Thank You for attending ASCC Annual Conference 2025!

Concrete Conversations: Communicating Clearly on the Jobsite and Beyond

Definitions from Oxford Languages · Learn more

Communication Definition

1.1.the imparting or exchanging of information
or news.

transmission
imparting
conveying
reporting
presenting
passing on
handing on
relay
conveyance
divulgence
divulgation
disclosure
spreading
dissemination
promulgation
broadcasting
circulation
circulating

The Sinking of the Titanic: Poor Communication

Sinking of the RMS Titanic

A catastrophic chain of communication failures contributed to the high death toll when the RMS Titanic sank in 1912.

- **Misinterpreted messages:** The Titanic's wireless operators received multiple ice warnings from nearby ships. However, they were independent employees of the Marconi company, focused on transmitting passenger messages, and did not see navigation warnings as their top priority.
- **Dismissive attitude:** An operator on the nearby SS Californian tried to warn the Titanic about ice but was told to "shut up" by the Titanic's operator, who was overwhelmed with passenger traffic. The Californian's operator then shut down his radio for the night, failing to hear the Titanic's distress call less than an hour later.
- **Lack of regulation:** There was no regulatory requirement for ships to have round-the-clock radio watches. This tragedy led to new laws requiring 24/7 radio staffing and improved wireless communication standards.

No single entity was solely responsible for the sinking of the Titanic; it was a combination of factors including human error by Captain Edward Smith for maintaining high speed in an iceberg-prone area, the use of sub-standard rivets by the shipyard, and flawed safety measures like the insufficient height of watertight compartments. Other contributing factors included missed iceberg warnings, a lack of binoculars for the lookouts, a canceled lifeboat drill, and the failure of the nearby SS Californian to respond to the Titanic's distress calls.

Captain Edward Smith's Role

Speed: Captain Smith was aware of the ice warnings but continued to steam at near full speed, contributing to a greater force of impact with the iceberg.

Ignored Warnings:

The Titanic received several ice warnings that were not always properly relayed or heeded.

Lost Binoculars: The keys to the locker containing the lookouts' binoculars were forgotten by a departing officer, impairing their ability to spot the iceberg in time.

Canceled Drill: A scheduled lifeboat drill was canceled, allegedly for Captain Smith to deliver a final Sunday service.

Shipbuilder and Design Flaws

What caused the catastrophic failure of the Space Shuttle Challenger on that cold Florida morning of January 28, 1986? From a technical perspective, experts cite lower-than-expected launch temperatures at Florida's Cape Canaveral, which caused a tiny rubber part called an O-ring to malfunction. But as a broader investigation by the specially appointed Rogers Commission would reveal, the tragedy could have been avoided had there not **been significant error of judgement on the part of decision makers at NASA**

What Caused the Challenger Disaster?
Seven lives were lost as **communications** failed in the face of public pressure to proceed with the launch despite dangerously cold conditions

Space Shuttle Challenger disaster

The 1986 explosion of the Space Shuttle Challenger was a failure of leadership and communication, not technology. Engineers at booster manufacturer Morton Thiokol repeatedly voiced concerns about the O-rings' reliability in cold temperatures.

- **Ignored concerns:** Despite having data to back up their fears, the engineers' warnings were dismissed by NASA managers who were under pressure to maintain the launch schedule.
- **Broken communication channels:** Vital safety information never reached the top decision-makers effectively, creating a false sense of security.
- **Suppressed feedback:** NASA's culture at the time discouraged feedback that challenged a decision, leaving the engineers' warnings unaddressed. Following the disaster, a presidential commission revealed the severe disconnect between NASA management and working engineers.

Boeing 737 MAX Software Failure (2019)

Open and transparent communication regarding safety issues is paramount, especially in industries where lives are at stake.

Develop clear communication protocols for addressing potential safety issues, including escalation procedures and public disclosure guidelines.

Discuss the impact of Boeing's **communication failures** on public trust in the company and the aviation industry as a whole.

The Mirror Principle

- The mirror principle is the idea that the outer world—including other people, experiences, and situations—acts as a reflection of your inner world of thoughts, beliefs, and feelings. It suggests that your experiences are not random but are a manifestation of who you are, and by changing your internal state, you can change your external reality. This principle encourages self-reflection, viewing external events as messages to help you understand and improve your inner self, ultimately leading to a positive shift in what you attract and experience in life

The Mirror Principle

Rockys Definition:

Hold a mirror in front of me and ask that guy in the mirror….

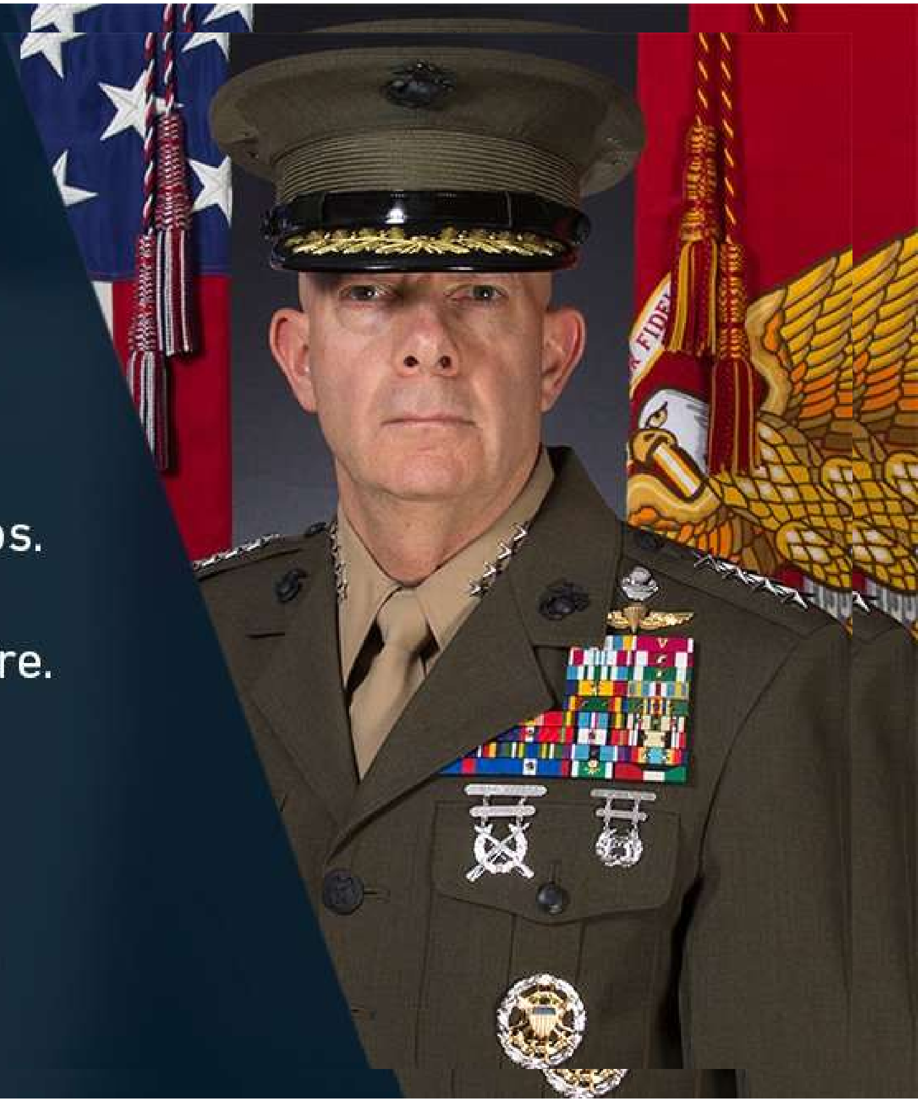
"What can I do about this?"

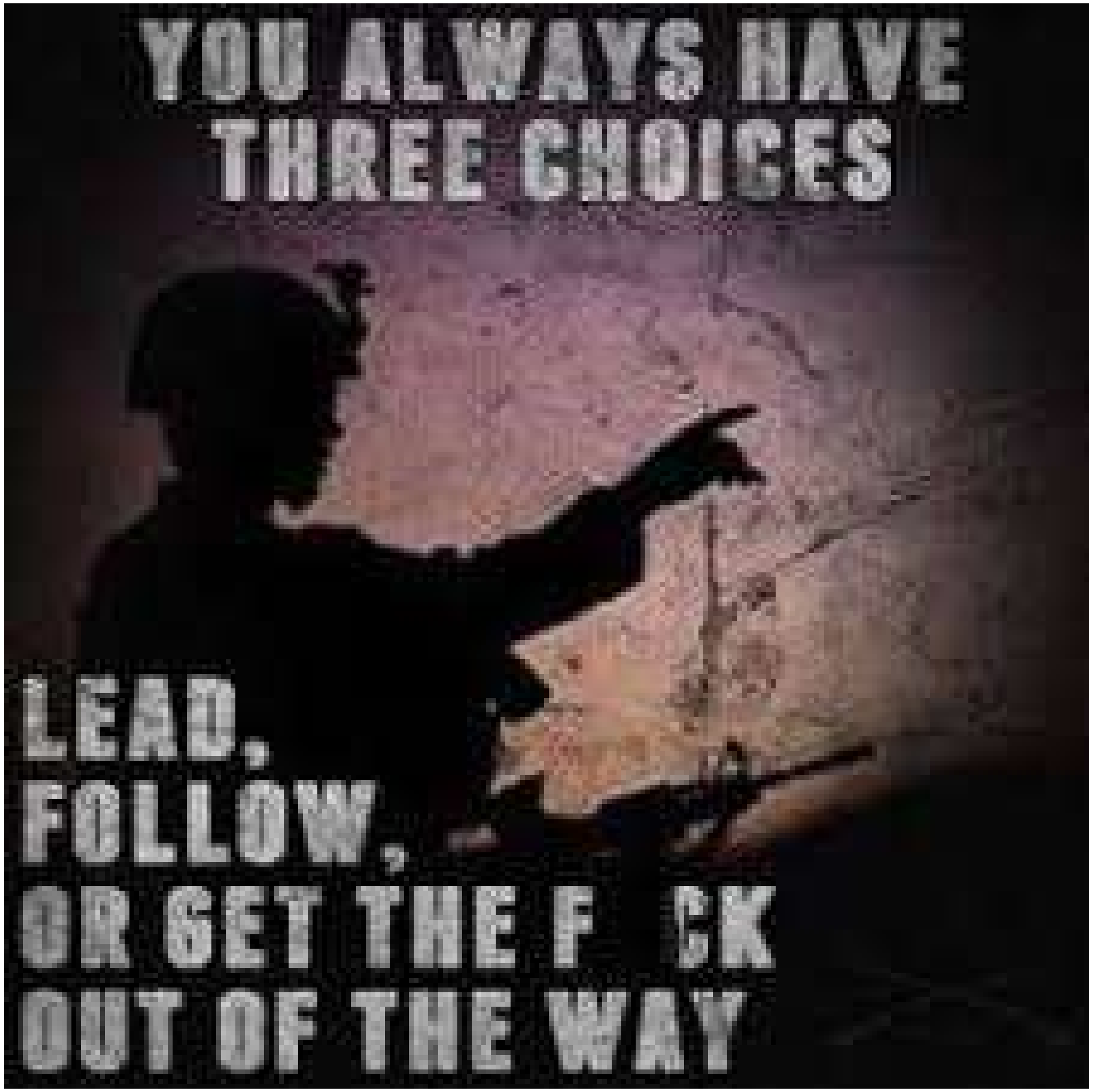
I have to say that one experience that changed my life forever was Marine Corps Boot Camp.

MARINES

"I believe in my soul that Marines are different. Our identity is firmly rooted in our warrior ethos. This is the force that will always adapt and overcome no matter what the circumstances are. We fight and win in any clime and place."

— **GENERAL DAVID H. BERGER**





A personal story with my life in the ASCC

I believe that as one very influential person in the ASCC had put it, “Rocky can be hard to control”.

I ended up exiting ASCC all because of the lack of communication. I have missed my involvement with you all that you have no idea.

My point with this? We all play a different role in our families, our careers, the companies we work for, and we need all the different roles filled.

So, for some of what we’re about to look at, maybe our company needs a guy that’s “Hard to Control”, and in some cases we need that DETAIL person to support the HTC guy.

It took my over 2 years to get MIX Groups off the ground and approved and believe me I had people telling me to back off. But…I was that hard guy to control.

ASCC Member Experience

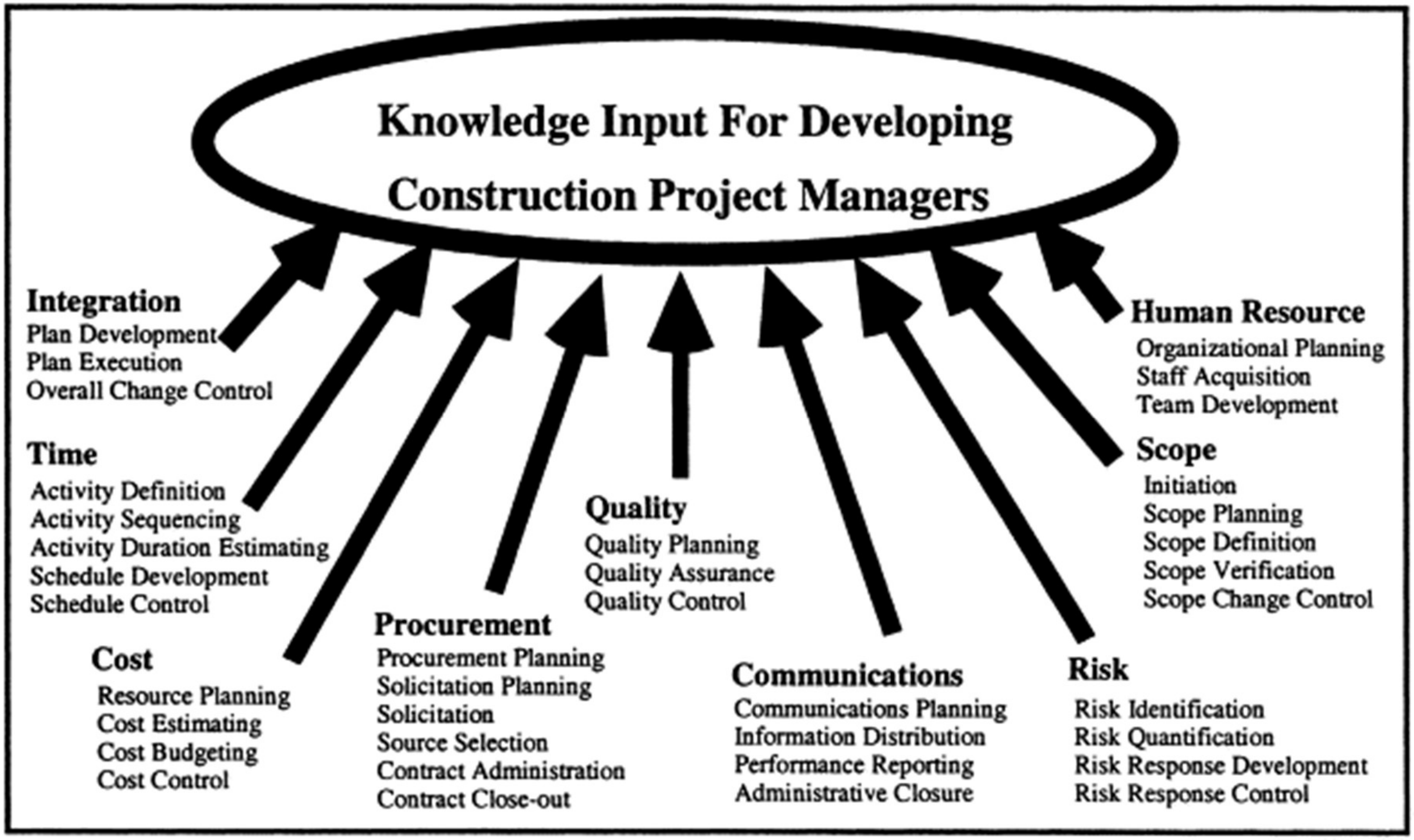
1. I have been in concrete for 50 yrs
2. The **lack of experience** in the industry with the younger generation is frustrating
3. They know what they know from books, but **field experience is lacking**
4. Their **lack of experience** in critical path schedules. Has subs on top of subs
5. Again, **their lack of experience** of how to control clients also has negative effect on the subs especially when it comes to change orders , processing those to help the subs recoup cost and profits

Shawn Halverson

Surfacing Solutions Inc

Lack of Experience

True, and we all face this. What are we going to do about it?



ASCC Member Experience

1. I feel like we have a few struggles with communication but one of our biggest obstacles is **team members have different styles of communicating** (ex: email/text/spreadsheets/PlanGrid/phone calls).
2. This sometimes leads to missed, delayed, or even duplicated information. I do feel like we have finally made it over “the old way” of communicating a lot through printed paper **but that has presented a new issue.**
3. With so much technology out there, selecting which platform to use to share information efficiently, to the correct group and most effectively is now a hurdle.

Kelly Icenhower

Executive Administrator

ASCC Member Experience

1.The Decline (and Renewal) of Communication in Construction

2. Communication in construction started to degrade with the fax machine.

3. Before that, if an issue arose, **the team met around a set of plans**. If a quick phone call didn't solve it, **people gathered**, looked at the drawings, and worked through the problem **face-to-face**.

4. Then came email—and things got worse. Instead of solving issues together, we became flooded with reminders and notifications from every new project management platform: Procore, Raken, eSub, Autodesk, HammerTech, and more. All great software, but too easy to fire off quickly, leaving **us buried in inboxes**.

5. What works best today? Teams Meetings with video.

6. They bring back the **old-school "around the table" meeting**, but with the speed of new tools and less travel. The real value is in screen-sharing and live markups. Add a designated note taker, and you have action lists, summaries, and follow-ups—ensuring meetings aren't just another time sink.

ASCC Member Experience

7. Field communication is another story. Too often, **people listen only to reply**—or worse**, to make excuses**. What's needed is **listening to understand**. In concrete, the finger often points at the finishers first. But with an open mind, you might uncover that the issue traces back to a **drawing change**, or that an **engineer uploaded an outdated plan** into the "current" Bluebeam folder.

8. Language also plays a role. Spanish-speaking crews may get directions in English that don't fully connect. Even a rough AI translation of drawings or instructions can surface questions that lead to critical clarifications. Sometimes a **"bad" translation** sparks the most important conversations.

9. Final thought: I wish everyone in construction would take the time to **listen to Jefferson Fisher's The Next Conversation**. If our industry put half as much energy into truly listening as we do into pouring, scheduling, and tracking, we'd eliminate half the friction that slows projects down.

Regards, Anonymous

One-Way Communication

Yes, a one-way message through text or email is a form of communication, but it is considered **one-way or linear communication**. While a back-and-forth exchange is often associated with the word "communication," the fundamental process involves a sender transmitting a message to a receiver.

Here's the challenge: One-Way Communication can very easily be a **"I got it off my plate",** it's yours now! And how long could it take to get a response from your one-way communication? **Depending on the relationship, it could be productive or a failure.**

We're not saying email doesn't work; however, it depends on how in depth the issue is as well as the people doing the emailing back and forth. Do they "stay on it" until it's resolved? If it's not moving in the right direction and fast enough……………**pick up the phone!**

Key differences between one-way and two-way communication

Feature	One-Way Communication (Linear)	Two-Way Communication (Interactive)
Feedback	The sender does not expect or receive an immediate response from the receiver.	There is a reciprocal exchange, with both the sender and receiver providing feedback.
Purpose	Often used for broadcasting information, issuing commands, or persuading an audience.	Aims for negotiation, mutual understanding, and collaboration.
Examples	A company-wide email announcement, a mass-text alert for a school closing, a television commercial, or a radio broadcast.	A phone call, a face-to-face conversation, a video meeting, or a discussion thread in an email.
Efficiency	The message can be sent quickly to a large audience.	It can take longer due to the back-and-forth nature of the exchange.
Clarity	Risks misunderstanding because the sender cannot confirm if the message was received and interpreted correctly.	Promotes clarity because the receiver can ask clarifying questions.

One-Way or Two-Way Communication

We have created this communication mess, all in the name of speed! Getting things done faster. Is it really faster when you look at the failures of poor communication, one-way communication?

Email covers us, however a phone call or face to face gets the issue solved much faster and more effectively at the end of the day. Email but immediately follow up with a call or get a meeting schedule and **GET IT DONE!** If you think that takes too long, well then keep doing it the way you have been and keep dealing with the outcomes from this way of communicating.

Two-Way Communication

The most effective communication for leading teams is an assertive, open, and clear approach that incorporates active listening, empathy, and feedback, using a combination of verbal and nonverbal cues to build trust and collaboration. This balanced style focuses on clear and concise messaging, encourages bottom-up communication for diverse input, and utilizes appropriate channels like **one-on-one meetings** and **team discussions** to foster understanding, mutual respect, and effective problem-solving within the team.

ASCC Member Experience

1. First, I'd say **communicating the concrete test results in a timely manner** continues to be an issue. Especially from the testing companies, but also from the owner, GC, and concrete contractor. If the results are filtered down to the producer, it is usually because of issues.
2. Secondly, ensuring the owner's expectations are met … to a point. When an owner **wants the impossible of concrete, that message needs to be communicated**. Mockups should happen, and open discussions should occur regarding what the end product will look like. This happens quite a bit in the decorative concrete world …
3. Lastly, I continue to receive **911 calls** from ready-mix producers for products such as macro fiber, sealer, curing compound, specialty admixtures, and other related items. The call starts with, "The concrete contractor wants to pour tomorrow. How quickly can you get XYZ number of skids to our plant?". I know it was discussed in the pre-pour meeting that certain products require lead time, and yet I receive these types of calls weekly.
4. I'm sure you will receive many other more urgent communication issues, but I thought I'd bring these to your attention.

Respectfully, Rich Gardner Euclid Chemical

Find the communication failure and correct for future communication.

Someone is dropping the ball and not Planning. Who is it? Work with them to improve this, and yes it can be done. Stay vigilant.

To address communication failures in construction, you must implement clear communication protocols, which include defining roles, establishing standardized channels, and using a centralized digital platform for all project information and updates. **You should also foster a culture of active listening and open dialogue**, where feedback is encouraged, and potential issues are addressed before they escalate. Finally, leverage technology for real-time notifications, efficient document management, and consistent communication across all teams to ensure everyone is informed and aligned. **Story:** Heritage Square Steel Building Engineered Drawings did not tie out with Structural Drawings. (Who’s responsible?)

ASCC Member Experience

An ASCC Contractor, herein referred to as SCC, (Specialty Concrete Contractor), had bid a Job to a General Contractor herein referred to as GC. The work was awarded to SCC and the work was well underway. On the jobsite the SCC's Superintendent was preparing to place the concrete on the 26GA 1" Form Deck and was having a conversation with the GC's Superintendent regarding the upcoming placement. During that conversation the GC's Superintendent happened to mention that yes, and the concrete was lightweight concrete. SCC's Superintendent looked back on his plans and saw no mention of lightweight concrete, and the Structural Drawing showed normal weight concrete. Here is the communication that ensued:

- **On Mar 29, 2024, at 9:53 AM, Andrew SCC Project Manager wrote:**

To: Tim, (GC Project Manager)

When did the change (bulletin) occur to make this lightweight? My drawings show S1 – Deck type which is normal weight concrete.

From: Andrew SCC Project Manager

- **From:** Tim **Sent:** Friday, March 29, 2024 10:31 AM
  To: Andrew **Subject:** Re: SK for plinth block and pictures
- SK is dated 10/13/23. *(Rocky: What is SK?)*
- Only thing different is we want 4” on top same as sides. Due to framing 1” short.

On Apr 2, 2024, at 8:11 AM, Andrew SCC Project Manager wrote:

Tim,

Can you send me this 1/SK 14 and the bulletin or RFI that it was in, so I have it for my records.

Thank you,

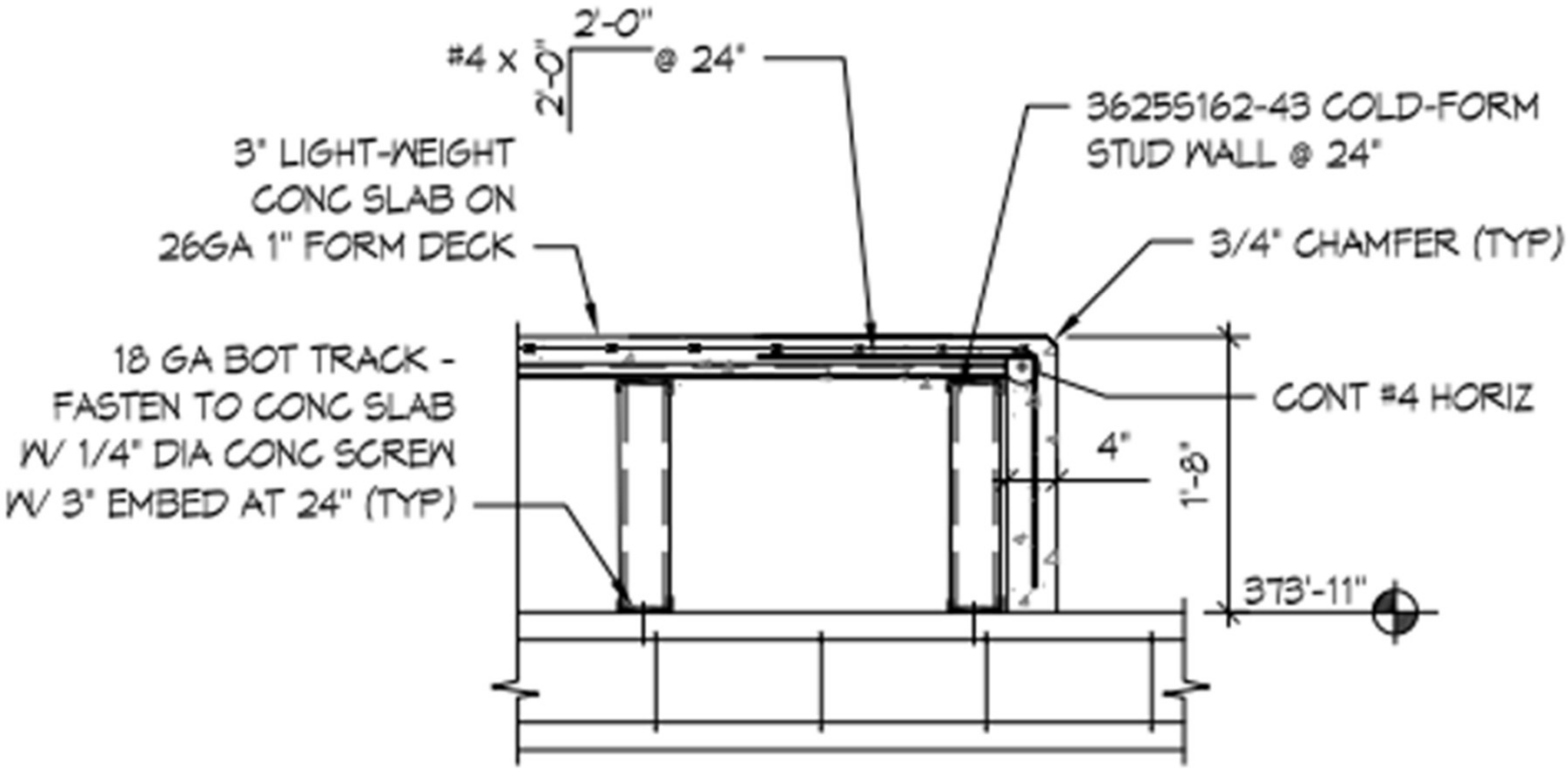
Andrew SCC Project Manager

From: Tim GC Project Manager
Sent: Tuesday, April 2, 2024 8:32 AM
To: Andrew SCC Project Manager & Nick GC Assistant Project Manager
Subject: Re: SK for plinth block and pictures

Nick

Can you send this to Andy.

Also, we are going to follow it with 4” on sides and 3” on top.



1
SK14

TYP PLINTH CONSTRUCTION DETAIL

SCALE: 3/4" = 1'-0"

REF 6/S-201

From: Nick GC Assistant Project Manager
Sent: Tuesday, April 2, 2024 4:00 PM
To: Tim GC PM and Andrew SCC PM
Cc: Mike Another GC person
Subject: RE: SK for plinth block and pictures

Andy,

See the attached SK14 for your records and use.

Nick SCC Assistant Project Manager

From: Andrew SCC PM
Sent: Tuesday, April 2, 2024 4:07 PM
To: Nick GC PM & Tim GC person
Cc: Mike GC person

Subject: RE: SK for plinth block and pictures

Nick,

Did this SK14 come in a bulletin or addendum? Can you send that as well.

Thank you

Andrew SCC Project Manager

From: Nick
Sent: Tuesday, April 2, 2024 4:20 PM
To: Andrew SCC PM & Tim SCC Asst PM
Cc: Mike GC Person
Subject: RE: SK for plinth block and pictures

Andrew,

SK14 came back in a submittal review for the metal stairs, and it was not in any specific addendum or RFI response.

Nick SCC *Assistant Project Manager*

Kelly,   (Kelly was the Estimator for SCC)

See above communication and attached about SK14 at Lafayette. No wonder we didn't see it.

Andrew, SCC Project Manager

Ok ASCC Contractors, Tell me, could you make this up?

You CAN'T MAKE THIS UP!!!!!!

ASCC Member Experience

1. One of the things we struggle with as a product supplier is **getting invited** to the pre-construction meetings and pre-trials. Seems they always set them up at the **last minute and it is a scramble to make them**; some already have meetings scheduled or we just don't get included in the meetings. (***Have you bugged the living daylights out of them?) Story: Interior Floor scheduled for 1st week of September and we didn't end up doing it until February!***

2. **Pre-construction meetings and pre trials** are probably the most important thing to have before a project starts. And all parties (suppliers also) should be included with ample time to be online or onsite for the meetings. Valuable input and experience from suppliers (lessons learned and scar tissue from previous jobs) can solve/**avoid lots of problems before they happen** with these meetings and pre trials. Especially with what is going on with the Type 1L cements.

Tom Baggett FORTA, LLC

Amen Tom! We all must be pro-active and assertive. This challenge is not going to go away or fix itself. Identify WHO "they" is and start to work with them on this. Don't think you can't make a difference. Permit Story: City of South Bend

ASCC Member Experience

1. We strive to have very thorough proposals, and it is quite often that customers will ask questions about scope that is clearly spelled out on the proposal. While this is not a big problem, it is frustrating is to lose a job and in the follow up the customer states that they used our competitor because we did not include ____ scope when our proposal clearly states that we did. ***(Have you asked the customer how you could have written it in a way that they would have caught it?)***
2. There are many other examples (RFIs, change orders, contracts, emails etc) of where written communication gets **largely or completely overlooked**. Conventional wisdom in the construction world has been to "get it in writing" and while this documents the situation it does not seem to be offering a clear means of communication these days.
3. I readily admit that I am guilty of skim reading or completely ignoring emails etc due substantial amount of information that gets shared these days. This is on a sharp incline with talk to text and AI generated communication. In summary, it seems that we may be **over communicating** and need to focus on **quality over quantity**.

   Aaron Long PROCON, INC.

Spot on with Quality over Quantity! I, as well as others have lived this and overcome by not giving up and continuing to work with others for improvement. We've all said it: "Do it right the first time" Same holds true for communication done right.

ASCC Member Experience

1. We are seeing some **challenges communicating with some ready-mix suppliers** since the 1L transition. As you know, it was introduced to the industry as a one-to-one comparison with type 1L. However, in our area it was a challenge for the suppliers to meet psi and a challenge for the finishers to produce quality work with the erratic set times and workability issues that changed each day.

2. The supplier is paid only if their product meets psi and therefore that is where their focus has been. The workability issues are left on the back burner with some suppliers. It is time to throw away the standard responses that **"you are the only one having this problem"** or **"give it some time – it will get better"**

----If I drive by your house at night and see it is on fire ------- should I keep driving since it is the only house on your road that is on fire? Or should I give it some time and hope it gets better?

They have added one other statement recently. --- "**Type 1L is not going away – it is here to stay"**

Mark Garber, Precision Concrete, LLC

ASCC Member Experience

I have a lot of thoughts on communication, at least internally. Here is condensed list of my most pressing concerns when it comes to effective communication, in no particular order:

1. Email being offered as a means of communication but **having it be poorly monitored** by those owning the email address (and thus a lack of responses and a general unknowing of if/when messages have been received).
    1. If you have an email address on your business card or online profile, then I expect you to **respond faithfully** to messages sent to it. Ignoring e-mails, I take as a lack of professional respect or seriousness. If you don't plan to respond to emails, either don't offer it as a means of communication (i.e., don't put it out into the world on your business card), or have an auto-responder that says something like, **"if this is truly important, please call me.“**

2. **Failure by recipients to address all questions** proposed in an email, or failure to be clear about which responses apply to which questions.
    1. If I asked three questions, I often get a response to one of them.

ASCC Member Experience

3. Failure to vote in proposed Scheduling Polls.
    1. Scheduling Polls (formerly FindTime) is a wonderful way to build consensus (or plurality) for finding times to schedule meetings, but it **doesn't work if people fail** to vote. Voting is easy but often missed.
4. **Failure to indicate attendance** for calendar invites.
    1. It is hard to plan for the size of a meeting when the attendance shown in the invite is inaccurate.
5. **Failure to attend meetings** when calendar invites have been accepted.
    1. I plan meetings around attendees; if people say they will attend and then don't, it makes certain talking points impossible to cover.

6. **Failure to understand** how time zone settings work in Outlook, leading to meetings at the wrong time when traveling.
    1. East Coast people coming West think the meeting is later in the day than it is.

Thanks, Dan Marks   Doing anything the right way starts at the top. What is the culture of a company? We may have to be very proactive and train others.

ASCC Member Experience

1. A major issue I see in today's construction market is the **reliance on communication via technology**. **Drawing changes, markups all get lost** in a myriad of emails. To be dependent on technology takes input from the provider and action on behalf of the recipient.

2. Too many times, we hear "**didn't you receive the email**" revealing changes to our scope that were mixed in with multiple other trade scope changes that fell unread or deleted.

3. Portable screened devices don't build buildings, hands do. Every time I'm asked to peer into the technology abyss of a Supt's device to look at a conflict - I ask the question "**had you studied your drawings we wouldn't be discussing this**".

ASCC Member Experience

4. **Senseless project meetings** to discuss parking, smoking, food trash and hard hat wearing have replaced the intent of discussing the unity between GC and subcontractor in formulating strategy and/or gameplans to keep schedules moving forward. When **GC's self anointed themselves as construction management gurus** in the early 2000's, GC's purged the real people who helped to keep the jobs running. Now, the contractor rarely has its own or rental equipment onsite or helpers who would jump in to help move a small pile of stone or stored materials in the way. **Instead, these minimal tasks require an email and follow up in order to allow time for the GC to call or email the involved players to eventually take action 3 days later.**

5. As a specialty contractor and a GC, I take my own criticism to heart. Several years ago we created a joint venture relationship with my tenant (also a GC) to attack this mindset and create a different approach to project management. By bringing in experience via the multitrade approach, our expanded teams work hand in hand by splitting responsibilities based on our strengths. Imagine a contractor working on your project from both the civil and architectural angle at the same time driving performance and schedule all while holding to budget. Now on our 3rd project, we have learned that communication on a daily basis is critical to our success.   John Fletcher Carolina Bomanite Corporation

In our Companies where does Communication begin?

Our Company Culture

A company's culture is a powerful form of communication, encompassing the shared understanding, behaviors, and norms that dictate how people interact, share information, and make decisions within an organization. Culture acts as the "unspoken rules" and "invisible force" that guides communication styles, preferred channels, and the overall atmosphere, conveying what is valued, acceptable, and understood within the company

If **you don’t get it right in your own company, you’re never going to influence others, and then you ARE part of the problem. Sad but true.**

Our Company Culture

One of the most important factors in our understanding of communication is culture. Every one of us has grown up in a unique cultural environment, and this culture has impacted how we communicate. Culture is such an ingrained part of who we are that we often don't even recognize our own culture.

What is the Culture of your Company?

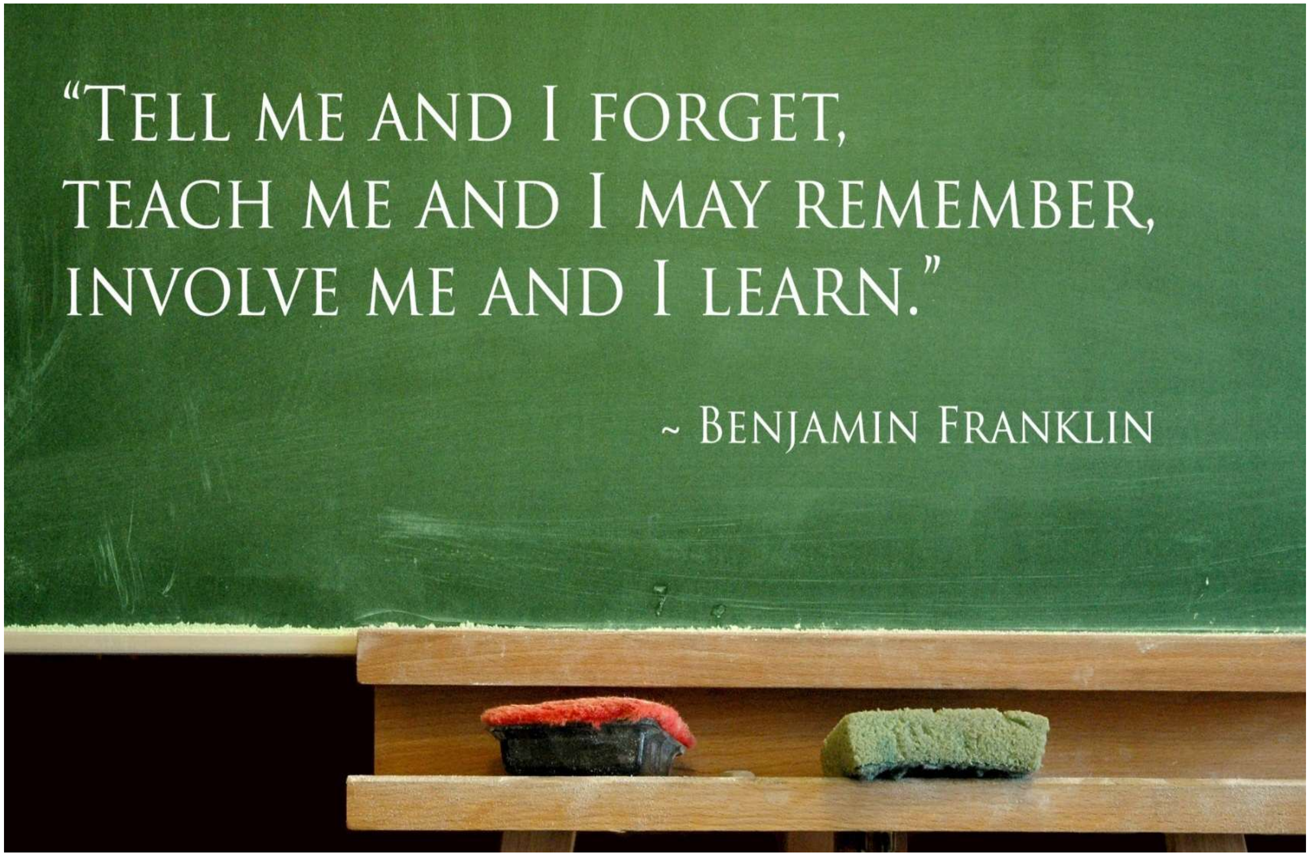
What is the Culture of you Personally?

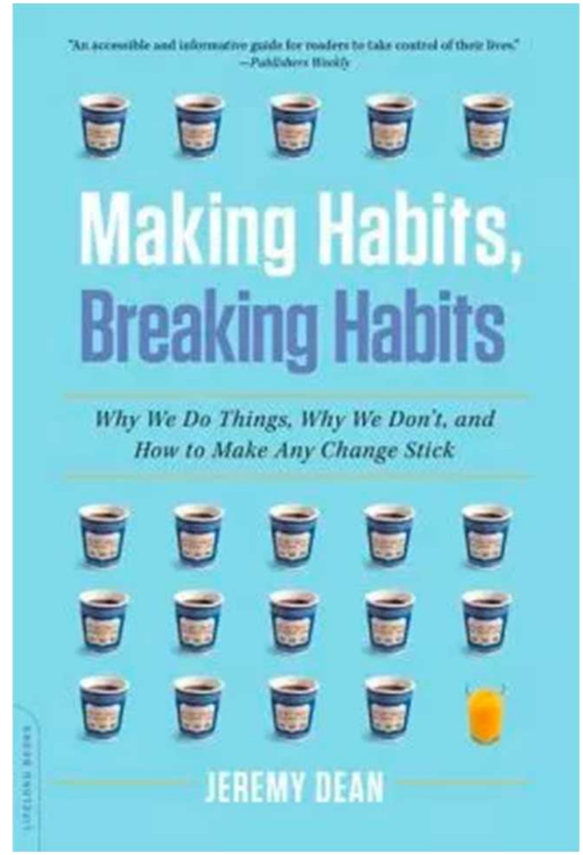
Communication in Workplace Culture

12 Strategies

to Positively Communicate Culture in the Workplace

1. Establish Workplace Culture Goals and Values
2. Eliminate One-Way Communication and Involve Leadership
3. Promote Peer-to-Peer Communication
4. Ensure Transparency
5. Use Recognition to Reflect Your Workplace Culture
6. Balance Formal and Informal Communication
7. Use Technology Effectively
8. Prioritize Relevance
9. Elevate Feedback and Recognition Between Peers
10. Evaluate and Refine Your Recognition Strategy
11. Recognize and Reward Good Communication Practices
12. Adapt Communication to Changing Needs





Making Habits Breaking Habits – Jeremy Dean

On average, it **takes** more than 2 months before a new behavior becomes automatic — 66 days to be exact. And how **long** it **takes** a new **habit** to form can vary widely depending on the behavior, the person, and the circumstances. In Lally's study, it took anywhere from 18 days to 254 days for people to form a new **habit**.

Job Binder—Field

Tab 2: Daily Huddle & Safety

- STOP
- THINK
- ORGANIZE
- PLAN
- PROCEED

1. Prepare to accomplish the task safely.
2. Think about your task/mission.
3. Play a movie of your task in your mind.
4. Make a list of tools, equipment and material needed to accomplish your task.

Visual and Verbal Communication

Visual and in-person communication methods are essential for clarity, especially when discussing complex or safety-critical information.

- **Visual communication:** Diagrams, charts, and 360-degree site photos break down complex information and can be particularly useful for non-technical stakeholders.
- **Regular meetings and daily huddles:** These meetings, such as "toolbox talks," align the team, allow for immediate problem-solving, and provide a dedicated forum for questions.
- **Active listening:** This fundamental skill prevents misunderstandings by ensuring that verbal information is received, comprehended, and confirmed.

Whiteboards no farther apart than 100’ in your shop/yard and no more than 50’ apart in your office.   Why?

The difference between Honesty and Candor

- Honesty is the quality of being truthful, while candor is a type of honesty characterized by being direct, frank, and open. You can be honest by telling the truth, but candor involves delivering that truth in a straightforward, sometimes even blunt, manner, focusing on sincerity. The key difference is that honesty is about the content (truthfulness), and candor is about the tone and delivery (directness and openness)
- Have you seen a situation where people weren't honest and candid with one another? And….it had a negative outcome?

Communication within your own Company

Will it stand The New York Times - Wall Street Journal - Recorder Test

For every conversation you have whether out in the workplace or behind closed doors. What is the NYT/WSJ/R Test?

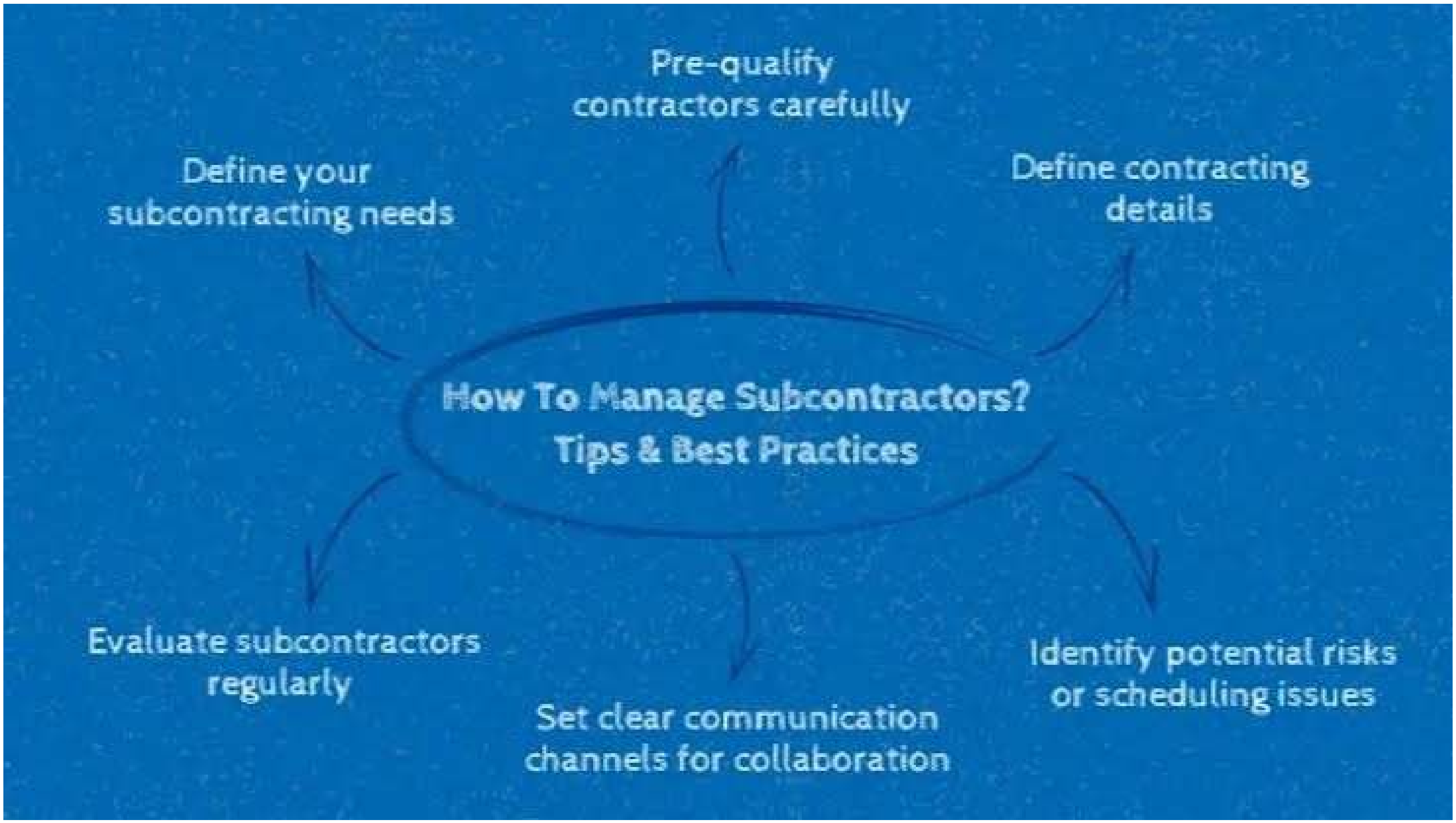
What is the path to excellent communication?

1. Ownership by a Company's Leaders
2. Developing excellent communication within your company using processes, tools, meetings, etc. etc.
    1. Many people within your company may not do it exactly the same, however, for the most part work toward common communication structure using the processes, tools, and in-person meetings, etc. etc.
3. In-Person Communication with Vendors; Suppliers, Specialty Contractors, Government Entities (Inspectors, Building Department, Department of Engineering, Historical Department, Insurance Company, Attorney, General Contractor, Construction Manager, – Owners
4. **Story: Machine Base: Company in Cassopolis, MI**

Estimating Communication

1. Invitation to Bid: Review process before decision is made to bid.
2. Review plans and specifications very thoroughly
3. If there's a Pre-Bid Meeting be prepared with all your RFI's
    1. **Story:** ***Fear of asking questions because I was afraid of sounding stupid***
4. This depends on the approach of the company that's bidding the work, they may not want to show their cards, although in most cases any RFI's after that fact are answered and distributed to all bidders.
5. Have your Insurance Agent review insurance requirements
6. Have your Attorney or Consultant review the Contract if necessary.
7. Builders Square: Story No1: Is this Communication?

GC/CM Communication with Specialty Contractors or Owners



Communication Ignorance

- Don’t have time for face-to-face meetings?
- But you do have time to deal with all the mistakes, non-sense, increased costs, lost profits, and on and on?

Barriers to Optimum Communication?

1. Fear of asking questions
2. Fear of vulnerability
3. Mistrust
4. Previous negative experiences with open communication
    1. Ignored-Criticized-Shamed
5. Fear of sounding stupid
6. Thinking that what you have to say is un-important
7. Ego and defensiveness
8. Selective perception

And what has made these barriers even worse than 50 years ago?

Barriers to Optimum Communication?

1. Cultural differences
2. Power dynamics
3. Poor listening
4. Negative communication habits
5. Mind reading and assumptions
6. Insufficient time
7. Lack of established or poor communication channels
8. Noise and distractions
9. Not wanting to disappoint (Reference: The Challenger Disaster)

And what has made these barriers even worse than 50 years ago?

The three most important verbs in the world of Communication

- Document
- Document
- Document

Step 01

Include Contact and Business Details

Step 02

Define the Scope and Responsibilities

Step 03

Establish Clear Payment Structures

Step 04

Mention Protocols Specifying Change Order Processes

Step 05

Check Licensing and Insurance Requirements

Step 06

Elaborate on Dispute Resolution Procedures

Step 07

Discuss Termination Conditions

Step 08

Incorporate Flow-Down Clauses

In the GC/CM relationship with Specialty Contractors, how do we Communicate?

1. Everything in writing, I repeat, everything in writing, however this DOES NOT replace the one on one, face to face or telephone conversation.
2. APP: Summary AI, voice to text, transcription and Summary
3. Do you want to trust an agreement that is just a conversation?
4. How about the Superintendent you've gotten to know and have become lifelong friends? Are you, your foreman or superintendent going to trust a conversational agreement?
5. **Builders Square: 2nd Story A Corporate Signing Authority for making changes in plans and specs.**

In our own company how do we Communicate with our Team?

1. Job Hand Off:
   1. Field Hand Off:
   2. Office Hand Off: Take the time to sit down with the Team and review EVERYTHING! Create and environment of sharing and the comfort level for anyone to ask questions. This particular point is where a great deal of poor planning has occurred and resulted in a poor outcome.
2. APP: Summary AI, voice to text, transcription and Summary. Use it during all the meetings and send the information to the entire Team.

Project Manager to Field Person

Foremen, Superintendents, Project Managers should be communicated with DAILY !

1. Create an agenda you use everyday to have a phone call or jobsite visit with the Field Person.
2. Communication means
   1. No assumptions!
   2. A great deal of questions! Both ways
   3. Field: Have someone check your layout. Story: Oprah Winfrey Estate

Communication with GC, CM, Owner

Story: Leighton Plaza

1. Planter curbs in the City Walk

2. Look ahead RFI’s as soon as we got the job

Communication Failure Story

1. Tommy Ruttura
2. At a meeting in their Shape Room at their office Tommy told the Foreman that Tommy was going to send an extra crew out to his job and the foreman should have two of the crew wrap the drywells in Filter Fabric.
3. When the crew got on site the Foreman was going to send the two people to a job 45 minutes away! Fortunately, someone on site caught the error and they got on the right track.
4. What failed? How could this be prevented?
5. Answer:

Tommy Ruttura looking across his Desk and through a conference room area to Peter Rutturas Desk

Designed this way for communication in real time. Has made a huge difference!

We can continue to complain or take action

- Approximately 2000, ASCC had a CEO Forum at The Silverado in California. One of the topics of discussion was the challenges of Floor Flatness & Moisture Sensitive Floor Coverings. Concrete Contractors were being held responsible for flatness & failed floor coverings. Tommy Ruttura was adamant that WE do something about this, and here it is. And there are many other ASCC Members that have driven change for the better as well.
- Has Div 3 versus Div 9 changed for us?

Division 3 versus Division 9 Floor Flatness Tolerances

ASCC Position Statement #6

Division 3 specifications for concrete floor flatness typically include F_F requirements. The specifications also require that floor tolerance measurements be taken in accordance with ASTM E 1155-96, "Standard Test Method for Determining F_F Floor Flatness and F_L Floor Levelness Numbers." Thus, the F-number measurements for meeting Division 3 requirements incorporate the following:

- Point elevations measured at regular 12 in. (300 mm) intervals along each line;
- Measurement lines distributed uniformly across the test section;
- Minimum number of readings required for statistical approach;
- Measurement lines not within 2 ft (0.6 m) of any slab boundary, construction joint, isolation joint, block-out, penetration, or other similar discontinuity; and
- Flatness measured within 72 hrs. of concrete placement.

Division 9 specifications for concrete floors to receive a floor covering typically provide floor flatness requirements in terms of an allowable gap under an unleveled straightedge. There is no ASTM procedure for this measurement. Straightedge measurements for Division 9 incorporate the following:

- Continuous measurement at any gap under the straightedge;
- Indefinite number of straightedge locations on the floor;
- No minimum or maximum number of readings;
- Measurements typically made with the straightedge crossing construction joints or column block-outs, and near penetrations; and
- Measurements made just prior to floor covering installation, which can be from 4 to 18 months after concrete placement.

Division 3 and 9 floor flatness tolerances are obviously not compatible. There is only a rough correlation between F_F numbers and the gap under a straightedge. F-number measurements don't include flatness variations indicated by straightedges placed across construction joints and column block-outs. And floor flatness changes with time (due to curling) make it impossible to predict the flatness when floor coverings are installed, based on F_F measurements made soon after concrete placement.

Despite this incompatibility of tolerance-measuring methods, some specifiers believe concrete contractors should be responsible for taking corrective action when Division 9 floor flatness requirements aren't met. To further complicate this issue, concrete contractors seldom receive Division 9 specification requirements when bidding. The floor covering often isn't chosen—and Division 9 isn't written—until after the concrete contract is signed, and sometimes until after the concrete is placed.

Concrete contractors are responsible for meeting the requirements of Division 3 specifications for floor flatness. To reduce the effect of curling on floor flatness, ASCC contractors suggest that the engineer consider using 0.5% reinforcing steel (both ways) and placed within the top half of the slab. Whether reinforcing is used or not, ASCC, NWFA, FCICA, IMI, BAC, TCAA and NTCA suggest that the owner provide a bid allowance, established by the A/E and based on the floor covering requirements, for any necessary grinding and patching to close the gap between Division 3 tolerances and Division 9 tolerances. Providing an allowance enables the owner to compare floor covering bids on an equal basis. Any unused allowance money is returned to the owner.

If you have any questions, contact your ASCC concrete contractor, the ASCC Technical Hotline at (800) 331-0668, the NWFA at (800) 422-4556, FCICA at (248) 661-5015, IMI at (410) 280-1305, BAC at (202) 783-3788, TCAA at (816) 868-9300 or the NTCA at (601) 939-2071.

Update: Section 4.8.6 of ACI 117-10, "Specifications for Tolerances for Concrete Construction and Materials and Commentary," contains minimum sampling requirements for testing surface flatness evaluated by using a straightedge. ASTM E1155-96 (2008) supersedes ASTM E1155-96 but contains the same requirements.

(08-11 update replaces 04-09 revision)

We can continue to complain or take action

Moisture–Sensitive Floor Coverings on Concrete Slabs

ASCC Position Statement #10

Many design professionals, construction managers, contractors, flooring and adhesive manufacturers, and concrete producers currently face problems related to moisture-sensitive floor coverings installed on concrete floors. The problems range from claims for construction-schedule delays caused by concrete drying slowly to lawsuits related to floor covering failures and loss of facility use during removal and replacement of the floor covering.

Design and specifications for concrete slabs must address the moisture-emission potential of the concrete slab, protection of the slab from external water, and the compatibility of the concrete's moisture and pH with the specified floor covering and adhesive. Guidance on the design and specification can be found in "Design of Slabs That Receive Moisture-Sensitive Floor Coverings, Part 1: A Design Guide for Architects and Engineers and Part 2: Guide to Specification Issues for Architects and Engineers," *Concrete International*, March and April 2003.

Drying time will be extended when the ambient relative humidity is high, slabs are rewetted, or the building ventilation system isn't yet operating. On projects with tight schedules, the engineer or architect should estimate the drying time needed to permit floor covering installation because compressing the schedule by using desiccant drying, surface treatments, or adhesives with a greater moisture tolerance generally increases project cost.

For projects where moisture-sensitive floor coverings will be installed, prebid meetings are desirable but often aren't practical. However, ASCC concrete contractors strongly recommend a prepour concrete meeting that includes:

- Owner, engineer, and architect;
- Construction manager and/or general contractor and testing lab;
- Concrete contractor and concrete producer; and
- Floor covering installer and representatives of the floor covering and adhesive manufacturers.

We also strongly recommend that an independent testing laboratory perform any specified moisture testing and provide copies of any reports to all the participants who attend the prepour meeting.

Specification requirements have a major effect on floor covering performance. ASCC contractors will build the floor in accordance with specification requirements and suggest means for improving flooring performance whenever possible throughout the bidding and construction phases.

If you have any questions, contact your ASCC concrete contractor or the ASCC Technical Hotline at (800) 331-0668.

Update: In second to last paragraph, second sentence, put a period after "...requirements" and delete "...and suggest means for improving flooring performance whenever possible throughout the bidding and construction phases." Add the following sentence: "ACI 302.2R-06, "Guide for Slabs That Receive Moisture-Sensitive Flooring Materials," contains much additional information and several recommendations concerning this issue."

(08-11 update replaces 10-03 original)

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Communication AND Action!
ASCC Meeting attacking Challenges

In person Face-to-Face Communication more effective than digital Communication Site Source below:

SCIENTIFIC REPORTS
natureresearch

▸ Sci Rep. 2023 May 17;13:8022. doi: 10.1038/s41598-023-34957-4

Face-to-face more important than digital communication for mental health during the pandemic

S Stieger [1,✉], D Lewetz [1], D Willinger [1]

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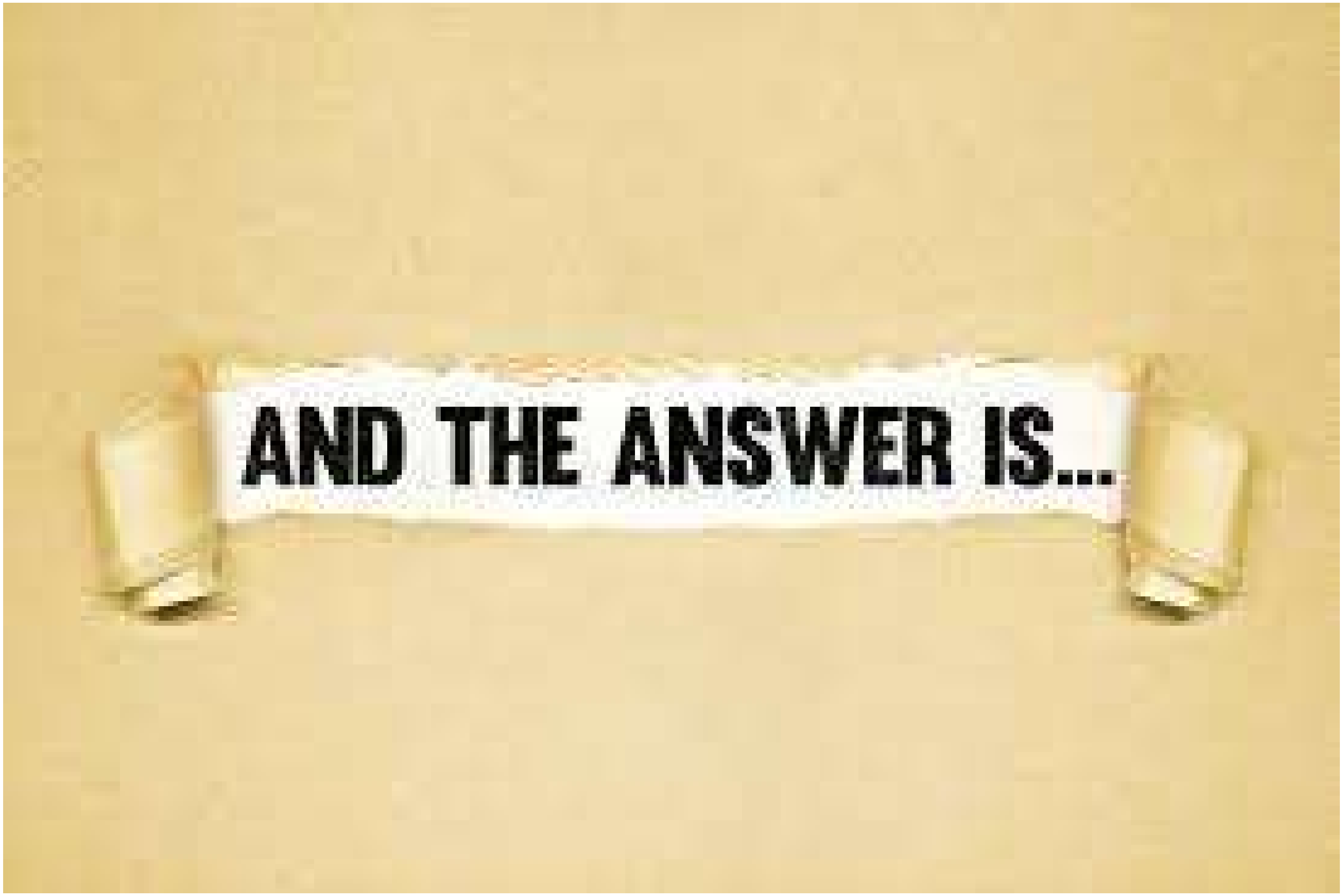
PMCID: PMC10191089 PMID: 37198196

l.[14] again in an ESM design, although the study generally focused on smartphone-based communication vs. face-to-face communication. **Face-to-face communication was positively associated with positive affect**, and negatively associated with negative affect; smartphone-based communication—and social media communication in particular—vice versa.

Conclusion of Scientific Reports natureresearch

- Conclusion
- In conclusion, despite living in a highly technological world, particularly in industrialized western nations, the numerous technological devices and services available cannot replace the mental health and well-being benefits of in-person communication. The future will show whether further technological advances, such as 5G or virtual reality, can elevate our online social communication to a level comparable to a real-life face-to-face interaction.


AND THE ANSWER IS...

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I hope for a fresh start in communication improvements in your business, career, and personal life.

Thank you for spending this time out of your busy life with us.