

CONTRACTOR SCALER HUB

The Contractor Growth Playbook

The six courses of the Contractor Scaler Hub in one read: find what holds growth back, get out of the routine decisions, fix the workflow, see your margins and cash, and plan the next 90 days.

MotionOps

How to use this playbook

Your business already works. This playbook is for the next stage: growing it without every decision, job and dollar running through you. Eight short sections, in the order a growing contractor usually needs them, from finding what holds growth back to a 90-day plan. Every section ends with a worksheet to fill in and two or three actions for this week.

1. **Read it once, start to finish.** About 45 minutes. The sections build on each other: the constraint you find in section 1 tells you which later section matters most.
2. **Fill in the worksheets with your numbers.** The tinted rows and the example boxes are made-up examples from the lessons. Your numbers will be different, and that is the point.
3. **Then take the course behind your constraint.** Each section comes from a course on the Contractor Scaler Hub: five lessons and a course toolkit with every lesson's worksheet. Free, no account needed.

This is a working guide, not legal, tax, insurance or employment advice. Rules on hiring, pay, deposits, licensing, permits and insurance differ by state, county, city and trade, and they change. Before you act on anything that touches them, confirm it with your accountant, an attorney, your insurance agent or the licensing office.

Contents

1 **Find your growth constraint**
Plan Your Next Stage of Growth

2 **Take yourself out of the routine decisions**
Get Out of the Owner Bottleneck

3 **Map one job from request to payment**
Build a Job Workflow From Request to Payment

4 **See your margins and your cash**
Grow Profit, Not Just Revenue

5 **Qualify leads and run sales without you**
Build a Sales Process Your Team Can Run

6 **Give the team ownership**
Hire, Onboard and Grow Crew Leaders

7 **Choose the next growth move**
Plan Your Next Stage of Growth

8 **Build your 90-day plan**
Plan Your Next Stage of Growth

SECTION 1 · PLAN YOUR NEXT STAGE OF GROWTH

Find your growth constraint

Growth always breaks somewhere first: that weak point is your constraint, and fixing anything else leaves growth where it is. You'll leave this section with it written in one sentence, with its evidence.

The six constraints

Constraint	What it means	It sounds like
Demand	Not enough of the right leads coming in	"The schedule has gaps two weeks out."
Sales	Leads come in but don't turn into signed jobs fast enough	"We're busy quoting but not closing."
Delivery capacity	Not enough crew hours or skills to do the signed work	"We're booked out eight weeks and turning work away."
Supervision	Not enough people who can run a job without the owner	"We have the workers, but nobody to lead another job."
Cash	The money for payroll and materials arrives too late	"We're profitable on paper and short every other Friday."
Owner decisions	Work waits for the owner's approval, answer or presence	"Nothing moves when I'm on a site visit."

A symptom is not a constraint: check the numbers

A late job or a tight month can come from several constraints, and fixing the wrong one costs a quarter. Pull these numbers for the last 90 days, and the 90 before if you have them: **numbers beat memory**. Then look for counter-evidence: what would you see if you were wrong? Crews booked eight weeks out means it isn't demand.

Constraint	The number to pull	Points here when	Your last 90 days
Demand	Qualified leads a month; weeks of signed work ahead	Backlog short and shrinking, leads down	
Sales	Close rate; days from visit to proposal	Plenty of leads, slow proposals or a falling close rate	
Delivery	Crew-days available vs. billed; overtime	Crews full, overtime high, backlog long	

Constraint	The number to pull	Points here when	Your last 90 days
Supervision	Jobs at once vs. people who can lead one; owner hours on site	Every added job needs the owner or the same lead	
Cash	Weeks below your cash floor; days from completion to payment	The 13-week cash flow dips even in good months	
Owner decisions	Interruptions a day; decisions waiting on you	The interruption log is full of routine questions	

Example: more leads would have made it worse A made-up remodeler: 22 people, three crews, an office coordinator, the owner as the only estimator. Revenue flat for two quarters; the owner's plan: a bigger ad budget.
The numbers: leads and close rate steady. Days from visit to proposal up from 3 to about 6; signed work ahead up from 5 to 9 weeks. The third crew calls the owner several times a day, and the owner spends about 15 hours a week on its sites.
The constraint is supervision. The quarter's work: a lead for the third crew, so the owner gets the 15 hours back for estimating.

Pick one, not three

When the evidence points to more than one, start with the one whose fix relieves the others: **owner decisions and supervision** first, since every other fix needs the owner's time; then **cash**, when it's real; then **delivery and sales**; **demand** last, unless the owner is free and the pipeline is dry. If you can't write the evidence, you haven't found the constraint yet.

OUR CONSTRAINT IS (ONE SENTENCE)

THE EVIDENCE, AND WHAT I'D SEE IF I WERE WRONG

Do this week

1. List last quarter's symptoms and every cause that could explain each.
2. Pull the evidence numbers for the last 90 days.
3. Write your constraint in one sentence; check it again in a month.

Go deeper: the lesson **How to Grow a Construction Business**.

SECTION 2 · GET OUT OF THE OWNER BOTTLENECK

Take yourself out of the routine decisions

A business can't scale while every price, status question and small decision reaches the owner first. Here: a one-week interruption log, a way to sort it, and a written decision agreement for the first thing you hand off.

Why a question reaches you

Cause	What it sounds like	What fixes it
Missing information	"Which tile did they pick?"	Put it where the person can find it, before they need it
Unclear process	"Can I send the invoice yet?"	Write the steps, who owns each, and when a step is done
Unclear authority	"Can we just add the outlet?"	A decision with limits: what they approve alone, when to call
Real owner judgment	"Should we take on commercial work?"	Keep it. This is your job

Log one normal week

For five working days, write down every request, question and decision that reaches you, texts and hallway questions included. Don't fix anything yet. On Friday, fill in the cause, sort by cause, repeat and minutes, and circle the **three repeat items that took the most time**.

Day	Who asked	What they needed	Minutes	Repeat?	Cause
Example Mon	Crew lead	Which tile the customer picked	10	Yes	Information
Example Tue	Crew lead	OK to add an outlet	5	Yes	Authority
Example Fri	Office	Whether to take a commercial bid	30	No	Judgment

Sort it into four groups

Group	Test	Example from the log
Keep	Would a wrong call hurt the business for months, not days?	"Should we bid the commercial job?"
Hand off	Could you write down how to do it on one page?	"Can we move the Henderson start to Thursday?"
Write it down once	Is this the same question as last week?	"Which tile did the customer pick?"
Stop	What would actually happen if this stopped next week?	Driving to the supplier, who delivers

Then pick **one** responsibility to hand off: it repeats every week, costs you real time, can be written as rules, and has someone ready to take it. Write the "write it down once" answers the same week.

Hand over the decision, not just the task

"You handle the scheduling" hands over the task and keeps every decision, so the calls keep coming. Write the limits instead. Start at **level 3** (they decide and tell you before acting), then **level 4** (they act and tell you after). The $500 is the lesson's example: pick a limit you could absorb if the call went wrong, and raise it after a few weeks of good calls.

Decision	Owner	Level	Decides alone when	Calls you when	Review
Example Move a scheduled job	Office coordinator	3, then 4	3 working days or less, customer agrees, a qualified crew is free	Longer move, inspection or sub affected, overtime, upset customer	In 2 weeks
Example Approve a small change order	Crew lead	3, then 4	On the price list, under $500, half a day or less	Over $500, off the list, structure or permits, disputed price	After 5 change orders

Do this week

1. Start the interruption log on your next normal working day.
2. On Friday, sort it into the four groups and write the three most common answers down.
3. Write one decision agreement with its new owner, and tell the team who decides now.

Go deeper: the lessons **The Owner Is the Operating System**, **Work On Your Business, Not In It** and **Delegation Matrix for Contractors**.

SECTION 3 · BUILD A JOB WORKFLOW FROM REQUEST TO PAYMENT

Map one job from request to payment

A job can lose more time between stages than in the work itself. Map one real job you finished in the last month or two, with real dates, and you'll see which handoff to fix first.

The nine stages, and when each is done

Stage	Done when	Who owns it at your company
1. Request	A reply sent and a visit booked, or a no	
2. Site visit	Measurements, photos and goals written down	
3. Proposal	The proposal is sent	
4. Approval	Signed, and the deposit paid if you take one	
5. Readiness	Materials ordered, permits handled, crew and date confirmed	
6. Work	The approved scope is finished	
7. Closeout	Punch items, photos, time, costs and changes recorded	
8. Invoice	The invoice is sent	
9. Payment	The money is in the bank	

Example: the approved job that waited nine days A made-up deck replacement. The work took five days; the job took six and a half weeks.
Readiness, 9 days: the estimator assumed the office would schedule; the office was waiting for the materials list on the estimator's laptop. **Invoice, 7 days:** waiting for the crew's timesheet and a receipt.
The fix was two sentences. Readiness is owned by the office coordinator, done within two working days of the signature; the estimator sends the materials list the same day. Closeout is owned by the crew lead: timesheets, photos and receipts in on the last day.

Trace your job: who actually did each stage

Stage	Dates	Who did it	Where it lived	Waited for
Example Readiness	Mar 12 to 21	Unclear	Materials list on the estimator's laptop	9 days: each side waited for the other

Stage	Dates	Who did it	Where it lived	Waited for
1. Request				
2. Site visit				
3. Proposal				
4. Approval				
5. Readiness				
6. Work				
7. Closeout				
8. Invoice				
9. Payment				

Mark the four problems

No owner: "unclear", "whoever" or the owner's name on routine work; give each stage one named role. **No finish line:** nobody can say when the stage was done; write a "done when" that can be checked. **Information typed twice:** the same details copied from email to whiteboard to invoice; keep one place where the job lives. **Waiting with no date:** a gap where the job "was waiting on something"; put a time limit on the handoff.

The missing-handoff questions

Take five recent jobs and write down every question somebody had to ask that they shouldn't have needed to. Each one points at a missing handoff item, update trigger or owner: fix the ones that show up more than once.

- [ ] "What's the gate code?"
- [ ] "Did we order that part?"
- [ ] "Who's going back tomorrow?"
- [ ] "Did the customer approve this?"
- [ ] "Why is this crew still there?"
- [ ] "Do we have a photo of what it looked like before?"

Do this week

1. Trace one finished job through the nine stages, with real dates.
2. Mark the four problems on it.
3. Give the two worst stages an owner and a "done when", and share them at your next meeting.

Go deeper: the lessons **Construction Workflow**, **Office–Field Coordination** and **Job Closeout Process**.

SECTION 4 · GROW PROFIT, NOT JUST REVENUE

See your margins and your cash

Revenue can climb while profit falls. This section gives you the records to review on a schedule: whether growth makes money, how each job finished against its estimate, and where the bank balance will be in 13 weeks.

What to review, and how often

Record	When	The question it answers
Two-period profit table	Twice a year	Did gross margin hold while overhead grew?
Budget vs. actual	Every closed job; the month's list	Which line went over, and why?
13-week cash flow	Every Friday	Where is the lowest balance, and when?
Monthly KPI scorecard	Once a month, 45 minutes	Which numbers are off target?

The gross margin your business needs

Required gross margin = (overhead + target net profit) ÷ expected revenue. Put your own salary in overhead at what you'd pay someone to do your job.

Example: the margin you need Made-up numbers: expected revenue $2.4 million, overhead $480,000, target net profit 8% ($192,000). Gross profit needed: $672,000. Required gross margin: $672,000 ÷ $2,400,000 = **28%**. Every job priced below 28% pulls the company below its goal.

Job results: budget vs. actual

Budget the job on the estimate's own lines: labor in hours by phase, materials, each sub, rentals. Keep original, approved changes and revised budget apart, or every change order looks like an overrun.

Cost line	Revised budget	Actual	Variance	Why
Example Tile labor	60 h, $2,700	78 h, $3,510	+$810	Herringbone floor estimated as a straight lay
Example Materials	$8,400	$9,120	+$720	Extra tile for the herringbone cuts
Example Framing and drywall labor	30 h, $1,350	38 h, $1,710	+$360	Water damage repaired without a change order

Cost line	Revised budget	Actual	Variance	Why

In this made-up bathroom remodel, costs came in $1,800 over the revised budget of $19,230 and gross margin fell from 35.0% to 29.0%. $1,530 of it is an **estimating** problem: patterned tile needs its own labor rate and waste factor. The $360 is a **process** problem: the change order rule. Sort every variance the same way: estimate, unbilled scope, productivity, price change or recording error.

Cash timing: the 13-week view

One column per week, from today's real bank balance. Cash in from signed work only, in the week you expect the money, not the week you invoice; cash out on the dates it leaves. Set a minimum balance and update it every Friday.

Example: adding a third crew Made-up: opening balance $62,000, minimum $40,000. A truck down payment and tools in week 2, the new crew's payroll from week 3, its first payment in week 7. The balance stays under the minimum for eight weeks and bottoms out at **$10,000** in week 6, when the quarterly estimated tax falls. **Changed before the crew started:** lease the truck and take a $9,000 deposit on its first job, where your state allows it. The low point rises to about $26,000, still under the minimum, so the owner also asks the bank about a line of credit now, while the numbers look good.

TODAY'S BANK BALANCE

MINIMUM BALANCE

LOWEST BALANCE IN THE NEXT 13 WEEKS, AND ITS WEEK

WHAT WOULD RAISE IT

Do this week

1. Work out your required gross margin and compare it with the one you earned.
2. Budget one job starting soon in hours by phase, and give the crew lead the hours.
3. Build the 13-week forecast and book 20 minutes every Friday to update it.

Go deeper: the lessons **Profit Margins 101**, **Budget vs. Actual** and **13-Week Cash Flow Forecast for Contractors**.

SECTION 5 · BUILD A SALES PROCESS YOUR TEAM CAN RUN

Qualify leads and run sales without you

When the owner takes every call, the judgment about which leads are worth a visit lives in one head. Written down, the office can run it. You'll leave with a fit profile, a lead score, and sales stages with owners and time limits.

In the lesson's made-up example, a site visit costs the estimator three hours, won or not: 30 minutes' drive each way, an hour on site and an hour writing the proposal.

Your fit profile

Criterion	Good fit (example)	Not a fit (example)	Yours
Type of work	Bathrooms, kitchens, basements, decks	New construction, roofing, commercial	
Size	$15,000 to $120,000	Under $5,000: refer out or handle as a service call	
Area	Within 40 minutes of the shop	More than an hour away	
Timing	Start in 3 weeks to 6 months	"Next week", or "sometime next year, maybe"	
Budget	In the range of what similar jobs cost you	Far below what the work costs	
Decision	Everyone who decides can meet you	One spouse "will decide later"	
Property	Owner-occupied, reasonable access	A property they don't control	

Write the size range from your own numbers, not a wish. Ask the same questions on every call, one per criterion, and give the budget range yourself: "Bathrooms like this have been between $28,000 and $45,000 for us."

Score every lead before the visit

Right after the call, score each criterion: **2** clearly a fit, **1** unclear, **0** clearly not.
Go: no zeros and 10 or more out of 14: book the visit. **Maybe:** no zeros, under 10: a short call first. **No-go:** any zero: say no politely and refer them on.

Example: three calls on one morning Made-up. A primary bath scores 14: a visit this week. A $3,000 deck repair scores 10 but has a zero for size: no-go, referred to a handyman the company trusts. A kitchen 55 minutes away scores 10 with four ones: a visit next week, when both decision makers are home, and the estimator knows the budget is tight before walking in.

Stages with owners and time limits

Stage	Owner	Done when	Time limit
1. New lead	Office coordinator	Someone has spoken with the customer	Same working day
2. Qualified	Office coordinator	Scored; visit booked or lead closed	At the first call
3. Site visit	Estimator	Visit summary written, walkthrough booked	Visit within 5 working days; summary within 24 hours
4. Proposal	Estimator	Sent and walked through with the decision makers	Within 3 working days of the visit
5. Follow-up	Proposal owner	Signed, declined or closed as lost	Closed 30 days after sending if no answer
6. Won	Office coordinator	Deposit received, job handed to operations	Within 2 working days of signature
7. Lost	Proposal owner	Reason recorded	Same day

Follow-up gets one owner and a sequence: walk through the proposal on day 0 and agree a decision date, a short message on day 2, a call on day 5 to 7, a call on the decision date, a message on day 21, and closed as lost on day 30.

Do this week

1. Write your fit profile on one page, with your own size range.
2. Give the questions and the score rules to whoever answers the phone, and score every new lead for a month.
3. Put an owner and a time limit on every stage, and record why each proposal was won or lost.

Go deeper: the lessons **How to Qualify Construction Leads** and **Construction Sales Process**.

SECTION 6 · HIRE, ONBOARD AND GROW CREW LEADERS

Give the team ownership

The next hire, the crew leads and the weekly meeting decide whether work moves without you.

Draw the org chart with real names

Role	Owns	Name today
Owner	Direction, pricing policy, hiring, large customers, cash	
Office coordinator	Leads, scheduling, customer updates, paperwork, invoicing	
Estimator or salesperson	Site visits, estimates, proposals, follow-up	
Operations lead	Active jobs: readiness, materials, crews, change orders, closeout	
Crew leads	One crew's day: readiness, quality, photos, decisions within limits	
Bookkeeper	Books, payroll, bills, tax prep with the accountant	

Write who actually does each thing today; write "nobody" where it's true. Mark each owner box **keeps** (needs your judgment) or **could transfer** (repeatable, with a written standard). Fill first the box that frees the most owner hours and has the clearest standard.

Example: the hire that wasn't a second estimator A made-up 14-person remodeler felt it needed a second estimator. The owner's week said otherwise: scheduling 9 hours, customer calls 6, materials 4, invoicing 3. An office coordinator who takes those **22 hours** frees the owner for site visits.
Hiring law, pay rules and employment classification differ by state and trade: check them with your accountant or an employment attorney before you post the job.

What a crew lead decides alone

Situation	Crew lead decides	Escalates when
Customer asks for a small extra	Yes only if it's on your pre-approved courtesy list; otherwise documents it as a change request	Anything that adds cost or time. The lead never prices it

Situation	Crew lead decides	Escalates when
Hidden damage, or the customer disputes the scope	Stops that part, photographs it, doesn't argue or concede	Always. Same day, with photos and the proposal page
Safety hazard	Stops the work. No permission needed	Reports it the same day

A good escalation says what happened, what it affects, what the lead has done and what they need decided. Train a lead in four stages: shadow you, run the crew with you on site, then on call, then own it.

The 30-minute weekly meeting

Part	Minutes	What happens
1. Last week's actions	5	Read the action log: done, or a new date with a reason
2. Exceptions on active jobs	10	Only jobs off plan, one line each: what's wrong, what's needed
3. This week's constraints	5	What could stop the week. Each gets an owner
4. Decisions and actions	10	Waiting decisions made; new actions logged with an owner and a date

Status goes in the job record before the meeting, not read aloud. Anything over two minutes becomes an action, with one person as its owner, and the business owner isn't the default. Ask each lead: **"What slowed your crew down last week?"**

Action	Owner	Due	Status
Example Confirm the countertop template date with the fabricator and tell the Reyes crew	Dana (office)	Tue	Open
Example Write the readiness checklist for exterior jobs	Luis (crew lead)	Fri	Open

Do this week

1. Draw the org chart with names and log a week of your hours against your boxes.
2. Write one crew lead's decision limits with them.
3. Book a 30-minute weekly meeting and set up the action log.

Go deeper: the lessons **Construction Company Org Chart**, **Crew Leader and Foreman Responsibilities** and **Weekly Construction Team Meeting Agenda**.

SECTION 7 · PLAN YOUR NEXT STAGE OF GROWTH

Choose the next growth move

There are five ways to grow a contracting business, and they don't cost or risk the same. Start from your constraint: an option that doesn't relieve it isn't your next move. And before any of them, fill the capacity you already pay for.

Count the crew-days you're not billing

For the last 90 days: crew-days available (crews × working days), crew-days billed, and the gap. Sort the gap by cause. Rain is rain; waiting for materials, rework and half-empty days are process problems, and fixing them is growth that needs no new hire.

Example: fill three crews, or add a fourth? Made-up: 3 crews × 60 working days = 180 crew-days, 138 billed, a gap of 42: weather 9, waiting for materials or inspections 12, rework and callbacks 8, half-days with nothing scheduled 13. Recovering half of the 33 non-weather days, about 16, at a made-up $1,100 of gross profit per crew-day, is about $17,600 more a quarter from crews already on the payroll.

CREW-DAYS AVAILABLE, BILLED AND THE GAP

GAP WITH A CAUSE OTHER THAN WEATHER

The five options, compared

	Better job mix	Higher prices	Another crew	New service	New area
Relieves	Margin, cash, delivery capacity	Margin, cash, delivery capacity	Delivery capacity	Demand, seasonality	Demand
Cash up front	Little	None	High: payroll, vehicle, tools	Medium: tools, training, marketing	Medium: marketing, travel time
Management load	Low	Low	High	Medium to high	Medium
Time to results	One to two quarters	Weeks	Months	Months	Months
Easy to undo	Yes	Mostly	Hard	Partly	Partly

Job mix and price come first when margin or cash is the constraint: they cost almost nothing and can be undone. A crew, a service or an area are bets, for when the constraint is delivery or demand.

Readiness questions before another crew

Answer each with yes, no or not sure, with the evidence. "Not sure" counts as no until someone checks, and one "no" in the wrong place is enough to wait.

- [ ] **Demand:** have the current crews been fully booked for the last two or three months, not just this month?
- [ ] **Supervision:** is there a named person who will lead the new crew, and could they do it next month?
- [ ] **Processes:** is the handoff from sale to crew written down, and does every crew use the same daily report?
- [ ] **Equipment:** are the vehicle and the tools priced, and which can be shared?
- [ ] **People:** do you know how long hiring takes you, and is there an onboarding plan with named trainers?
- [ ] **Cash:** does the 13-week forecast stay above your floor with the cash gap added?

Example: the cash gap for a three-person crew Made-up: $38 an hour burdened × 120 hours = $4,560 a week. Five weeks to the first customer payment = $22,800, plus $9,000 for a vehicle down payment, tools and setup: **$31,800 out before any cash comes in.** Add it to the 13-week forecast. For insurance, licensing or bonding changes with another vehicle or more payroll, call your agent and your accountant.

Not ready yet? Test it small

A pilot is a bounded, time-limited version of the move: one assumption, a boundary (place, job types, number of jobs, length), an owner who isn't you, limits on money and crew time, and rules written before the first job: on target, **expand**; demand there but margin misses, **adjust**; under half the target leads, **stop**. Check licensing, permits and insurance for a new area or service with your agent and the local licensing office first.

Do this week

1. Count crew-days available, billed and the gap, and sort the gap by cause.
2. List your options, "fill current capacity" included, with the cash each needs up front.
3. Answer the readiness questions with evidence; give every "no" an owner and a date.

Go deeper: the lessons **5 Ways to Grow a Contracting Business**, **When to Add Another Crew** and **Test Before You Expand**.

SECTION 8 · PLAN YOUR NEXT STAGE OF GROWTH

Build your 90-day plan

Ninety days is long enough to hand off a responsibility, test a pilot or fix a process, and short enough that the plan is still true at the end. One page: the constraint, one objective, two or three measures, milestones at day 30, 60 and 90, actions with one owner each, and the review dates.

Example: the remodeler from section 1 Constraint: supervision; the third crew needs the owner on site about 15 hours a week. **Objective:** by day 90, the third crew runs without the owner on site, and the owner's freed hours go into estimating.
Measures: owner hours on site, about 15 today, 3 or fewer at day 90; days from site visit to proposal, about 6 today, 3 at day 90.
Milestones: day 30, a lead is chosen and runs the crew with the owner on site. Day 60, the lead runs it with the owner on call. Day 90, the lead owns the crew, with a pay step and title in writing, and the fourth-crew readiness check is run again.

One objective is the hard rule. A plan with five objectives is a list of wishes, and in a busy quarter each gets a fifth of the attention it needs. If something else matters, it goes in the next plan.

QUARTER

PLAN OWNER

CONSTRAINT, WITH ITS EVIDENCE

OBJECTIVE AT DAY 90

REVIEW DATES: DAY 30, DAY 60, DAY 90

Measure	Today	Target at day 90	Day 30	Day 60	Day 90
Example Owner hours on site per week	About 15	3 or fewer			

Milestone	Action	Owner	Due	Depends on
Example Day 30: a lead runs the crew with the owner on site	Write the lead's responsibilities and decision limits together	Owner and lead	Week 1	Lead chosen
Day 30:				
Day 60:				
Day 90:				

Keep it moving

Weekly, five minutes in the team meeting: this week's actions, done or re-dated with a reason; anything blocked becomes an action with an owner. **Monthly, 30 minutes at day 30 and day 60:** the milestone, the measures against their targets, and whether the constraint is still the constraint. Then decide, and write it down:

Decision	When
Keep	On track, or behind for a reason that's already fixed
Change	The action isn't producing the milestone: change the action, the owner or the date, not the objective
Stop	The evidence says the constraint was wrong: go back to section 1 with what you learned

Don't change the objective mid-quarter. At day 90, check the measures honestly, ask what the constraint is now, and start the next plan from it.

Do this week

1. Write the constraint and one objective for the next 90 days.
2. Choose two or three measures and write today's value next to each.
3. Write the three milestones and the actions under each, each with one owner and a date, and put the three reviews in the calendar.

Go deeper: the lesson **90-Day Business Plan for Contractors**.

CONTRACTOR SCALER HUB

Where to go next

This playbook is the short version. Each section comes from a course on the Contractor Scaler Hub: five lessons with a worked example each, and a course toolkit with every lesson's worksheet in one file. Take the course behind your constraint first. Free, no account needed.

Course	What it fixes	From the course toolkit
Get Out of the Owner Bottleneck	Find what reaches you and hand off decisions with limits	Owner Bottleneck Audit, Delegation Matrix
Build a Job Workflow From Request to Payment	An owner and a finish line for every stage	Request-to-Payment Workflow Map, Job Closeout Checklist
Grow Profit, Not Just Revenue	Growth that makes money, job by job	Budget vs. Actual Job Cost Worksheet, 13-Week Cash Flow Template
Build a Sales Process Your Team Can Run	Qualify, visit, propose and follow up without the owner	Opportunity Qualification Scorecard, Follow-Up Playbook
Hire, Onboard and Grow Crew Leaders	The right role, crew leads, a meeting with owners	Org Chart and Role Scorecard, Weekly Team Meeting Agenda and Action Log
Plan Your Next Stage of Growth	The constraint, the next move, the quarter's plan	Expansion Options Matrix, 90-Day Business Plan Template

All six courses: **motionops.com/scaler-hub**

About this playbook

Written by the MotionOps team in November 2026 from the Contractor Scaler Hub lessons. Every company and figure in it is a made-up example to show the method; use your own numbers. Rules on hiring, pay, deposits, licensing and insurance differ by state: confirm them with your accountant, an attorney, your insurance agent or the licensing office.

See every job in one system

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