

Right Bath, Mosby's newest division, transforms 5x8 bathrooms in 5 days, installing new fixtures, fittings and finishes within the existing space.

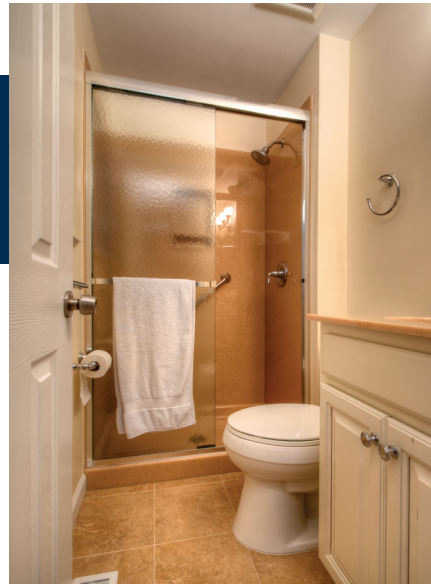
monitoring and management processes. "It's more sophisticated than any program we could buy," says Scott, and it supports systems that have proven their effectiveness for the company.

Scott won't argue that he's very good at both construction management and sales. But when company revenues plateaued at \$6.8 million in 2005 and 2006, he and Judy realized it was time to delegate some management responsibilities to others. They promoted a gifted project manager to production manager, allowing Scott to concentrate on sales. In 2007, revenue climbed to \$7.3 million.

Then, with the economic downturn, "We went over the cliff," says Scott. Despite his rainmaking talent, company revenue plummeted 24% in 2009. Scott and Judy reached out to McClanahan not only for marketing help but also for strategic planning leadership and organizational control work they did not believe were their own strong suits.

He got started right away. In 2011 he facilitated a three-day strategic planning retreat where Mosby leaders drafted a blueprint for proactive business planning, tactical controls, corporate organizational structure, and personnel management systems. The strategic plan laid out short- and long-term goals and identified initiatives to achieve them. The group formed teams to implement the ideas, and set up a system to measure progress toward implementation.

McClanahan introduced regular leader-



ship training, sometimes provided in the company's monthly management meetings. He launched a schedule of companywide staff meetings three times a year. The scheduled meetings "reinforce trust and lead to better productivity," says Judy. At the meetings, observations and questions from field and office personnel have helped Mosby Building Arts fine tune company practices when needed to maximize efficiency, productivity, and customer satisfaction.

McClanahan instituted performance contracts for all employees that outline their objectives for the year. The contracts provide direction for employees and are "tools to help run the company," says Scott. In weekly, one-on-one meetings and in several regular reviews throughout the year, the employees and their direct supervisors keep track of achievements, monitor skill development, and, if appropriate, adjust the contracts. Managers coach and mentor employees if needed to help them succeed. The emphasis is on achievement, not fault-finding. In this and all other aspects of the Mosby Building Arts culture, employees work to

THE NUMBERS

COMPANY TOTALS

YEAR	REVENUE	JOBS
1995	\$1.6 million	--
2000	\$2.5 million	--
2001	\$3.4 million	--
2002	\$3.7 million	--
2003	\$4.8 million	--
2004	\$5.5 million	--
2005	\$6.8 million	--
2006	\$6.8 million	--
2007	\$7.3 million	314
2008	\$10.5 million	336
2009	\$8.0 million	440
2010	\$8.8 million	642

COMPANY DIVISIONS

DIVISION	2014	*2015
Design-build	\$6.6 million	\$7.7 million
Solution Sales	\$3.9 million	\$4.1 million
Exteriors	\$1.9 million	\$2.8 million

STAFF DISTRIBUTION

Mosby Building Arts corporate	31
Design-build	22
Solution Sales	19
Exteriors	4
Right Bath	5