - Adapting and Surviving Change

Fear of change is the greatest factor preventing the progress of any business. Throughout history, we have repeated the same mistakes throughout all of business. This fear of change carries through your life; your business problems and personal problems will eventually blend together. It's about being willing to open up, face issues, and take on the challenge. Otherwise, the fear will take over and you become trapped in the low bidder, survival mindset. This is the cause of self-sabotage. Once you've built your world class business, you must always work to maintain it. The moment you stop, your entire life and business will fall back into survival mode. When you refuse to adapt and change your business, you often become a bully. Bullies try to force things to stay the same when change is happening. No matter how much of an expert you become, or how world class of a business you become, you always must grow. You will never be the top expert because the next day someone else will rise above you. It's like shaving; no matter how good you get, or masterful you become, the very next day you still have to shave. This is how clear you need to be. No matter how good you are, you've got to keep working. You'll never be able to "win" and be done with your work and growth, but once you've mastered appreciation you will enjoy the change. You will adapt and survive your fall and failure into a new game and new industry for yourself. Be willing to stop fighting battles you can't win. You must appreciate that sometimes you'll have success and at other times you'll merely have a learning experience. Letting yourself loose on a job occasionally is key and the only way to do this is to be flexible and unattached to the outcome. Do your best, and let whatever happens occur. If you stay the same, you will become stubborn and repeat failure all over again. If you can keep adapting, keep growing, and keep appreciation going you can lose faster, and win more often. You can't win without losing and until you can accept that, you will always lose.

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Chapter 3

Building A World Class Business

Structuring the Management and Operations

All businesses start with administrative communication. Creating a plan, proposals, going over documents and presenting a formal plan to the entire team

If you're not functioning in a way that is done by design or universal laws of flow, then you'll be in a constant state of default and confusion. One of the biggest challenges I'm constantly seeing is businesses, contractors and subcontractors that are constantly trying to cheat the system by every angle. They are trying to defeat written orders and the structure of the industry to try to save a dollar. The result is usually they end up spending 10x more in the long term to save only 1x now. They end up having to repeat the work multiple times.

The responsibility to prevent this lies with the management. The more management tries to cut corners on their job, the more they influence the rest of the company to cut corners to meet standards. The next thing you know, the entire company has lost its integrity. When a company has strong structure, management, integrity, and accountability companies run more effectively and efficiently.

The most important reason to have structure is because that is the only way you can increase productivity and profitability. Customer relations and future relationships cannot be built by cutting corners, it's by building strong foundations. Just like building a building, you can only grow when you have a strong foundation. With a strong foundation you can train leaders, have more efficient employees, have the ability to raise and maintain standards, be able to handle bigger projects with higher risk and afford to survive the pitfalls and lawsuits the are inevitable in this industry.

In order to grow the whole team must work together. You've got to get out of finding ways to cut corners and get into managing the recovery of your business. If the person running the company isn't congruent with the World Class Mindset and they are focused on cutting corners then nobody in the company can grow.

Idealistically, you'll have a company functioning by design. The management sector would recognize that the importance of quality and assurance are superior to trying to do everything faster, cheaper in less time. If they focused on creating a better product, rather creating the cheapest product possible, profitability would come as a side effect of quality increase.

Hiring the Right Staff

Hiring the right staff is the most essential element to running a successful business. Finding those who love their work will pay off by less failures yielding more time, free and money. This

will take 3x's longer to find these people but the return in value you will be much greater and make the upfront costs seem like nothing in time. You must integrate the movement from a basic business to a world class business from beginning to end starting at the hiring process. Pay full price now or pay more later. No cutting corners in hiring, this should be where you spend as much time as possible to yield better results through the entire business. Don't cut corners to create a world class team. The goal is if you find and hire the applicants who love what they do then they will fulfill their vocation as a vocation and produce phenomenal results. They are happy and are doing what they want in life, finding these people is how you create a world class business.

It is important to empower your Staff and Employees so they work with you instead of against you. It may seem like you're spending more time and energy up front but it will pay off in the long run. Making employees feel important and worthy can increase productivity by 300%.

Training and Developing a World Class Business

Typically training and developing a business is viewed as just paperwork. But even here people cut corners that result in costly and risky mistakes. So, do not cut corners in Administration; this can be expensive behavior. Running an administration can make or break a business. Cutting corners in what seems just like paperwork can risk people's lives as well as your business.

Having a properly setup administration is most crucial to overall success of all moving components.

I commonly experience the effects of management's ego interfering with the management process. They try to overpower others by disempowering those beneath them instead of building them up. Empowering the people below you is the key to a strong foundation for a business. Empowered by recognition, acknowledgement, and reward, they are happier and inspired what they are doing. When a person is inspired, their productivity will increase and the cost of mistakes, redo's and problems will go down. This is how your overall business' bottom line goes up. When we fix behavior problems, the change needed to have a world class business across the board can happen.



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Chapter 4

Owning the Proposal Process

Understand Your Strengths and Weaknesses

During one phase of my career I was a hired contract consultant for a local building and General Contracting I constantly experienced their habit of bidding on things in and outside of their league, specialty and niche. Across ten years, they dealt with violent lawsuits and battles that I had to supervise. The net result was that the company owner's retired parents had to go back to work because the parents were specialists in the electrical division. Only with their specialist skill and knowledge could they make a profit. All the other work they attempted put them at a loss.

In the industry, many are just playing with numbers and taking jobs without understanding which are profitable and which are a waste of time. Nearly all the projects are in constantly litigation due to lack of experience, knowledge and lack of understanding contract delivery type. Companies were constantly taking one project to pay for another because they didn't know how to propose against their competitors.

The reason companies can place bids is because it's their specialty and they can deliver in less time and acquire materials and labor more easily. The best experts are expensive, so you should only bid on projects where you can use the experts you have until you can afford to keep more on hand.

The most profitable companies are the ones that super specialize in one thing and deliver it faster, cheaper and more effectively than anyone else. The companies that places and wins the most bids might seem like it would be the most profitable but ends up being the fastest way to go bankrupt.

Creating a Profitable Bid

Example of wood company project that had to redo the building twice and ended up bankrupt. Didn't plan ahead for long lead time, wrong wood was still wet, had to take building apart, buy the right dry wood, cost them 3 times. It did finish but a schedule of 18 months became 25 months. The bond and insurance company had to bring a contractor to finish because they shopped too cheap and ended up costing the owner more. Even owners are guilty of the same thing during the bidding process. The owners are even guiltier than the contractors because they often intentionally set it up to make the lowest bidder to fail with the intention to take advantage of them for capital gains. They push them into bankruptcy and go after insurance company to complete the project because they bullied the contractor out of business. They get free money this way but sometimes it ends up burning the owner and nobody wins in the end.

The architect allowed them to purchase the wet wood, even if the higher up said it was ok and it was approved but be prepared to pay the consequences. They wanted to save 250k buying wet wood vs dry but in turn the material couldn't meet the laws and specifications at the time of installation. If you're going to do these material substitutions make sure you are doing them right because they will cause you 4x more or worse your entire business. In this case they lost their entire business because the architect said you can buy grade 2 instead of 1 but architect's not responsibly to make sure that they needed to dry it out. They assumed that the contractor knows the laws since he is required to know it during the bid which ended up being a big fight. I as the inspector had me bring in the state which ended up bring up liability to the architect and they ended up ruling in favor of the state and bankrupted the company and the insurance comes in to settle the bankruptcy and ended up costing the owner, the other construction team, and etc another 5 months of work and ended up destroying any profit.

Contract Delivery Process

In the delivery process, there are two types of thinkers. These are the TO GO Thinkers and the TO DATE Thinkers. The to go thinkers are productive thinkers and to date thinkers are considering only past situations. In the Contract Delivery Process, it's all about management, process management or process deviation. The hardest thing to factor into planning and management is human error factor. In general, 85% of managers have never had formal management training. 68% of productivity of a group is determined by the immediate manager. 55% of employees are disengaged in their jobs, 22% of employees are actively dis-engaged and are in avoidance or blame mode.

Delivery process is how authority is divided to maintain functionality. It is a roadmap of where to go, and how to keep process flowing. Problem in the industry is nobody knows the structure of authority. This is to create clarity in these different projects in construction.

The Owner is who chooses the contract delivery process. The difference between these processes has a huge difference on the work you do for them and the job. Some delivery processes put too much risk on you. Know the differences and you'll be prepared to understand if you can handle the amount of risk required.

You don't always get to know how it works till you get the job, but you can look for the signs. I'll teach you to look for to help and figure out how to not get taken advantage of in the job you're in, depending on how the contract is set up.

There is a lot of deception in the marketplace. Project and Development Owners are looking for the weakest hand to profit off your loss. They are less worried about a quality construction project.

Use this section to determine what kind of job you're working on. If you ended up in an non-ideal situation, you have a short period you can bail out of the job before you get taken advantage of and unable to deliver what you signed up for due to the difficulties of the contract delivery process. Only certain processes are achievable by certain companies, depending on your skills.

A proposal, bidder, or contractor may be in trouble if they don't understand these contract processes. Unfortunately, you may have proposed for one and internally realized this isn't for you. The owner's bonds, insurance, bid bond or proposal bond allow them to go back against you, the proposer, for not understanding the processes. Be prepared to get sued and pay a fine to buy yourself out because you did understand what you signed up for. Learn these processes to make sure you can deliver what you are signing up for.

Owners know small companies propose jobs they cannot deliver because they have deliberately designed the contract so that they'll collect fees from unfinished work. Owners secretly pick low bidder contracts to take advantage of their work and bankrupt or fine them, using that money to cover their losses and increase their personal project, placing all blame on the contractor.

- Don't Take on Too Much Responsibility



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Chapter 5

Expert Execution for Excellence

Master the Project Planning Process

First, we've learned the principles for running a world class business. Then we've learned to build the business and team, how to bid, and how to win the right projects. Now it's time to execute and deliver. You'll have to make sure you follow through on your projects and do them well. Master the project planning process so you can have the right plan that everyone can get behind. Then, execute and have the systems in place to make sure your business can function and flow appropriately when small problems occur. Learning to keep everything in check and balance will ensure that you catch big problems before they shut down the whole project, bankrupting you and leaving you unable to take care of yourself and your family.

Now that you've won the bid, a company usually has a predetermined list of people they are going to work with. Next, the company will shop them with other people to get them to compete to do the same job for less. More times than not, when you use a company's proposal to leverage against another company's proposal, you end up paying 3x more. When you're shopping for the lowest price, you're getting the least experienced person. This goes beyond the low bidding process; this is trying to find stupid people to take advantage of. These people end up costing you more time value. When you are paying for this additional time value you are forgetting the delivery of your money or the receipt isn't going to change. The owner will gladly hold your money from you, as they are making extra interest while you are paying more, financing interest and losing more profits. The more they can delay you, the more money they can make in interest and investments. Money is always held in a trade account, hedge fund that is making interest with your money that they don't have to pay you till you complete.

Executing the Building Process

Executing the Building Process is about making sure your project runs smoothly and on time. Even though everything is planned, no plan ever stays the same is needs to constantly be re-evaluated. Do these follow practices to keep yourself on top of faults and failures before they occur.

Keeping Things in Checks and Balances

Watch out for game breakers and changers. This may be any number of things: catching sabotage, failures, bullying, and being protected from the fears and destruction of people's greed. All of these deal with how to avoid being taken advantage of from executive to laborer.

When things are in sync and flowing, you can't stop what you're working on. The minute you pull back on the reins, you slow down and lose momentum. If you've done all this hard work, you need to work to maintain your world class business.



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Chapter 6

Final Words and Advice

This is my opinion based on my life experience. Everything I know is based on real life as a DSA Class-1 Building Inspector, General Building Contractor, International Code Council Building Inspector and a California FEMA post disaster life safety advisor/inspector.

There is no guarantee of growth if you don't do this work. You must be willing to invest in yourself and others first. Until you do something, nothing will happen for your business. What have you got to lose? Ask yourself, is the value worth it if I can cut your learning curve from 5 to even 20 or more years? My observations from watching the day-to-day of businesses come down to this: if your mindset is not clear in the value of paying full price now, then you'll pay more later. This is not a self-help workshop to help you overcome emotion, internal struggles and such. It's about taking your business to the next level to become a world class business. What businesses turn a blind eye to end up being their biggest costs. No one is teaching these Beat The Building Inspector points. I've created this manual for other people to learn and understand. Life is a job and life is about work; the reward comes after work is completed Life is about taking the next challenge and working for the next reward. Being an inspector has been about helping business grow not by cutting corners but by building a strong foundation and delivering quality work.

Are your expectations real or not? Does it match with your values? How does this fulfill your needs? You need to be able to cross link everything together to find out if you've got 20 different things going on. When you're overwhelmed like that you have cutter everywhere. In your space, in your mind, on the project. With the beat the building inspector point of view, you're learning from an expert hired by the state of CA hired to keep contractors, owners, suppliers, architects and engineers to oversee everything, keep in checks and balance and make sure everyone is safe. This comes from over 30 years of hands on experience developing this mindset and thinking strategy. Spooky action at a distance always sneaks up on you when you're on your stinking thinking mode. This happens on a regular basis is normal behavior. Every human being owns or possesses all the traits and actions in humans but how do they exercise and think about them. BTBI is designed to stop this behavior and clear up the thinking strategies and do the work. This is worth millions. I've been trained by some of the top teachers in business and life mastery such as Dr. John Demartini, Joel Bauer, Raven Blair, Davis Glover and Bill Walsh. These are global industry leaders. And through them I've met people globally that I've worked with.

You're getting a life experience that will help transcend you and ascend to a new level of awareness. Opening you up to a different level of process and methodology. Because I've seen millions of dollars of wasted time, money and energy on stupid stuff because nobody taught them how to think or process data in a way to become masterful at your craft. With the way you communicate and way you receive the outcome of doing these few steps. It's about changing the outcome and getting what you desire. To live a more empowered life. It doesn't matter if you choose to stay a laborer, it's still a way for you to be more empowered by everything.

Now you're ready to go. You're ready to step out there on the deep end and give it all you have. You now understand in more clarity the skills it takes for effective leaders to run a unique style of leadership. You're combining your strengths and limitations. Between both crucial differences and non-crucial differences. The secret to making your organization more valued by others including employees, vendors, etc. is you have the ability with new techniques and styles to understand the new age and era. You're maintaining a plan of action and maintain charge focused on the current path including the long-term goals. And understand the needs of how much a personal consultant or professional expert can save you, over the years to come ahead. From handling the most common employee problems to understanding the role when employees bring personal problems to work. The essential How To's in monitoring and measuring your own company and personal growth. And empowering your entire company to exceed their own expectations for greater rewards. There is communication at every level that they must improve their listening skills and those below them through doubling their effectiveness on how to say and what not to say to prevent verbal misconceptions and misinterpretations. Which creates a stronger more effective team that demonstrates respect to one another and how to keep everyone energized under pressure, crisis and changes that are needed. Most of all how to spot employee burnout before it's too late and how to help.

I'm not going to tell you this is easy because it's not and because it requires hard consistent challenging work that often does not make sense. It often may cost money for the mistakes in the learning process. However, the reward is you'll be learning how to avoid future penalties and establish more stringent procedures and policies that do end up saving money across the board in all departments. When you have an empowered team regardless if they are in house out, out of house, on site or off-site the more informed and understand the more they can function in full value creating greater value and rewards and profits and increases application levels for what everybody does. I'm not talking about understanding and knowing the codes and laws or specific manufacturer recommendations but I'm talking about understanding human behavior and what makes people tick. What gets them really going, it's the quality of the people who you hang out determines the quality of the lifestyle you have. The type of people you are around and their behaviors are the type of people you bring around you.

In the hidden order or nature's law, what you are around is what you are attracted to. This attraction brings you the ups and downs in your life. These are the challenges you haven't mastered. In BTBI program we are teaching, training and educating on all the innuendos that life's traditional education system doesn't teach you. They teach you how to do one thing then go out and learn the rest on your own. This consulting system gets you to go beyond and stretch beyond the norm. Understand that limitations are blocks in your own growth professional and 9/10 times they are guided by emotions and negative feelings that govern your life. If you want to be governed, then you don't grow. If you want to step out of being governed then you grow to the next level. It's a win, win environment if you accept the challenge. It's not going to be easy, it's going to be hard and you need to learn new habits and behaviors and create new addictions. Like addictions of things that inspire you to grow and learn. Your profession is the tool that leverages you into a growth mindset vs a fixed mindset.

Find that perfect expert and retain them, retain them for all you can afford if you don't then you will spend 3-10x's more trying to figure it out yourself. Find someone you connect with and trust, someone who has had a much worse challenge in your life than you've had and relatively specific to the same field of awareness. Because remember in the building, construction, architect, and engineering industry is the biggest industry in the world and harbors the most challenges. It's based on the active traits each person holds and the crossover of communication between multiple cultures, industries, and backgrounds. It's learning the art of communication in the language you're speaking and doing business in. Especially for those non-native English people, the difficulties are even greater to understanding what these challenges are.

So hire the expert who understands and possess the wisdom through life's experience vs traditional education roles where they just studied. They too lack a lot of experience. Not that I'm discrediting them but you need to find the right experts to put them on your staff. If you spend 100k a year they will be worth 300-400k to you until you no longer need them but that will take a few years. They will be worth at least 300-400k per year in savings and value. Across 5-10 years in business you'll save millions.

In pursuit of finding this right expert for you, be willing to pay for an expert that is similarly right for you to make sure you get to the right person. Company owners need someone who knows more than you to knock out your blind spots. If you don't have experts on your team that don't know more than you then you will never be a world class business. All the top companies in the world have advisors and consultants who know much more than them. If you want to be a world class company, you hire people who know more than you and you pay them well because they will save you 10x's more than they will cost you in the long run.



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Chapter 7

What's Next?

Implement these processes and you'll begin to see results in all of your life. Stop living and doing business by default and allow me to help you to design a plan that will deliver the results that you've been looking for. You'll learn to communicate better with your entire team, how to complete the contracting process with mastery, gain more freedom in your business and life and get more money and better paying work.

I'd like to give you as my gift a twenty-minute consult to find out if we are a match. If we are, I'd like to cater a plan to fit you and your business's needs. My book, "Building Business Relationships for Life," will help you grow your business even further. Fill out the application I have attached and become a world class business

Allow me to help you overcome the 20-40-Year learning curve and not have to face the hardships I had in my life.



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Communicate and delegate
Understand team dynamics
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Overcome anxieties and hesitancies

Working With the Building Inspector

Fill out for your Free (30 minute) Consultation
Submit to Reggie@ReggieLacina.com

1. Name:

2. Date: / /

3. Location:

4. Phone:

5. Email:

6. Business Name:

7. Position in Company:

8. Years in Business:

9. Number of Employees:

10. Estimated Business Gross Income: \$0-100k \$100k-500k \$500k-1M \$1M+

11. What Goal Do You Want to Achieve?

12. What Obstacles Are in the Way?

13. Why Are You Ready for Change?