

Member Communication Experience

How To Build Construction Teams Without Hiring A Single Person

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One of the top problems we see inside construction companies is that they lack a clear organization chart.

A while back, I worked with a trade partner that had a serious leadership bottleneck. The business was around \$15 million. The owner was sharp, hardworking, and fully committed. But the company could not keep growing the way it wanted because too much of the business was still flowing through too few people.

Meanwhile, they had no org chart, so no one explicitly knew their responsibilities.

With good intentions, everybody did a little of everything, and all the big decisions funneled to the owner. He was a massive bottleneck.

This is where a lot of construction companies get stuck.

They think growth is impossible, but really they just lack the structure for growth. Which means role clarity is a problem, and leadership development is a problem.

In this case, the owner was effectively acting as president, project executive, and director of jobsite operations. The company had talent in the building, but the structure around that talent was lacking. Instead of the business scaling through its people, it was overloading them.

That works for a while. Then it starts to break the business.



Asking the right question

The fix was getting brutally honest about the org chart, deciding what seats actually needed to exist, and then asking a better question: Do we already have the right people here, even if they do not yet have the full skill set?

That question changed everything.

Once we mapped the structure clearly, the owner looked at the chart and essentially said, “We’ve got the people. We need to put them in the right seats and help them grow into them.” That was the move.

They made several key role changes quickly. One person who was solid but miscast in one role moved into a seat that

fit their wiring much better. Another stepped into jobsite leadership. Another, who had earned trust from the ground up, moved into business development. Another grew from a very humble starting point into a real operating leadership role.

That is the part owners can miss. They are often looking outside the company for polished résumés while underestimating the raw capability, loyalty, and growth potential of the people already inside the business.

Let me be clear. This is not a motivational speech about promoting people blindly. You cannot just shuffle names around an org chart, give everyone a new title, and expect the business to magically improve.

Internal promotion only works when it is paired with structure. This company understood that. That's why the move worked. They had a simple philosophy that I think more companies should adopt.

Character counts in leadership changes

You can teach a lot of things, but you cannot easily teach character. If you have people with humility, work ethic, trustworthiness, and a real desire to grow, you have something valuable. Skills matter, obviously. But if you start with skill and ignore character, you are building on sand.

Most owners underestimate what good people can become with the right opportunity. They say they want a loyal, committed culture, but then every time a meaningful seat opens up, they look outside. Your team notices that. It quietly teaches them that the big opportunities will always go to someone else.

This is where most internal promotions fail. Not because the person could not do it, but because no one built the support system around them. New role definitions, clear expectations, KPIs, SOPs, decision rights, coaching, accountability, feedback: That is the real work.

When this trade partner did that, the bottleneck broke.

The overloaded leader gave up the seats they should not have been occupying anymore. They were finally able to do the real job they were supposed to be doing. The team had more

ownership. Morale went up because people felt seen. The company got faster, clearer, and more scalable.

More importantly, the business grew from about \$15 million to \$30 million while maintaining profit.

There is a practical lesson in that for every owner reading this: Sometimes the fastest, most cost-effective, highest-morale move you can make is sitting in your office already. Your people are often more capable than you realize.

The question is whether you are willing to see it early, organize around it clearly, and invest enough to bring it out.

That is how org charts get filled, and, sometimes, how businesses finally break through the ceiling they have been fighting for so long. 🐦



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