MotionOps

CONTRACTOR SCALER HUB · PLAN YOUR NEXT STAGE OF GROWTH

Growth Constraint Worksheet

For lesson 1 of the course. Fill it in with your last 90 days of numbers, test your guess against counter-evidence, and finish with the one constraint you'll work on this quarter, in one sentence with its evidence.

1. Write down the symptoms

Everything you noticed in the last quarter: a late job, an angry customer, a tight month. For each symptom, write every cause that could explain it, one per constraint. Leave a cell empty when that constraint can't explain it.

Symptom	Could be demand	Could be sales	Could be delivery	Could be supervision	Could be cash	Could be owner
Example Revenue flat for six months	Fewer leads	Lower close rate	Crews full	No one to run more jobs	Turning down big jobs you can't fund	Owner is the estimator and is maxed out
Example Jobs finish late			Crews overbooked	Crew leads stretched across too many sites	Materials ordered late to save cash	Crew waits for owner answers
Example Margin falling	Discounting to win work	Weak scope on proposals	Overtime	Rework, poor handoffs		Change orders not priced because the owner is too busy

2. Check each constraint against your own numbers

Pull one or two numbers you already have for each constraint: the last 90 days, and the 90 days before if you can. **Numbers beat memory:** take them from the schedule and the books, not from the worst week you remember.

Constraint	The number to pull	Points to this constraint when	Last 90 days	90 days before
Demand	Qualified leads per month; weeks of signed work ahead	Backlog is short and shrinking, and qualified leads are down		
Sales	Close rate; days from site visit to proposal; proposals with no follow-up owner	Plenty of qualified leads, but proposals are slow or close rate is falling		
Delivery capacity	Crew-days available vs. crew-days billed; overtime hours	Crews are fully booked, overtime is high, and backlog is long		
Supervision	Jobs running at once vs. people who can lead a job; owner hours on site	Every added job needs the owner or the same one lead		
Cash	Weeks where projected cash goes below your floor; days from job completion to payment	A 13-week cash flow shows dips even in good months		
Owner decisions	Interruptions per day; decisions waiting on the owner at any moment	The interruption log is full of routine questions		

Example from the lesson (a made-up remodeler: 22 people, three crews, the owner is the estimator): leads and close rate steady; about 6 days from site visit to proposal, up from 3; 9 weeks of signed work ahead, up from 5; crews fully billed, with Saturday overtime most weeks; 2 crew leads, while the third crew calls the owner several times a day; the owner about 15 hours a week on site. Demand is not the problem. **The constraint is supervision.**

3. Look for counter-evidence

For the constraint you suspect, write what you would see if you were wrong, then check it. If you think it's demand but crews are booked eight weeks out, it isn't demand.

Constraint I suspect	What I'd see if I were wrong	What I found when I checked	Still the constraint?
Example Demand	Crews booked weeks out while leads hold steady	Leads steady; 9 weeks of signed work ahead	No

4. If the evidence points to more than one

Choose the one that, if fixed, would relieve the others. This order is a starting point, not a law:

1. **Owner decisions and supervision** usually come first, because every other fix needs the owner's time.
2. **Cash** comes next when it's real, because it limits every growth move that costs money up front.
3. **Delivery and sales** follow, and **demand** comes last. A company with a free owner and good crew leads but a dry pipeline really does need demand first.

Candidate constraint	Its evidence	If fixed, which others would it relieve?

5. Name your constraint

> EXAMPLE FROM THE LESSON
> Our constraint is supervision: the third crew needs the owner on site about 15 hours a week, and the backlog is up to nine weeks while leads are flat.

OUR CONSTRAINT IS _____: THE EVIDENCE, WITH ITS NUMBERS

COUNTER-EVIDENCE I CHECKED

DATE WRITTEN

If you can't write the evidence, you haven't found the constraint yet. Write what you still need to find out:

Next investigation: what to find out	The number or record to pull	Who	By when

6. Where to go next: tick your constraint and start with its lessons

- [ ] **Owner decisions:** the owner bottleneck lesson and the 30-day delegation plan
- [ ] **Delivery and handoffs:** the construction workflow and office-field coordination
- [ ] **Cash or margin:** budget vs. actual and the 13-week cash flow
- [ ] **Sales:** the construction sales process
- [ ] **Demand:** lead source tracking and how to get more leads
- [ ] **Supervision or people:** crew leader responsibilities and the org chart

What to review, and when

- [ ] A month from now (date: _____): is the evidence behind your constraint still true?
- [ ] Symptoms the constraint doesn't explain. If there are many, look again.