

Leadership & Culture Blueprint

“What is measured is managed.”
Change Your Business. Change Your Life.



Introduction

So many times, contractors find themselves frustrated, exhausted and under paid. They work 50-60-70-80 hour weeks, only to realize at the end of the week the amount of money made barely moves the needle at best.

I know that pain, deeply. I've walked it. When its just you, its frustrating but manageable, when you add team members the frustration explodes and the manageability feels more like an anchor in the ocean than a life raft.

This workbook is designed to be a tool that brings clarity- with real actionable steps that can make a lasting difference in your business and in your life. These are the actual steps and process that I walked out, both on my own and with the guidance of strong business owners and leaders.

Use it to guide your pricing, understand building solid culture and creating an atmosphere of growth and trust in your team.

May you find answers, peace, guidance, and hope as you discover the next steps for your business.

-Stephen Jobe, founder of Jobe & Sons Plumbing and Trade House Consulting

The Story

Your story to be more exact. Answer these questions honestly:

The biggest frustration in my business is:

_____

_____

_____

I want to be able to pay myself: _____

If you don't pay yourself that, why don't you:

_____

_____

_____

Why are you in business?

_____

_____

_____

Describe your dream work day:

_____

_____

_____

If applicable, your kids and spouse would describe you as:

_____

_____

_____

_____

When you get real about where you are, you can get real results.

Not only is success possible- its closer than you think.

We will walk thru 6 phases to help bring clarity to your position as a business and as a leader. Walking through this, even the painful parts, will give you clarity, clarity leads to direction, direction leads to plans, plans lead to success. Proceed to the next page to start Phase 1, where we will discuss everything about your numbers as a business.

Phase 1: Know Your Numbers

(The Foundation)

The Hard Truth

Most contractors are not actually profitable — they are just busy.

If you don't know your numbers, you are guessing. And guessing is costing you money.

And worse yet, your clients notice, which will erode trust or cause them to move to another contractor.

You are selling service and solutions. If you questions yourself, so will they.

Most contractors are undercharging by $40–$80/hour without realizing it.

If you're billing just 20 hours per week, that's:

- **$50/hour missed = $1,000/week**
- **$4,000/month**
- **$48,000/year**

And that's on the LOW end.

This isn't a pricing issue… This is a math problem that's costing you your freedom.

Step 1: List ALL Expenses

Go through your bank statements for 2 months and write out every expense that is required to operate your business. Gas, insurance, phones, marketing, paying employees, tax payments, etc.

Include EVERYTHING — even things you don't want to count. Clarity brings confidence.

Name of Expense	How much per month?

Name of Expense	How much per month?

When you know your numbers:

- **You stop second guessing yourself**
- **You stop discounting your work**
- **You stop chasing bad jobs**

Confidence in pricing = confidence in sales

And customers can feel the difference immediately.

Step 2: Hidden Costs that are Quietly Stealing your Profit

Write down costs you normally ignore
Most contractors don't account for:

- **Driving between jobs (unpaid time)**
- **Time spent quoting jobs you don't win**
- **Callbacks and warranty work**
- **Equipment breakdowns**
- **Slow days / gaps in schedule**
- **Owner admin time (calls, texts, paperwork)**

If you're not charging for these… You are paying for them out of your own pocket.

Name of Expense	How much per month?

Name of Expense	How much per month?

Step 3: True Cost Calculation

Next, add up all of your monthly expenses and write them below.

Total Monthly Expenses: _____

Now take an honest look at how many hours you actually work on the job. You may work 60 hours in a week, but you only bill for a certain amount. Don't guess. If you don't know, aim for half your normal amount of time on the job.

Billable Hours Per Month: _____

Divide your total monthly expenses by your billable hours (TOTAL / HOURS) and write it below.

TRUE Cost Per Hour: _____

If your current hourly rate is BELOW this number…

You are not running a business.
You are subsidizing your customers.

Step 4: Your Target Hourly Rate

The mistake the majority of contractors make is to assume that cost plus profit is NET profit. Net profit is what you take home after all expense, including taxes are paid.

Here's why it matters:
Lets assume your hourly cost is:
127 + 50% = $190.50 ❌

That only gives you about 33% margin, not 50%
Do this instead:

127 / .50 = $254

That's $63.50 an hour you leaving on the table. May not sound like much until you realize that approximately $66,000 of unearned income based on only 20 hours of weekly billable hours.

What You Think	What It Actually Is
$127 + 50% = $190	❌ WRONG
$127 ÷ 0.50 = $254	✅ CORRECT

Profit is not added, its built into the price.

When you price correctly, you can:

- **Take time off without stress**
- **Hire better employees**
- **Replace tools without panic**
- **Say NO to bad jobs**
- **Build real savings**
- **Sleep at night**

This is not about charging more.

This is about building a business that supports your life.

Here's a quick sheet to help you.
20% net → divide your hourly cost by .80

30% net → divide your hourly cost by .70

40% net → divide your hourly cost by .60

50% net → divide your hourly cost by .50

Your Target Hourly Rate: _____

Reality Check

What are you currently charging?

Subtract your Target Hourly Rate verses what you are currently charging.

Difference: _____

This gap is your lost profit. It may be time to make a change. Even small changes, make a huge difference.

A Note on Mark Up and Margin:

Margin and Mark Up usually get confused as you can see from the graph above. Mark Up can be used to establish a base line for parts if you'd like to. But only as long as your labor side of the equation is covering your actual cost and delivering profit. As a safe rule of thumb mark up your parts by the same level of margin as your labor.

Meaning this:

If your cost to operate per hour is $250.
And your desired margin is 25%
Your labor charge per hour would be $333.33 (round It up to $335)
Then your parts would have the same math applied to it.

Here's an example:
LABOR (335 x 2 hours) + PARTS (100 / .75)

670 + 133.33 = 803.33

Why not just add costs all together and apply margin across the board?

You can!

(LABOR Cost (250 x 2 hours) + PARTS (100))

(500 + 100) / .75 = 800

The $3.33 difference is because we rounded our margin labor number so watch for that.

In operations I always separate the two so I can easily track labor usage. Keeping Time and Materials separate allows you to know your costs on two ends AND allows you to be competitive if you need to lower parts mark up to nail a job. That way your labor margin is guarded and the company still makes money!

Phase 2: Pricing & Profit

The Core Problem

Most contractors price based on fear, not math. You don't want to lose your client. You would much rather take the hit and make a little then actually charge what the job is worth and possibly lose them. But here is the question you must ask yourself…

Are you building a business — or buying yourself a job?

Liability Awareness

Every job carries risk. If you are not charging for it, you are absorbing it. It can be so easy to not even realize this. Most contractors are carrying millions of dollars in insurance- that's a heavy burden, yet you don't price to support the burden, you bear the weight of the burden and price to keep your client from leaving.

Most customers don't choose the cheapest contractor.

They choose the one who:

- **Sounds confident**

- Explains clearly
- Doesn't hesitate on price

If you hesitate…
They assume something is wrong. If you aggressively haggle- they may wonder why you suddenly dropped so fast.

Confidence in your numbers, will give you your actual threshold to how far you can and want to move that way you aren't giving something away that you actually can't afford to give away.

Profit Planning

Now that you know what it actually costs to operate, lets figure out some goals to help you get there. List 5 goals you want to accomplish- these can be owner income goals, savings, putting aside money for investments, etc. And then number them 1-5 in order of most important (1) to least (5).

The Truth is…

The majority of people and business don't have enough in the savings account to cover emergencies. Having a healthy emergency fund AND being debt free as a business is a strong goal that once accomplished can change everything for you, your business and your life. Debt can be leveraged, but unless you know your numbers and tell your money where to go and what to do, it will tempt you to make stupid decisions and spend more than you should. Focus on getting debt paid off and savings up.

Pricing Commitment

What will you change about your pricing? When?

Phase 3: Time and Leadership

The Leadership Truth

Leadership bleeds downward. Your habits become your company's habits. Your unhealthy habits becomes your company's unhealthy ones. In the same way, when you are healthy as a leader, your team and company typically will follow.

Time Audit

Track your time for 7 days by doing the following.
Write down when you start work and then track every 30 minutes starting from that moment. Write a basic explanation of what you did in the 30 minutes of time. Stop tracking time when the work day is over. The table has 36 slots to allow for roughly 12 of time tracked should you need it. Follow the same step for each day. The tables are numbered 1-7. On your weekends or off days, track your time for the same amount of time in the same window as your other days.

DAY 1

Time	Activity

Time	Activity

DAY 2

Time	Activity

Time	Activity

DAY 3

Time	Activity

Time	Activity

DAY 4

Time	Activity

Time	Activity

DAY 5

Time	Activity

Time	Activity

DAY 6

Time	Activity

Time	Activity

DAY 7

Time	Activity

Time	Activity

Time Leaks

Where are you wasting time? Be honest.

Time Investment Plan

Where should your time go instead?

Its Not Just About Business…

The common misconception is that any time wasted, should be replaced with work. The problem is sometimes the solution to work problems is not work- its not working, not solving a problem, not endlessly diving into a spreadsheet for the 5th time. It's pure and simply taking time to meet with yourself.

Having a plan for what you will fill in wasted time with is important, but realizing that taking "selfish" time for you as the leader to correct some poor habits,

breathe and generally enjoy your life is vital to success. Be sure that one of the items on the Time Investment Plan above leads to meeting with yourself to check in on the leadership side of the business

Phase 4: Your WHY (The Fuel)

Why WHY Matters

Without a strong WHY, you will burn out and your team will lack the security of knowing where you are collectively headed. Imagine your business as a horse. You can let a horse run wide open with no control, but it will end up in a place you never wanted it or needed it- or you can put a few things on the horse to help keep it under control and focused. You end up going farther faster by building systems to define your WHY.

Define Your WHY

Whats your purpose as an organization? Why does it all matter? Your WHY helps to drive decisions, growth and align your team as you work together to achieve that goal. Once you know your WHY, you can begin to build the foundations of a strong business.

Core Values

Now that we have WHY the business exists, we now need to figure out HOW we operate. Core Values in a business are like signs and stop lights to help you know how to respond to the complexities of business. When the business is just one person, that one person makes decisions based on their core values, whether they realize it or not. But when other people are brought in to build the business, they don't automatically know what those signs and stop lights are. Even if they get close, they are typically guessing at best. By putting writing these down and sharing them with you team- you take the guess work and your team will then know HOW to perform the WHY. Make a List of 5–10 core values that guide your decisions:

Flywheel Effect

Jim Collins, author of Good to Great, discusses a concept called the Flywheel Effect. The idea is relatively straight forward. You can reference an example of what we use at Jobe & Sons Plumbing to give you an idea of how its designed to work. See below:



This diagram is designed to be a way to make sure your team (or you) continually stay on target. It works like this:

-If we care for people then we can't help but… Attract Customers

-If we attract customers then we can't help but… Perform work we are proud of and our customers love.

-If we perform work we are proud of and our customers love then we can't help but…

And so on. You would continue your way around that flywheel. So if you're goal is to attract the best team members, focus on taking care of the the team with great pay and benefits, and living to represent caring for people.

This allows you to have the WHAT to the HOW that your core values are giving you.

When its all put together, the question we are answering is this:

WHAT we do should represent HOW we actually perform WHY we are in business.

If your WHAT doesn't reflect your HOW, then your WHY isn't actually being lived out—it's just words.

More Than Just Words

You can't expect to say one thing and do another and get away with it. People pay close attention, especially when it has to do with their income and expenses. We've already established (or begun to) what your core values are, the next step is to take all of your core values and put them into a singular direction. Putting your values on mission to achieve a goal.

Its a way of saying: We exist for this exact reason! Our mission statement at Jobe & Sons Plumbing is "Leadership in Plumbing. Integrity in Everything. Helping People. Generosity to All." 4 simple phrases that gives clear direction to where we are headed and what our mission is.

Take some time to think about what your mission statement could be, then write it below. This can change as many times as you need it to, the goal is to simply get the process started.

GOING FURTHER
WHY • HOW • WHAT • WHO • WHERE

When we understand **WHY we exist, we can establish **HOW** we operate, decide **WHAT** we should do, identify **WHO** we want to serve and build alongside, and determine **WHERE** we are going.**

Take your Mission Statement from above and apply to this next section.

- WHY

Why do we exist?

- HOW

How will we behave while pursuing that purpose?

- WHAT

What will we actually do about it?

- WHO

Who are we called to serve—and who do we need to become to serve them well?

- WHERE

What does the future look like if we succeed?

- SECTION ONE

- STARTING WITH YOU

Before we talk about the company, we're going to talk about something more important.

You. Companies don't have values without people. Companies don't have character without people. Companies don't have purpose without people. The culture of this company will eventually become a reflection of the people who lead inside it.

So we're starting there.

- WHY

- YOUR WHY

A personal WHY is bigger than a job title. It is the reason underneath the reason. Why do you work? Why do you want to improve? Why do you keep moving when things get difficult? Why do you want to lead? Why do you get up in the morning and get after it? Your WHY doesn't have to sound impressive. It needs to be true. And it may change as you gain wisdom, experience different seasons of life, and discover new responsibilities. But there are usually breadcrumbs scattered throughout your life that point toward the answer.

Ask yourself: What would still matter to me even if nobody applauded?

MY WHY

The number one most important thing to me is…

- YOUR MISSION STATEMENT (My mission is to…)

- HOW

A WHY without a HOW is just a nice statement.

HOW describes the guideposts. The standards. The values. The behaviors we choose when nobody is standing over our shoulder telling us what to do. These are your Core Values.

We all have them. You may simply have never written them down.

- YOUR CORE VALUES

-- CHOOSE THREE.

CORE VALUE -1

****My value:****

_____

****What does this mean to me?****

_____

CORE VALUE -2

****My value:****

_____

****What does this mean to me?****

_____

CORE VALUE -3

My value:

What does this mean to me?

In order to enact change in my WHY, I will use my HOW (core values) to do… WHAT

UNITY IS THE DEFINING FACTOR OF AN UNBEATABLE TEAM.

- SECTION TWO

- BUILDING WHAT COMES NEXT

Ideas don't change companies.

Execution does.

- WHAT

-- WHAT DO YOU ACTUALLY DO?

The obvious answer is:

We do (blank) work… But that's only the beginning.

If our WHY is the meaning behind it all

and our HOW is represented by the values we refuse to compromise...

then the better question becomes:

- WHAT COULD WE DO BECAUSE OF THOSE THINGS?

Write down ONE idea that you and your team can do that would leave your clients in absolute Awe. Something nobody else around you is doing.

What does it actually look like when it is taken from top to bottom.

- BUILD THE IDEA

-- OUR IDEA:

_____

_____

_____

--- WHAT EXACTLY HAPPENS?

_____

_____

--- WHEN DOES IT HAPPEN?

_____

_____

--- WHO IS RESPONSIBLE?

--- WHAT WOULD THE CUSTOMER EXPERIENCE?

--- WHAT WOULD THIS COST?

--- WHAT COULD GO WRONG?

--- HOW DO WE PREVENT THAT?

--- HOW DOES THIS SUPPORT OUR WHY: “WE CARE FOR PEOPLE”?

--- HOW WOULD WE KNOW IT'S WORKING?

--- WHAT WOULD IT TAKE TO TEST THIS IDEA FOR 30 DAYS?

- WHO

-- WHO ARE WE TRYING TO SERVE?

- OUR IDEAL CLIENT

Our ideal client values:

They expect:

They care about:

They choose us based on:

They are frustrated by contractors who:

They would happily pay more when:

- WHERE DO WE FIND THEM?

What neighborhoods, communities, businesses, organizations, online spaces, referral relationships, or other places contain more of these clients?

- WHO DO WE NEED TO BE?

If that is the customer we want to serve...

what kind of technician deserves their business?

HOW DO WE COMPARE?

We should never apologize for charging enough to operate a healthy company and do exceptional work.

Our responsibility is to build an experience worthy of the price we charge.

- WHERE

- VISION

A mission answers:

****Why do we exist?****

Vision answers:

“What happens if we succeed?”

- WHERE ARE WE GOING NOW?

-

- OUR COMPANY VISION

-- WHAT DOES MY COMMUNITY LOOK LIKE?

_____

_____

_____

_____

-- WHAT DOES OUR TEAM LOOK LIKE?

-- WHAT DOES IT FEEL LIKE TO WORK HERE

-- WHAT DO OUR CUSTOMERS SAY ABOUT US?

-- WHAT DOES OUR COMMUNITY IMPACT LOOK LIKE?

-- WHAT ARE WE KNOWN FOR?

We exist to… (Fill in your version of this)

Our Vision is to…

SHARE THIS WITH YOUR TEAM CONSTANTLY. Create banners. Put it on shirts. On average a weekly shout out to the team to remind them of these things is vital to building strong culture.

Remember- if you don't live this out, it will all fall flat, it must be done with intention. Your actions speak louder than words.

Phase 5: Systems That Scale

The System Truth

You can't do it all. Systems are like guardrails to help you be more consistent, more often. Its a way to say "when x happens, do y." You can set it up for EVERYTHING in your business from first call to final invoice to review requests. Its vital to your success, whether you are one man op or a full blown machine pulling millions. The systems should grow as you do.

Systems Audit

What systems do you currently have?

Are you using any software to help?

How do you track leads, jobs, invoices, and follow-ups?

Write your job flow from lead (new client)→ payment (money in the bank):

What do you notice? Do you feel that something is missing? Do you feel like everything is in place and it good enough?

On a scale of 1-10 rate your systems as they currently stand.

1 2 3 4 5 6 7 8 9 10

WORST BEST

Depending on your needs and goals, different CRM systems may work well for your specific business. Ranging from Quickbooks, Jobber, Service Titan, House Call Pro, just to name a small few. Write your 3 top goals for using an invoicing system.

I NEED a CRM that:

1.

2.

3.

Phase 6: They Don't call it CEO for Nothing

Chief EXECUTIVE Officer

What the key word in Executive? Execute. To do. To decide. To move forward with intention. Your job as the leader of your company is to execute plans, systems, strategies and decisions to better benefit you, your business, your employees, your family and your clients. As leaders it is vital to realize that the weight rest on your shoulders. Unless you decide to shut your business down, that does not change. The weight is already there- so either sit with it on top of you or get up and move it where it needs to be.

It's been said that a habit is formed in 21 days. Good OR Bad habits. We will put together roadmap for you to follow, step by step in order to reach your goals and crush them as you blow past them. Each step you will practice for 21 days until its engrained in your business and life, then move on to the next one.

21-Days to Execute

List out your steps here (6 spaces are provided but you can always do more):

A

_____

B

_____

C

_____

D

_____

E

_____

F

_____

Next write each letter next to each of the tables below. You will use these to track your success each day. Mark each box under the corresponding day when you have completed it. The goal is to get to 21 days on each goal to nail down your consistency.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21

Commitment is Important

You are more likely to succeed when you have accountability. Having someone close to you who will support you in this journey and call you out when you need to kick it back into gear is not only good for business its good for life.

Pick one person in your life that you are going to share your execute list with. Invite them to keep you accountable. This can be a spouse, a friend, or even your consultant. Have them sign below, showing their commitment to you and your success.

My Name and Signature:_____

Their Name and Signature: _____

Final Thoughts

This is not the end — it is the beginning of running your business like a professional.

What you do next determines everything.

View our full list of resources and more at tradehouseconsulting.com