



Summit Roofing Services: Managing by Goals Not Fires

Tom Asbury, President, Summit Roofing Services

*Interviewed by Linda Tennant, **Attainment, Inc.***

Summit Roofing Services is committed to taking the best technology has to offer and mixing it with the Old Fashioned Values that are known to provide Customer Satisfaction. Values like thorough evaluations prior to recommendation, meeting scheduling commitments, using craftsmen to perform work they still consider to be a trade, and emphasizing quality ahead of cost in the selection of roofing products.

Linda Tennant: What lead you to engage Attainment, Inc.?

Tom Asbury: *Linda and Tery Tennant presented a workshop at the Western States Roofing Contractors Association (WSRCA) convention. During the workshop I was enlightened about the need to increase my understanding of performance management and to better manage my business. Pete Schmautz, Star Roofing, had worked with another Leadership Management International (LMI) franchisee and found it helpful.*

Linda Tennant: What were your goals in participating in the Effective Personal Productivity program?

Tom Asbury: *There was no structure to my day. The biggest fires got my attention and I allowed them to distract me from what I should have been working on. I wanted to delegate more and better manage my daily activities and the electronic side of my business.*

Linda Tennant: To what degree were you able to achieve your program goals?

Tom Asbury: *My goals were met 100%. Some fires are still there but it does not take me long to get back on track. Now I am managing less by fires and more by goals and High Payoff Activities. It is an ongoing process.*

Linda Tennant: What else are you doing differently as a result of the program?

Tom Asbury: *Now I set aside time to plan daily, weekly, monthly and make adjustments as needed. I am back to doing an annual business plan. I access e-mails a couple times a day rather than letting them constantly interrupt my day.*



Tom Asbury and Pete Schmautz brainstorm ways to control interruptions.

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Interview with Tom Asbury, President, Summit Roofing Services, Managing by Goals Not Fires

Linda Tennant: What are the benefits to the team in your participating in the program?

Tom Asbury: *We began to develop job descriptions with clear expectations and measurement. We started doing employee reviews. Now the team knows what is expected and we have goals, checks and balances. This should lead to cost savings.*

Linda Tennant: How will what you have done help with Succession Planning?

Tom Asbury: *It has brought to the forefront the need for planning. Succession Planning is just longer range planning. Defining employee expectations and providing feedback to employees will help them grow. This is an important part of Succession Planning.*

Linda Tennant: How will you sustain these productivity improvements over time?

Tom Asbury: *We added the review of Key Performance Indicators and action items to our weekly staff meetings. We are able to cover more as we are focused on the important items.*



During our staff meetings we review action items and Key Performance Indicators.

Linda Tennant: What other things will you do to help with Succession Planning and performance improvement?

Tom Asbury: *We will continue to develop job descriptions so everyone has a better understanding of what is expected. We are looking at refining our scorecards and creating training and development plans for each person.*

Linda Tennant: Do you have any additional comments or advice to share with other business owners?

Tom Asbury: *What we have done so far has helped me tremendously. The way you present the program over a period of time allowed me to get proactive things done while still running my business. The process takes time but it is simple and easy to understand and use.*