

Special Issue: Green Remodeling

## Green v. Gre

CLIENTS RULE IN FAVOR OF MONEY OVER SUSTAINABILITY / 20

Pros & Cons of Green / 16 Spray-Foam Insulation Tips /35 **NEW Green Products from IBS / 37** 

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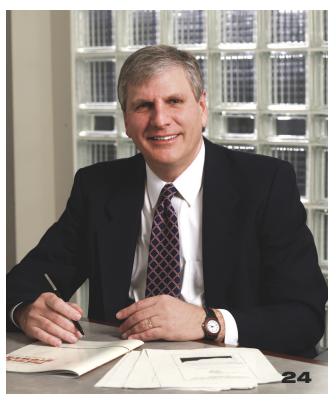
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### **Harvard Podcast**

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Are your clients more or less interested in green remodeling today?

To participate in this month's poll and view the results as they are tabulated, visit www.ProRemodeler.com.

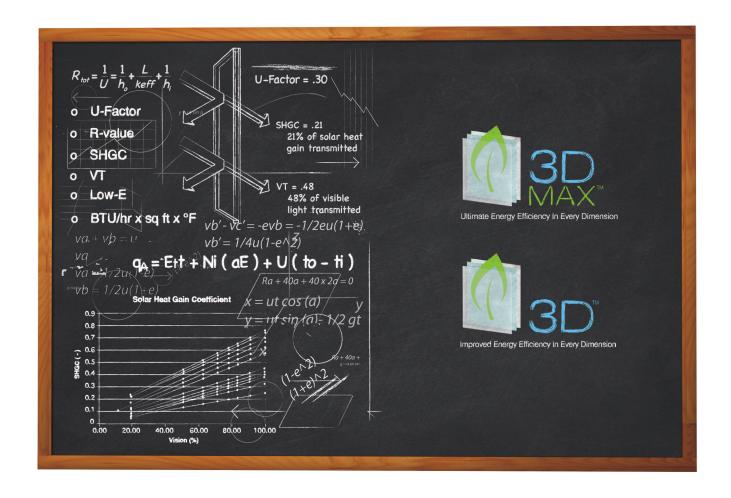
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### **GREEN NO MATCH FOR ECONOMY**

Michael R. Morris

Editor in Chief

Price has once

again become

the main driver

on all of Mr. and

buying decisions,

and that includes

remodeling.

Mrs. America's

ix months ago, people were buying energy-efficient cars like they were going out of style. Now they actually have gone out of

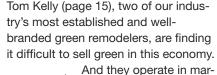
style, and gas-guzzling SUV sales are on the rise again. And when the price of gas makes its annual summer increase in a couple of months. the Prius will likely be in vogue. In the fall, when the price of gas comes back down, Escalades and Navigators will sell like hotcakes.

What does this sav about the American consumer? Seems to me they're fickle windsocks, swayed by the evening news and the balance in their checking account.

Which makes it pretty darn difficult to establish a brand as a green remodeler, especially in today's econ-

omy. Most of you are finding that it's tougher to sell any remodeling projects in this economy. But when it comes to green, it's even more difficult because many consumers are under the impression that a green remodel costs much more than a "standard" remodel.

Even Dennis Allen (page 20) and



And they operate in markets that embrace green like few others in the country.

Price has once again become the main driver on all of Mr. and Mrs. America's buying decisions, and that includes remodelina. So even though most Americans still believe that global warming is a valid issue, that our carbon footprints are worth reducing and that living in a green home is a worthwhile cause, they're not going to pay through the nose for it.

As we found in this month's cover story, the biggest differentiator green provides a remodeling firm right now is

the energy-efficiency story. But that's only if you can convince the client that the payback time is worth the wait. PR

Contact me at michael morris@ reedbusiness.com or 630/288-8057

>> Read my blog at

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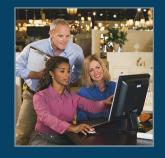
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### on Leadership

### **GET IN TOUCH WITH PAST CLIENTS**

s I thought about what to write in this month's column, I began to think about the core of every business: the customer. Think about your past customers. How have they helped your business? Of course, they have contributed to your sales objectives, but I recommend you think of them as a customer for life, which can create a win-win relationship. If you do a quality remodel and give them a great customer experience, then they can become your biggest marketing ally.

Now more than ever, we in the remodeling industry need as many allies as we can get. With the current economic climate, we must take advantage of remarketing to our past customers as an inexpensive yet proven grassroots marketing tactic. Naturally, if your clients have chosen to do business with you, they typically know people like themselves who need similar work done to their homes. As the old saying goes, "Birds of a feather flock together."

When considering ways to take advantage of grassroots marketing utilizing client relationships, ask yourself the following questions:

### Am I staying in touch with my past clients?

Right now, remarketing is one of the most cost-effective marketing tactics you could undertake. Staying in continuous contact with past clients allows you to maintain or build your brand in your market. In addition to sending mailings to past clients, find the time to actually call them. See if there are any current challenges or needs that you could solve or service. Perhaps right now they just have a small job, but they may have a longerterm need for a larger remodel.

How happy are your recent clients?
A good way to find out is through

customer satisfaction surveys. Ideally, it is good to hire a third-party vendor that specializes in customer surveys; customers will be more candid with a third-party than they will with your staff or you. Yet, if you're like most in the indus-

try now, you're looking at cutting expenses, not incurring new costs. If you do not have the budget to hire a third-party to facilitate the survey process, then I encourage you to at least do inhouse surveys.

If you are already doing surveys, then you know the value the responses can be to your company. With the customer's permission, you can use their comments as a powerful marketing tool. And, if you find someone that is unhappy with their remodel and you go back to their house and resolve the issue, then they are likely to be one of your best referrals.

### What happened to those leads that never closed?

If your phone is not ringing as much as it used to, take some time to go back and look at the leads that your team did not book. Now is the time to maximize what you already have around you. There may be some opportunities here to make a sale now or in the near future. Sometimes you will find that these prospective clients did not end up using one of your competitors — they simply put the project on hold. By following up, you can get an update of when and if they plan to begin their project.

Remember, when times are as chal-

lenging as they are now, it is easy to want to lower your profit margin to make a sale. What I have learned over time is that if a client is ready to do business with you, they will do so regardless of if you lower you margins. And, if they are not

ready to get started on that remodeling project, it's rare that lowering your margins will turn them around. The clients you're going to lose, you're going to lose regardless.



Doug Dwyer Contributing Editor

With the current economic climate, we must take advantage of remarketing to our past customers as an inexpensive, yet proven, grassroots marketing tactic.

#### What now?

As you and I continue to lead our companies, we must not forget the backbone of our business: our customers. There is great opportunity within our contact lists and all of those old customer files. This does take a commitment of time, because in addition to making phone calls to clients, you may also need to transfer old paper files to your computer to do mailings with ease. But, I can tell you, it's worth it.

I encourage you to be proactive and begin the

remarketing process if you haven't already. It is time to get back to the basics and make sure we are fostering those client relationships, creating winwin relationships. **PR** 

Doug Dwyer is president and chief stewarding officer of DreamMaker Bath & Kitchen, one of the nation's largest remodeling franchises. He can be reached at doug.dwyer@dreammakerbk.com.

>> For more Doug Dwyer on Leadership, visit www.ProRemodeler.com.

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### on Customer Satisfaction

### IT'S ALL ABOUT COMMUNICATION

strongly believe that almost all clients are reasonable and understanding about issues with their project, as long they are communicated with regularly. Solid communication begins with the first client contact and does not end. Even after the project is done and the warranty period has passed, good communication becomes good marketing to past clients.

Good communication takes many forms. A clear contract with detailed specs get a project off on the right foot. Our agreements detail every facet of material and labor that goes into the project; where there is a product included (such as a sink, faucet or window), there is a color image of that product next to the written description. We want everyone to know what was purchased so there can be no confusion during installation. To be even clearer, we have a paragraph at the beginning of the specifications (initialed by the clients) that says "everything you are getting and paying for is written below. If it is not written here, you have not paid for it and it is not included." While this may seem redundant, good communication often means stating and then re-stating the obvious.

Once the project is underway, there is no such thing as over-communication - you cannot take things for granted. We recently re-learned this lesson with a new project manager. He presented an everythingis-under-control impression. In meetings and in discussions things generally seemed to be smooth and trouble-free. In reality, this person was overwhelmed, but was reticent to tell anyone. He was falling behind in his daily duties, yet because he was very likable, everyone assumed

the best. It was not until we began seeing poor scores from clients on our final satisfaction surveys - we have historically received high scores - that we knew there was a problem.

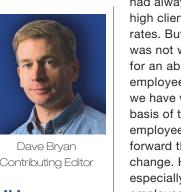
We were able to track back each poorly scored survey to this one project manager and realized, through subsequent investigation, that a majority of the problems stemmed from insufficient communication. He was not responding to lead carpenters, subcontractors or clients in a timely manner (or at all), which resulted in poorly run projects and, ultimately, disgruntled clients.

We have a number of checks and balances within our company to ensure things are happening as designed and expected. However, if the information we are collecting to monitor progress is not accurate or timely, then our system fails (in other words, GIGO, or Garbage In, Garbage Out). For instance, each week our project man-

gers make current predictions of their clients' satisfaction, but if the ratings are not accurate then our response will not be accurate either. Additionally, our project managers meet weekly with their manager for a "coaching session," but if clients' problems are being glossed over or not honestly relayed, then issues obviously can fester. A few missteps

in communication will not kill a job as long as you make an earnest effort to recover. However, it is almost impossible to recover from a slow, continuous erosion of confidence and trust.

Keep in mind, our prior systems



Contributing Editor

Solid communication begins with the first client contact and does not end. Even after the project is done and the warranty period has passed, good communication becomes good marketing to past clients.

had always led to very high client satisfaction rates. But our system was not well-designed for an aberrant employee. In the past, we have worked on a basis of trust with our employees, and going forward this will not change. However, especially with new employees, we will trust AND verify. Systemically, we are planning to add an interim client check-in survey.

Where are the chinks in your armor? Every company in business has ways in which the communication process can break down. Take a break from the day-to-day and look over your systems and processes. Where can the ball be dropped? Fixing systemic problems and setting clear expectations with your people

will make employees happy and clients elated. PR

Dave Bryan is the president and CEO of Blackdog design/build/remodel in Salem. N.H. He is also a facilitator for Remodelers Advantage. Contact Dave at dbryan@blackdogbuilders.com.

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### AFTER LATE START, PORTLAND HAS JOINED SLUMP

By Jonathan Sweet, Senior Editor

n the early days of the housing crash, Portland, Ore., was one of those cities like Seattle and Charlotte, N.C. that resisted the national trend.

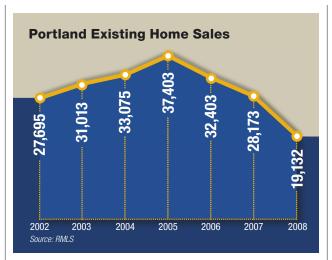
2008 was the year that all came grinding to a halt. Existing home sales plunged, home prices dropped for the first time and remodeling activity quickly dried up.

"Portland came to this party late, but now we're getting hit pretty hard," says Tom Kelly, president of Neil Kelly, the largest remodeling company in Portland.

While the market was slowing, it wasn't until the implosions of the stock and credit markets last fall that things really got bad, Kelly says.

Neil Kelly's prime client is the high-end homeowner. With the losses many of them took in the market last fall and the current uncertainty, a lot of homeowners are reluctant to invest in their homes.

"I've managed through four recessions, and they all have different characteristics," he says. "This one, the



Since peaking in 2005, existing home sales in Portland have dropped precipitously, leading to a slowdown in remodeling activity as well.

fear on the part of people with wealth is like a new dimension I've not seen before."

Those who are choosing to remodel are undertaking smaller projects and are much more budget concious than in the past. Instead of additions, many clients are opting for smaller interior remodels.

One positive for the company has been it's focus on green, which Kelly believes has helped the company weather the downturn better than others.

"Portland's been pretty far

ahead of the pack on green," he says. "For those contractors that have taken that on, and we have for years, that's proven to be a business bonus."

January was the best month ever for the company's home performance division, and Kelly says the green incentives that look to be part of the stimulus package should help increase interest as well.

The 2009 Market Leaders list will appear in the October issue. For more information on the Market Leaders, visit www.proremodeler.com.

### Market Update

Some of the key figures from Portland show that the Pacific Northwest is no longer resisting the national downturn.

Metro Area Population: 2,175,113 (12.8 percent increase since 2000)

Change in home values:
Down 2.64 percent since

Down 2.64 percent since 2007; up 55.4 percent over last five years

Existing home sales: 2008 sales were down 32 percent from 2007 and 49 percent from 2005 market peak Median household income:

\$40,285

Unemployment rate:
8.1 percent (up from 4.8

percent in 2007)

Sources: U.S. Bureau of Labor Statistics, U.S. Census Bureau, Office of Federal Housing Enterprise Oversight, Regional Multiple Listing Service

"I've managed through four recessions. ... This one, the fear on the part of people with wealth is like a new dimension I've not seen before."

— Tom Kelly, Neil Kelly

#### **Portland Market Leaders**

	Specialty	Installed volume
Neil Kelly	Design/build remodeler	\$25,488,031
A Cut Above Exteriors & Construction	Exterior remodeler	\$14,118,051
Metke Remodeling & Woodworking	Full service remodeler	\$4,633,024
Olson & Jones Construction	Full service remodeler	\$3,400,000
Master Plan Remodeling	Full service remodeler	\$2,600,000



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### **PROS AND CONS OF GREEN**

### Finding what works in green remodeling

GREEN REMODELING'S BEEN the hot topic in the industry for the last few years, but is it here to stay or is it just a fad? What's the future of green remodeling going to look like? Our participants (see how they're selling green in out cover story, page 20) share their challenges and successes with green

remodeling in today's market.

Tom: Bernie, what defines green building and remodeling? Any specific examples? Bernie: The first question for us when we started doing green was how would we define it and market that to the customer. We became EarthCraft [House] certified so we would have an independent company that would train us. Everyone went through the training program. They would come and inspect basically a checklist you would create and submit. We went through a series of inspections.

Tom: John, what marketing ideas have you done to present yourself as a true green remodeler and not simply just

### This month featuring:

John Murphy, President

Murphy Bros. Designers & Remodelers Minneapolis

Founded in 1983, Murphy Bros. is a full-service design/build firm with 21 employees and about \$3 million in annual revenue.

Bernie Smith. President

MasterWorks Atlanta, Roswell, Ga.

MasterWorks has been in business for 26 years and focuses on design/build projects. The company has 17 employees and had a volume of \$4 million in 2008.

"green washing," which would be my term. I see a lot of people out there saying that they're green and they practice green.

John: Part of it is taking coursework and education so you'll know what you're talking about and you're current on what's being disseminated as green information. Of course, putting it on your marketing in terms of any advertising or mailings you're doing so you're getting people to cue in on that is important. I have gone through the certification process for Minnesota Green Star, which is along the lines of LEED. We actually haven't done a full Green Star project yet. I think up here we make it a bit more complex. We have an 800-point list. We use it as a talking point. Our clients will like the premise and like where it's going but don't want to pay for the extra expense for the inspections and process of doing it.

Tom: Bernie, what do you do for marketing ideas to present yourself as a true green remodeler?

Bernie: We pretty much follow the same route as John in that we market the education we've all been through. We're all certified in this EarthCraft class we've taken. We take refresher courses every six months to a year to learn the latest and greatest things they have to offer. We've done all the same things John is referring to. If the customer has a sense that they want to "go with green," we educate them on what green means, what it does for them and what the value is for them.

Tom: John, staying on the marketing aspect of it, is being green going to be a fad like lead and asbestos were in the past? Where do you see green going? John: Honestly, right now, maybe green



JOHN: "(Green remodeling) is going to be around. I think the term green is the thing that's a little faddish right now."

is being a little overused. People are getting a little tired hearing about it. Some clients have picked up on it and are reading about it and are interested in it. Other clients are just totally clueless and it's a new thing to them. We're going to put it out there to show we're up to speed. We bring it up in every client conversation, at least in initial

evolve into, "this is how we remodel and how we build." It's going to become what we do in the future."



interviews. We try to get a feeling of where it ranks for them in importance and try to educate them on things, especially things to do with energy efficiency and the longevity of the products we're using on their homes. We've got to say it consistently and then basically educate each client, and take it where it goes depending upon where the client's interest is.

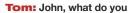
Tom: When lead-based paint came up that same procedure happened. Also, when asbestos came up it was the same thing. We talked about it all the time. It kind of went away — it didn't go away but no one talked about it too much. Now lead is back into the headlines with asbestos. You're saying that green is not a fad but really it is a whole different process, isn't it?

**John:** It's different and it's going to be around. I think the term green is the thing that's a little faddish right now.

Tom: Bernie, do you find the client is asking specific questions about green, or is it something that the industry is building up? Is it customer driven or is it contractor driven?

**Bernie:** I think it's a little bit of both. The customer asks some questions, but they don't ask a lot of questions. Maybe one out of 50 we get is really intense on it and has

researched it. I think it will become more of a process, like you said. It will evolve into, "this is how we remodel and how we build." It's going to become what we do in the future. Various resources are diminishing and will become more expensive. We've got to figure more ways to be more efficient about what we do.



think? Are they asking questions and is it customer or contractor driven? Is the industry building this up, or is there an actual customer need?

**John:** It's some of both. But, I'd say it's more industry driven than client driven right now, especially in things like runoff and what-is-green-building material. Those are things that are brought to the client's attention and we're making cases on it. I don't think if the industry didn't say anything that people would think much of it.

Tom: The National Association of Home Builders has a national green building standard for all residential construction: single-family construction, single-family, apartments, condos, land development and remodeling. It was approved by ANSI, the American National Standard Institute. Does it affect your business having that certification by a third party?

**John:** That becomes one of those benchmarks of competency for any kind of certification. That is why I chose Green Star, which is our local green initiative. I think it creates some credibility with you and your company.

I think it's one of those things that keep you in the game with a client but doesn't necessarily make a difference on who they want to work with. I think we just have to keep working on consistency and universal acceptance of defining what green is.

Tom: Bernie, do you see that to be of value to your business?

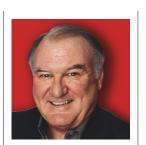
**Bernie:** Yes, definitely. Defining it and streamlining it gives it credibility for sure. Builders, for example, they've built this same house 20 times. They can tell you

the square foot price for it to be a ANSI certified green or standard construction. People can actually see, touch and feel what it is that they're getting. I think it's a great definition of green and it will help all of us.

Tom: Do you have any last minute thoughts that you would want to leave with a remodeling contractor that

wants to go green and needs some advice from someone who practices it?

John: I thought of one thing that separates the green washers from the green builders. A lot of the green washers tend to think of things just in terms of using green products. Really there's a lot more to it than that. It's about the whole system of your home and how it relates to both your indoor environment and the durability and longevity of your home; the energy efficiency of the home; and runoff water management of your home. Green is really a comprehensive look at how the structure will be built, lived in and used, versus just putting in a bunch of green products. Even Green Star says there are no green products per se. Taking green products aside from the system is pretty meaningless. PR



Tom Swartz
Contributing Editor

>> For the rest of the discussion on this topic or to listen to the podcast, visit www.ProRemodeler.com/bestpractices

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At Ply Gem Windows, we view things from your perspective. We see our windows as more than just products; we see them as opportunities to build your success. And that's exactly why we've taken our entire portfolio of brands, brands that you know and trust like MW Windows, CertainTeed, Patriot Windows, Alenco Windows, and Great Lakes Window, and given them a new name – Ply Gem Windows. With this one name comes a lot of distinct advantages, like one-stop access to a variety of window materials and styles for all of your remodeling project and replacement needs. Plus, with our national manufacturing and distribution network, industry leading warranties, and exceptional customer service and support, you'll get the right window for every project and every budget.

To learn how Ply Gem Windows can help you build your business, visit www.plygemwindows.com.





By Jonathan Sweet Senior Editor

### **Build a trade referral base**

rade contractors are often a source for job referrals, but Strite

Design + Remodel has created an incentive program to increase the flow of leads from its partners.

When the company's trade partners bring a job to the Boise, Idaho, design/build firm, they'll get a referral fee of 1 percent of the gross on the project under a program the company just launched.

Strite came up with the idea that better leverages the relationships the company has with its trade contractors, 70 percent who have been working with Strite for more than 10 years. The company works with a single company for most trades, helping to create a Strite "team," says Marketing Manager Neil Jansen.

The referral fee encourages the subs to refer any project,



while in the past they may have been focused only on jobs they might get to work on, he says. Now, for example, a roofing contractor gets a financial benefit from referring a bathroom job.

So far the program has generated a \$300,000 project referred by an interior designer and a handful of other leads. Over the last 8 years, only 2.2 percent of Strite's work has

come from trade referrals. That represents \$600,000, or just twice what the company has already realized this year under the new program.

"I'm not saying we wouldn't have gotten this job without the referral program, but now we have a whole group of people out there looking for work for us," Jansen says.

The referral fee program is part of a larger effort at Strite to find new ways to create leads. The company is also making a greater effort to target past customers for referrals and repeat business, as well as forming new partnerships with several other affiliated businesses. Strite is working on co-op marketing and joint referral programs with several local companies including a high-end furniture retailer, a building materials dealer and a plumbing supplier.

### THE SWEET SPOT BLOG

#### ProRemodeler.com/sweet

### An 'Obama Bump'?

I don't want to be trafficking in any irrational exuberance here, but several remodelers have told me January ended up being a pretty good month — certainly better than they expected.

Take, for example, Tom Kelly of Neil Kelly in Portland, who told me that January leads were up 33 percent from a year ago ... and January 2008 wasn't a bad month. Or Bernie Smith of MasterWorks Atlanta, who said he's been on 35 sales calls the last two weeks, a much higher number than usual.

Those two and other remodelers seem to be crediting a few things for the bump: pent-up demand from the fall (we all know Q4 was terrible), traditional increase in activity as things begin to thaw (even here in Chicago) and just a feeling of renewed hope and confidence with the new president. Two of them have actually called it an "Obama bump." So, it's anecodotal, and I'm not calling a bottom, that's for sure, but at least some remodelers are seeing some positive changes. Follow me on Twitter at www. twitter.com/sweetedit.



>> If you have a **Trade Secret** you would like to share, e-mail Senior Editor Jonathan

Sweet at *jonathan.sweet@*reedbusiness.com.

### Draw the garage sale crowd

eople love a bargain, especially these days. And nothing brings out bargain hunters like a garage sale.

That was the thinking for Ocean Breeze Awnings & More, a specialty remodeler in Surfside Beach, S.C., that recently hosted a garage sale at its company warehouse.

Besides garnering attention for the company, it also helped the firm's employees make

some extra money during a slow time, says COO David Powers.

Employees brought in their own items to sell and Ocean Breeze also sold some unneeded windows and doors. Powers advertised the

sale in local magazines and newspapers to generate traffic.

The company also provided donuts and

coffee in its showroom to help draw people inside — although the 18-degree outdoor temperature helped as well, Powers says.

Employees made more than \$1,000 from the sale, with one taking home more than \$200. More than 300 people

attended the garage sale and three jobs have already been sold off of the leads generated.

Powers was also one of our 2009 Young Leaders. You can read more about him and the others at www.proremodeler.com/youngleaders.



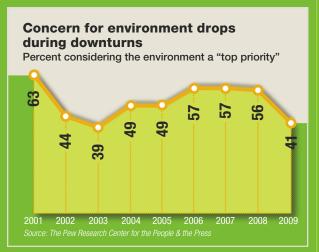
By Jonathan Sweet, Senior Editor

**WANT TO SELL GREEN?** These days you better be prepared to show some economic benefits.

With projects getting tighter in a declining economy, homeowners appear less likely to spend extra money on anything, especially if they are not seeing a personal benefit.

"I think the demand is still there, but I think the reality has changed," says Dennis Allen, president of Allen Associates in Santa Barbara, Calif.

Allen, one of the pioneers of green remodeling, says it has been a long time since he's seen clients this budget conscious, and that attitude carries over to green remodeling.



When the economy heads south, Americans tend to be less worried

That's not a big surprise as people tend to be less concerned about the environment during times of economic worry, studies show. A January survey from The Pew Research Center for the People & the Press found that only 41 percent of Americans ranked protecting the environment as a top priority, compared to 56 percent in 2008 and 57 percent in 2006 and 2007. Researchers said similar drops have occurred during other economic downturns. (See graph on this page. For more on the report, visit www.people-press.org.)

If people are going to cut their budgets, green benefits are the first target for many clients, says Bernie Smith, president of MasterWorks Atlanta in Roswell. Ga.

"Folks right now are looking to get something that looks really nice but costs a tiny bit of money," he says. "They're not really worried about the quality of what's behind it but rather what's on the face of it. When it comes down to the final budget, people generally want to put their dollars in what they can see rather than what they can save over the long haul."

#### SUCCESSFUL SALES TACTICS

Selling green in the current environment to most clients is all about pitching value by emphasizing the green features that can save money immediately and in the long-term.

"We talk to them about the green things that can be done to stay within their budget," Allen says. "We keep talking to them about not just looking at upfront costs but looking at their operating costs over time and how they'll be ahead on that. As people are hurting now, it's hard for them to hear that, but some people get it."

For example, Allen Associates is having a lot of success with



## "Clients want to know what this remodel will save them over the next 10 years."

— John Murphy, Murphy Bros.

water-saving fixtures and irrigation systems because there is little difference in the upfront costs but significant savings on water bills down the road.

"If people are stuck on the pennies, that's pretty persuasive," Allen says.

For most remodelers, energy efficiency is likely to be the best seller. It's something clients can understand and an area where a remodeler can point to tangible monetary benefits.

"Energy efficiency is what people are interested in," says John Murphy, president of Murphy Bros. Designers & Remodelers in Minneapolis. "Clients want to know what this remodel will save them over the next 10 years — it's that return on investment more than straight cost."



"When it comes down to the final budget, people generally want to put their dollars in what they can see rather than what they can save over the long haul."

- Bernie Smith, MasterWorks Atlanta

Without calling it green, Murphy has focused on building and remodeling energy-efficient homes since the early 1980s. A lot of the "common-sense" aspects of building that he adopted following the 1970s energy crisis fell out of favor with the big production builders during the last two decades, he says.

"Back when we hit the high fuel prices in the late 70s, I think it really affected people's psyches and building practices for the next 10 to 12 years," Murphy says. "I really think that's going to happen again in the cars we drive and the homes we build and live in."

Even though fuel prices have dropped recently, most people realize that the long-term trend is steadily upward, Smith says.

"If you say to someone, 'We're making these changes to upgrade your home to a Level 2 EarthCraft house and that's \$10,000 more,' people aren't on board," Smith says. "If I can tell them it's \$50 a month on their mortgage payment, but they're going to save \$200 a month on utilities, people will say that

makes sense, let's do that."

Smith also talks about the higher resale value a green home can realize, an especially important factor in today's tough real estate market.

"Trying to sell homes now, you've got to have every edge you can," he says.

Another approach that has worked for Allen is blending green products with other needs such as fire prevention, which is an important selling point in Santa Barbara because of California's frequent wildfires and the lower insurance rates proper materials can garner for homeowners.

"There is a convergence between fire prevention and the green point of view," he says. "If we talk to people about that, we get a double sales tactic."

Many of the products that insurance companies like to see for fire prevention — such as fiber cement siding, non-asphalt roofing products and dual-glazed, tempered glass windows — also offer energy savings and last longer, both important green benefits.

"A lot of these products can meet both needs, and people like that," Allen says.

### A TOUGH SELL

Even features that may have appealed to clients just a year ago aren't as important to homeowners as they increasingly watch the bottom line.

"For a long time, it was the health issues driving green. Nobody was against health," Allen says. "It's not that people aren't interested in health now, but if they have to cut, that's an area they look at."

Allen Associates, like many remodelers, addresses indoor air quality on every project by using low- or no-VOC paints, caulks and sealants. Those changes are standard for the company and don't cost the client any more. However, in decisions such as carpet versus other flooring materials, homeowners are often opting for the cheaper, albeit less healthy, solution.

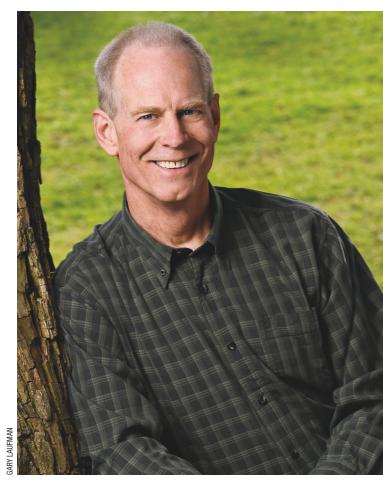
While the distance products have to travel is important from a green standpoint, that's another factor that doesn't matter to most clients, Murphy says.

"If they like a product and it comes from Indonesia, they're going to choose the product if it makes sense in their budget," he says.

One big problem, Smith says, is the lack of definitions and standards for what is green.

"People feel like it's a term that people just plug on to things and it doesn't really mean anything," he says. "They feel like it's a loosely used term, and it's negative from the beginning."

In the end, many clients are distrustful of the green label



## "It's not that people aren't interested in health now, but if they have to cut, that's an area they look at."

— Dennis Allen, Allen Associates

when there aren't obvious benefits to back it up. As the market settles and green becomes better defined, with more standards and regulations, it should grow in popularity — at least in the area of energy efficiency, Smith says.

Adds Smith, "Once it gets a little more momentum and people understand that they can save money on utilities every month, and they can save the earth's resources and it's the right thing to do, people will warm up to it." **PR** 

>> John Murphy and Bernie Smith discuss The Pros and Cons of Green on page 16.



By Jonathan Sweet, Senior Editor

THE LATEST REPORT ON REMODELING from the Joint Center for Housing Studies of Harvard University shows that the market continued to grow through 2007, reaching \$326 billion. Although 2008 showed declines in remodeling activity, the study concludes that the long-term outlook for remodeling is good. Professional Remodeler talked to Kermit Baker, director of the Remodeling Futures Program at the Joint Center, about the report. Visit www.ProRemodeler.com for more coverage, including a podcast interview with Baker.

The report identified three major opportunities for growth: aging rental stock, growth in immigrant households and increased interest in sustainable remodeling. Let's take those one at a time. Aging rental stock, why is that important?

With all the focus on homeownership over the last 10 years and households increasingly moving to homeownership to take advantage of this run-up in house prices, there was less demand for these rental units, particularly in the upper-end range of the distribution. I think it took a lot of households out of the market and moved them into homeownership. Rental property owners didn't have a lot of incentive to reinvest in those properties because there just wasn't much demand in the upper end of the rental scale. The result is there was just very little money invested in that market.

For many reasons, more households are looking to rent, whether it's foreclosures or households deciding home ownership is not everything it's cracked up to be, particularly in a market where house prices are declining. This will put more pressure on the rental stock, particularly on the upper end. Rental property owners, to be competitive, are going to have to reinvest in those units to attract those tenants.

We haven't seen it yet because of this inventory overhang on the construction side. What a lot of folks are doing is renting those homes out in the short run until the market recovers and they can find buyers. We've seen this glut of what I would call temporary rental units. Condos also fit in this category — homes that were designed as for-sale condos, but are being rented out until the condo market recovers.

Once the market begins to correct, I think we're going to see a new reality in terms of demand for rental units that's not really in sync with the supply that's out there. It's probably not going to happen for another year, year and a half, but when we get there I think that's a market that offers a lot of potential.

#### How about immigration?

The majority of the household growth we're seeing in this

country is from immigrant and minority households. We've never really looked at it as a specific market for remodeling, and when we were looking through the file this time and we were toting up what share of spending immigrant households were responsible for, we saw that it had broken into double digits, somewhere over 10 percent of total market spending.

We identified two markets [Houston and Miami] where immigrants accounted for more than 30 percent of spending in 2007 and another three [San Diego, San Francisco and Washington, D.C.] where they were responsible for 25 to 30 percent of spending.

It's a message not only for the industry in these gateway cities but really throughout the country that this is going to be a

Foreign-born homeowner share of spending, 2007	
Houston	36%
Miami	32%
San Diego	29%
Washington, D.C.	29%
San Francisco	28%
Los Angeles	21%
Chicago	18%
Dallas	16%
New York	16%
Seattle	16%

In many cities, immigrant households are making up an increasingly larger share of the remodeling market.

source of a lot of growth moving forward. To the extent — and we haven't done a lot of research yet — that immigrant households make different home improvement decisions or need different services, it would behoove the industry to focus on that.

#### What about sustainable remodeling?

It's obviously something that's gotten a lot of attention in the industry lately. When we were looking at this, it was an effort to see to what extent sustainable remodeling was just kind of a buzzword for energy-efficiency projects.

We were quite surprised that remodelers were reporting that these other motivations were as popular as energy conservation. It looks like this is more broadly based than we thought it was. Because of that it is unlikely to fade as quickly as other cycles have. Since the environmental movement has gotten underway, we've seen it kind of ebb and flow. Every time there is a spike in energy prices, people get more focused on it. Then when energy prices return to more normal levels, people kind of forget about it.

This seems to be different in our view because, No. 1, how long the spike was, and No. 2, the perception that although energy costs have eased, when the economy recovers we may see those spike up again, and we really do need to treat this as a new reality and adjust our life cycle to energy costs that are going to trend higher than they have over the last two or three decades.

### Last year, we saw a pretty steep decline in remodeling. What are some of the reasons for that?

It was really the cycling down of the same forces that caused the growth. The story we tried to tell in the report and prior reports is that we were seeing very strong house price appreciation. This house price appreciation generated strong growth and equity for homeowners.

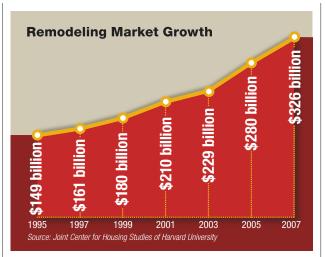
Federal Reserve Board surveys indicate that a high share of that equity that homeowners pull out of the house — somewhere between 25 and 30 percent — homeowners have traditionally reinvested back in their homes through home improvements. And then those home improvements pushed up house prices even further, leading to more equity, more to extract. You had this circle sort of cycling up, and once it flipped, it had the reverse effect. With house prices declining, households had no equity to pull out of their house. They were losing money; they felt poor. Even if they had cash they might have devoted to home improvements, they decided to hold on to that.

If households had owned their homes for a while and still had equity despite the housing downturn, banks made it more and more difficult to tap into that. It was kind of the mirror image of what caused the upturn in the market causing the downturn.

### One of the things you highlight in the report is you expect remodeling to recover more quickly than new construction. Why is that?

Historically, it doesn't cycle as much on the upturn and doesn't cycle as much on the downturn. A lot of households were attracted to homeownership because of the price appreciation potential they were seeing. I think most people don't believe that anymore. They don't believe they're going to get a 6 or 8 or 10 percent increase in the value of their home moving forward.

The homeownership rate has declined a full percentage point and a half over the last two or three years after growing very rapidly prior to that. I think there are a lot of households that are going to say renting is just fine for me at this stage in my life. A lot of those owners were single individuals in their



The remodeling industry has steadily grown over the past decade, more than doubling in size since 1997.

20s or 30s that historically have not been very active in the homeownership market and got lured into it because of some unique characteristics. As we return to life as usual, they won't be as attracted to it.

#### When can we expect to see a recovery?

The when is a tricky question, and it depends on a lot of things that haven't happened yet. Are we going to see a stimulus package? And what impact is that stimulus package going to have on the economy? How long is it going to take to get the credit markets back lending again?

Our leading indicator doesn't look like it's going to break back through zero in 2009. We've got projections out through the third quarter, and we're still in double-digit declines. It looks like we may be close to a bottom in terms of the rate of decline, but given the current trend, I wouldn't see that creeping back up to begin a recovery until well into 2010.

### A lot of people have suggested that the last few years were an anomaly and that to expect to quickly get back to that level of remodeling activity would be unrealistic.

I think to get back to that level, we will get back to that level, but we're going to creep up to it. We're not going to see the 8, 10, 12 percent growth we saw earlier this decade. A lot of what generated that growth was a very thin slice of the market undertaking very high-end projects, and I think that market has largely evaporated.

We're going to be rebuilding it through \$10,000, \$15,000, \$20,000 remodeling projects and more of them, and not through the \$50,000, \$75,000, \$100,000 projects that really drove the market over the last few years. **PR** 

Listen to a podcast with Baker at www.proremodeler.com.



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## Green Swan

### AN UGLY DUCKLING BLOSSOMS INTO A GREEN REMODELING SHOWPLACE

By Wendy A. Jordan, Senior Contributing Editor

SHARON PATTERSON WANTED A BAD HOUSE, and she found one. It was the ugliest and one of the cheapest in Boise, Idaho, she says. A tiny, uninsulated bungalow built around 1910, the rundown house had seen hard times as a rental for decades. Most buyers would have torn it down, which is exactly why Patterson didn't do so when she bought it in 2007. An ecological designer, she wanted to salvage the unpromising house as a model of green remodeling. The house would become her own residence and an educational showplace for her real-estate industry clients, OM Your Home residential remodeling and Eco Edge.

Boise contractor Josh Bogle was eager to take on the project. The new company he co-owns, Green Remodeling, had used some green materials and techniques in projects, but Patterson would be the first client for whom green was the primary driver, he says. She was just the kind of client he wanted.

Together with Doug Cooper of McKibben & Cooper Architects, local sustainable design specialists, Green Remodeling and Patterson turned the ugly duckling into a green swan.

#### THE CHALLENGE

The old house had two assets from a green perspective: It offered good southern exposure, for passive solar design; and it is within walking distance to downtown, stores and the bus, allowing Patterson to get around without burning auto fuel.

Her remodeling goals were to change the 540-square-foot stucco house as little as possible and augment it with a two-story, 730-square-foot rear addition; reuse materials from the house and other sources; choose products and suppliers from nearby to reduce the carbon footprint; and implement a full complement of green products and progressive green building technologies, all without an extreme-looking design or prohibitive cost. The revamped house needed to be "achievable,"

approachable and fitting for the neighborhood," Patterson says.

That would be ambitious enough, but the production schedule heightened the challenge. Patterson landed a promotional plum: a local half-hour television show about the remodel to air in early December 2007. With work starting August 7, 2007, Bogle faced a rigid, three-month production timeline including weekly video documentation. "This made the whole project very dynamic," Bogle says. "Sharon and I talked daily. Many times we were waiting to hear about possible promotional prices from suppliers before making a product decision."

Patterson drafted the overall plan, which features a kitchen and living room in the existing space, and stacked bedroom and bathroom areas in the new rear "tower." Cooper designed the exterior and fine-tuned the design, with a shed roof and a large south-facing tower window to drink in light and passive solar heat. A design-build remodeler, Bogle contributed to the plan as well. His idea to move the first floor bathroom to the addition, for instance, improved traffic flow. To save money, he

### **COMPANY SNAPSHOT**

**Green Remodeling** 

Owner: Josh Bogle, CRA, and John King

Location: Boise, Idaho

2008 volume: \$1 million

Projected 2009 volume: \$1.5 million

Web site: www.greenrem.com

Biggest challenge: maintaining a fast-paced, unbending

schedule to coordinate with ongoing local television

coverage of the project



The remodeled house retains its simple, vintage character; the twostory addition recedes into the background. A large south-facing window in the tower captures light and heat; trellises shade windows from the summer sun.

advised against vaulting the great room ceiling because the room is airy and bright without it.

### **EARTH-FRIENDLY COMPONENTS**

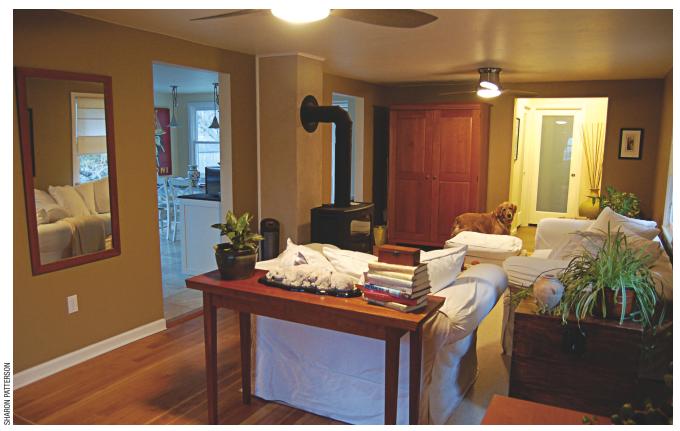
Bogle routinely deconstructs to salvage materials. Doors saved from Patterson's house and other Green Remodeling jobs were reused in her project. Additional doors came from Second Chance, a local reclaimed building materials supplier. Plywood and lumber from Patterson's dismantled carport formed the headers, underlayment and risers in the addition's staircase. The stair treads are wood reclaimed from an old barn in Idaho and sold by another local salvage supplier. Interior windows for the stair tower use glass from another Bogle project. More old glass, painted on the back, forms a kitchen backsplash. Patterson adds, that most of the materials that left the house, including the cabinets, and couldn't be reused went to Second Chance, not the Dumpster. Three trees on the property had to



PRODUCTS LIST

Bathroom fixtures: La Toscana Chimney finish: American Clay Concrete soy stain: Ecoprocote Cotton insulation: Bonded Logic Composite windows: Amsco Countertops: Cambria, Paperstone Kitchen sink: Kohler Marmoleum flooring: Forbo Metal roof: Elixir Industries No-VOC paint: Sherwin-Williams, American Pride Particleboard: Roseburg Skyblend Pullout faucet: Moen Roof deck E-barrier: Sherwin-Williams Sinks, bathtub: Kohler Soyfoam insulation: BioBased Toilets: Decolar, Kohler Whole-house fan: R.E. Williams

JOSH BOG



The living room now extends the full width of the existing house. A high-efficiency wood stove heats the existing space; ceiling fans spread the heat and in summer, circulate cool breezes. Horizontal-grain bamboo provides durable wood flooring; strand bamboo would be even more hardwearing, says Patterson.

be cut down, but Patterson burns the wood in the stove that heats the existing house.

To reduce carbon emissions from transportation, Bogle and Patterson chose local suppliers for the lumber and the sand for concrete and stucco. A local cabinet maker crafted the custom cabinets using recycled and sustainable woods. The recycled paper-based countertops came from relatively nearby Portland, Ore., and the Energy Star-rated composite windows, ordered from Salt Lake City, Utah, use raw materials from the Pacific Northwest. Bogle wanted FSC-certified lumber, but to meet the television schedule he had to settle for other lumber on hand locally (since the Patterson project, his lumberyard has stocked FSC products).

Other green products include Cambria quartzite counters, which require no toxic sealants and which Bogle says are U.S.-manufactured in an environmentally responsible way; all-natural Marmoleum and bamboo flooring; natural clay on the chimney; VOC-free paints; recycled wood particleboard without added urea formaldehyde; and cotton batt insulation made from recycled jeans. Supplemented with spray foam insulation made from soy, the denim insulation makes "a good, tight wall," says Cooper.

#### PROGRESSIVE CONSTRUCTION

"Almost everything we did had not been done in our area," says Bogle. Excited about the innovation, the UltraTouch insulation manufacturer sent out representatives to help with the installation. A Sherwin-Williams crew applied the radiant barrier coating to the underside of the addition's roof deck, training Bogle's team in the process.

A nonvented system incorporates mold-resistant spray foam insulation in the roof of the addition, allowing the area to be vaulted without sacrificing energy performance. "We've done spray foam insulation at the roof deck on every house since," says Bogle. "In more traditional roofs, it allows our ductwork to run in conditioned space and adds storage." (Bogle also installed under-roof plumbing at Patterson's house in preparation for later installation of collectors and a solar hot water heater.)

For the slab-on-grade addition, he experimented with a frost-protected shallow foundation. The footings and floor are poured at the same time and the concrete is insulated, so the foundation can be shallow — above the frost line. The slab is plumbed for radiant heat. Neither Bogle nor the engineer was familiar with the system. "As it turns out," Bogle says, "we used

### **PROJECT TIMELINE**

2007	
May 25	Initial meeting with client; commitment to do project
June 12	First meeting with architect to see conceptuals
Aug. 2	Construction agreement signed; scope of work mostly complete
Aug. 7	Deconstruction begins
Aug. 10	First television shoot
Aug. 13	Excavation begins for foundation
Aug. 16	Radiant heat lines installed
Aug. 27	Framing begins
Sept. 3	Windows arrive, installed
Sept. 10	Rough plumbing and electrical begin, roofing installed
Sept. 16	Insulation completed
Sept. 24	Stucco exterior, drywall interior completed
Oct. 8	Cabinets and flooring installed
Oct. 15	Finish carpentry and Paperstone counters completed

Payment sch	nedule: 2007
Aug. 2	\$3,155

Oct. 27

Oct. 29

Nov. 1

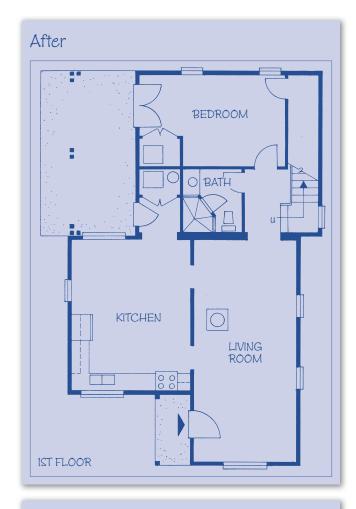
Aug. 25	\$11,000
Sept. 6	\$52,410
Oct. 27	\$48,183
Nov. 16	\$20,132

Cambria counters installed

Final television shoot

Client moves in







The existing one-story house squeezed two bedrooms, a bathroom, a kitchen, and a living room into 540 square feet. Though the rear addition is just 730 square feet, it makes a big difference, housing a second-floor master suite and a first-floor bathroom and bedroom/flex room. Relocating the bedrooms and bathroom cleared the way for a larger living room and an open kitchen and breakfast area.

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Sunny and spacious, the kitchen boasts Marmoleum flooring, Cambria and recycled paper counter tops, and custom cabinets made with recycled wood products. The wraparound backsplash is re-purposed glass that's been painted.

more concrete than a traditional pour. It was not a green technique as built." Now Bogle designs these insulated concrete foundations differently, using 15 percent less concrete than a traditional pour.

Though the addition has no air conditioning, Bogle installed a whole-house fan system high on the wall that draws out summer heat and pulls cool air in. To keep a tight envelope, the fan is sealed behind an insulated door when not in use. "It's a very inexpensive way to provide cooling and ventilation," Bogle says.

Cooper designed trellises for southfacing windows to provide shade from the summer sun. Patterson's landscaping plan features low, non-obstructive plantings to the south; an open area on the northwest to admit summer breezes; and evergreens on the southeast to block winter winds. She plans to add a ductless multi-split heating system and build a south-facing passive solar sunroom next.

Home performance auditor Ted Duby, of On-Point in Boise, Idaho, did a blower-

door-test on the house before and after the remodel. His findings were dramatic. By insulating the existing walls; sealing the attic and crawlspace; air sealing around windows and plumbing connections; and building a tight addition, Bogle cut air infiltration in half. "This house will heat for 50 to 75 percent less than the pre-renovation structure, even with the additional square footage," says Duby.

The house was essentially complete for the final television shoot in early November 2007 — though Bogle admits he took care of a few out-of-view things afterward, such as insulating under the existing house. The show aired in early December, and Boise residents still talk about it. Together with word-of-mouth endorsements, Green Remodeling's home show exhibit, and the green remodeling seminars that Bogle and Patterson give, it put an airtight seal on Bogle's reputation as the company of choice for green remodeling.

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By Nick Bajzek Products Editor

### SEAL IT UP FOR SUCCESS

"These are just theories I'm working with, subject to review at any time," jokes Michael McCutcheon, president of McCutcheon Construction in Berkeley, Calif.

cCutcheon, a green contractor, says that sprayfoam products are at the top of the food chain when it comes to green insulation. But no matter what method remodelers use to seal up the home, they better do it right.

"First of all, like many general contractors, we're also subcontractors. So sometimes we use what the general contractors use," explains McCutcheon. Typically, he says, they still use a lot of the Owens Corning "pink stuff" or Johns Manville "white stuff." But after taking green courses, McCutcheon found himself kind of stumped on the issue.

"They tell us we shouldn't be using the pink stuff because of the urea formaldehyde in the binding or the fibers that are released in the air. So, OK, say you use the 'white stuff' from Johns Manville I believe, but those still have fiberglass fibers in the air. But then we have green clients, and they ask about recycled cotton denim. I don't know all the technicalities, but the bottom line problem with that stuff is the fire retardant chemicals in there."

So what is a company to do? McCutcheon points out the "pink stuff" is GreenGuard certified schools in California recommend it and don't find formaldehyde in the air when it's tested. But it's not just what's in the insulation that counts; installation quality and the insulation's effect on reducing air infiltration are even more important. "If you inspect some jobs, you can find the batt insulation that's just a 1/4-inch off, or they didn't cut it



Pictured is Icynene's new LD-50 spray-foam insulation. McCutcheon and his team use spray-foam in many applications, especially to seal up roof rafter planes.

around an outlet correctly. The home performance guys say that even the smallest gap has a huge degrading effect on the insulation," he says, comparing that air infiltration to driving your car with a slight crack in your window.

McCutcheon's company has increasingly moved toward spray foam, "Whenever we can we use open-cell foam like Icvnene, Among other things, it lets moisture through and lets the house breathe. We'd use closed-cell on a flat roof or in any situation where we need to keep all the water out," he says. He avoids the closed-cell versus open-cell debate but agrees you generally want moisture to be able to move.

"When we're retrofitting, we like to spray open-cell foam into the roof rafter plane — assuming we have an attic space. We spray it up under the roof. It keeps the attic itself cool. Now we don't have this hot or cold blanket

on top of the house. It seals beautifully," he says.

The company likes to seal off the ventilation and other areas. For around \$2,000 - \$3,000 they'll take some spray foam and caulking and stuff up all the home's penetrations - flue chases, skylights, anything that allows thermal movement and can be safely reached will be plugged. "In one stroke you don't have to find every darn hole in the ceiling like you would if you wanted to use blown-in cellulose and caulk. We don't like that wires and ductwork are covered up. Yeah, it's more expensive, but even if you put in a 1/2-inch layer of foam it's going to be better."

McCutcheon, though a strong green advocate, doesn't commit to



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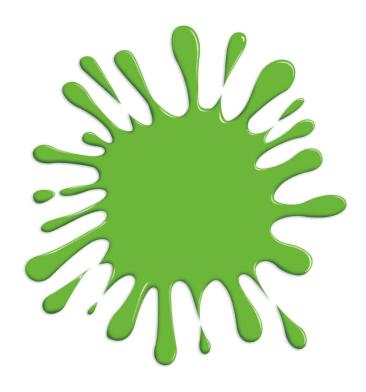
any one particular method or company. "I believe you need the most effective method of reducing air penetration in the home for each individual situation. You have to seal it up, period," he says. He points to the typical Styrofoam cup, as an example. "If you're focused on R-values, you're focusing on the wrong thing. A Styrofoam cup is R-1 and vet you can hold boiling hot water inside it. So it's not about the R-value, it's about air penetration. It's like wearing light fleece on a windy day — it'll cut right through you," he says.

He repeats his mantra. "Closedcell on the roofs. Open-cell in the floors," he says — "Subject to review and change at any time!" PR

>> If you have ideas or comments, e-mail Nick Bajzek at

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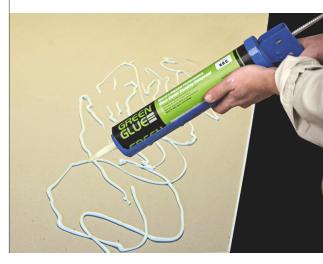
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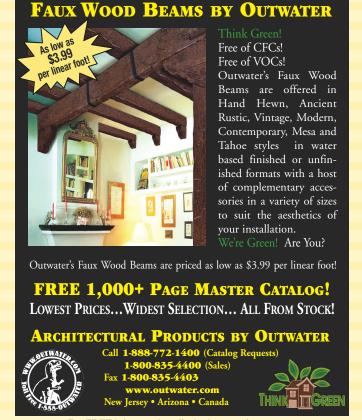
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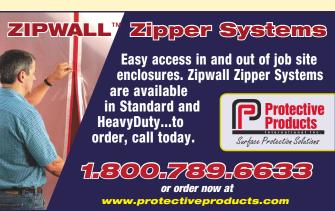
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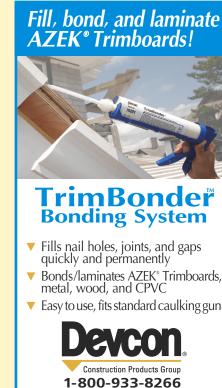


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#### the Professional Remodeler

#### 10 TIPS TO LIVE IN THE MOMENT

magine for a moment if we could be 100 percent in the present 30 percent of the time. I can tell you that I would be happier - and at times sadder. I would have more clarity of focus. I would listen better. I would make decisions based on more details. I would enjoy the little things more than the superfluous. Certainly I wouldn't want to cease learning from the past or planning for the future, but if I could find more time to be in the moment, each moment would be more enriching for me, for my family and for my business.

Things that are important should get our full attention. In business, I need to be in the moment as often as possible when I am with our team members and when I am with our clients. That's because when I am in the moment with them, they know it. And it makes them feel good — respected, loved, heard — even if they aren't totally aligned with my point of view.

Ever get a call on your cell phone from an upset client while simultaneously ringing the doorbell of a prospective new client? I have. Ever been in a deep discussion with an employee about an opportunity for "performance improvement" only to have someone barge into your office with a problem? Been there too. The world of the remodeler, by nature, is 50 percent reactive.

How can I strive to be 100 percent in the moment for them at least 30 percent of the time?

- 1. Consult rather than sell, not iust with clients but also with team members. People can tell the difference, and when you are "selling" you are not 100 percent in the moment; you are thinking about your next chess move.
- 2. Turn off my BlackBerry when I am meeting with clients. If I am doing my

job right, calls and e-mails can wait until I am done.

- 3. Make sure that at least once a week, I sit down and ask open-ended questions privately: "How are we doing for you?" "How do you feel about that?" etc.
- 4. Don't just listen to what they have to say but understand what they are communicating. Watch verbal and non-verbal cues. listen "between the lines," ask follow-up questions and repeat what they have said.
- 5. Take notes but not too many. Find a balance between codifying the relevant points and action items and having time to understand what they are saying.
- 6. Limit "working" meetings to three or less people. If there are more than three people in a meeting, it's hard to actually get decisions made.
- 7. Create dashboards so that we get proactive, accurate and efficient reads on the key indicators of our business. That way we

can give the right focus to our team and to our clients rather than spend countless hours studying numbers. Knowing our numbers is critical, but it is what we do about them that

- 8. Limit the number of people directly reporting to me to seven or fewer. More than that and I get scattered.
- 9. Give myself the luxury of one hour of "me" time per day. I need to

find the right balance of "me" time, family time and business time. Without this, my focus becomes blurred.

10. Understand that my biggest strength is my biggest weakness. My abilities to learn from the past and to



Contributing Editor

Things that are important should get our full attention. In business. I need to be in the moment as often as possible when I am with our team members and when I am with our clients.

think ahead are strengths I can leverage, but I also need to consciously focus on the present. Let's stop thinking through the lens of time and starting thinking more about what's important in the moment. What do we really love: things or people? What is really important? How deeply do we truly listen? I'm going to give it a try because I think it will help my world. I also think this is what our businesses and our society need today. Getting back to the fundamentals, focusing on the moment and understanding what we truly care about rather than materialistic endeavors is, at the core, what will get us through tough and prosperous times. PR

Give your input and continue the dialogue on Bruce's blog at www. housingzone.com/brucecase.

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