From THE PRESIDENT

The PDCA standards help us to establish the correct viewing distance for a finished paint job – “For the purpose of inspection a normal viewing position shall be at eye level at a minimum of 39 inches or 1 meter from the wall.” PDCA P1 4.13 –, but what constitutes the correct viewing distance when inspecting your business? Two encounters on a recent business/family trip to San Diego got me thinking more deeply about this.

While having dinner outside one evening, a few sea gulls were brave enough to circle overhead and spotted a cup of cheddar goldfish left behind by a child. They did not hesitate in landing and finishing off the youngster’s snack and hung around through our meal as well to see if we too would leave anything behind.

My second encounter was with the make-up mirror in our hotel bathroom. My daughter discovered it while washing her hands and was quick to reply, “Mom, and look how big this makes my face!” I was more reluctant to take an up close look at my face, but did so as I explained to her why it magnified things the way it did.

I think it’s safe to say that most of us look at our businesses from “normal viewing” standards most of the time, but when was the last time you stepped back to get the bird’s-eye view or moved in closer for a more magnified look? Sometimes all it takes is a simple change of perspective to notice something you never noticed before, which could lead to a much-needed change of pace for your business.

And if you need some outside assistance in taking a look from a different perspective, be sure to join us this August in Baltimore for AST 14. Surrounded by your peers you will have two full days to evaluate your business and come up with an action plan to make adjustments and changes to ensure the future that you envision for your company. It’s also not a bad spot to plan your own business/family trip. Hope to see you there.

Yours Truly - Suhaiba Neill
Recently I had the opportunity to listen to another person, who was in the process of being fired from an important position. They talked transparently about what brought them to this bend in the road. This person admitted the ways they had loosely managed certain events and how those ways were perceived as dishonest by new upper management.

Their intention was not to be dishonest; some of the issues were simple mistakes. For example, he didn’t require his subordinates to clock in with exact minutes. In the culture of trust he had built, it seemed unnecessary - until a new organizational leader unfamiliar with the culture scrutinized it.

I focused my comments to this person on values. Because it was not an issue of clocking-in hours or accidentally signing an authorization that gave an employee access to the salaries of others, it was about the value of honesty. This person valued honesty just like his new superior. But they were viewing the discrepancies through two different lenses because they never took the time to align their values - to get to know each other.

Instead, the new boss was focused on structure. Structure asks the question: “How are we doing this?” Managers need to be concerned about “how” – it’s their job. But leaders need to make sure the mission is clear before details of “how” are micro-managed. Leaders are concerned that the team shares the same values and agrees on the mission. And the only way leaders do this is by getting to know the strengths of their team, spending time with them and learning about their history.

And so do painters. How many times have you gone back-and-forth with your guys about just exactly what the weather will do? Some want to work early, some late and some not at all. But what if you knew that it wouldn’t rain until 1pm. Or, that rain would stop at 9am and you could prep a house for the rest of the day?

Here’s how it works: for $99 per month you can choose up to three targeted work areas. Then select notification hours and add up to five phones (or emails) to the notification list. Run a test and then - ba-da-bing! You and your field supervisors are receiving barely-decipherable text messages that can only boost your Twitter skills.

From a safety perspective this is a home run. Rain is a disruption, yes — but high wind? or lightening? - much more serious consequences. It allows safer production, easier scheduling, eliminates the weather-guessing game and will ultimately make your company more profitable.

Weather or Not is a regional company; there is almost certainly something similar in your neck of the woods. Maybe not a huge payoff in always-nice places like San Diego but a better bet where weather extremes might allow you to turn a couple of non-productive days into revenue producers.

The Soul of Leadership

By Julie Gehrke, Julie@signetpainting.com

Recently I had the opportunity to listen to another person, who was in the process of being fired from an important position. They talked transparently about what brought them to this bend in the road. This person admitted the ways they had loosely managed certain events and how those ways were perceived as dishonest by new upper management.

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For example, you tell someone to start painting in the bedroom and to leave the kitchen for the end of the day (how), but you find him or her in the kitchen when you arrive at the jobsite. Step back for a moment to consider whether they were rejecting your “how” or whether they had formed a value judgment. Perhaps the bedroom required unexpected patching and the painter was starting in the kitchen to let the mud dry. Or maybe they were not listening to you that morning – buy why? What’s happening in their life that has distracted them from following instructions? “How” is important, but look for “why” when things don’t line up. “Why” will point you to values and values are the soul of leadership.
How to Act Like a Color Pro, **EVEN IF YOU’RE NOT!**

**By Noah Lohr, PPG Architectural Coatings**

PPG’s THE VOICE OF COLOR® program offers the following tools and services that are unique in the industry which you can utilize to aid your customers in choosing colors with ease and confidence.

**Color Sense Game™**
This time saving online program allows your customers to choose color schemes by connecting to their individual personality. By answering a series of unique sensory questions, the program is able to determine a starting point for designing their entire home around their personality, style, and five senses. It takes two thousand options and whittles them down to combinations organized by our Harmony color families which help homeowners match existing décor to a perfect wall and trim color.

**Paint Visualizer**
The Voice of Color® Online Visualizer allows your customers to upload a photo of their own room and easily paint it with any of PPG’s 1,900 colors. With just a few clicks, they can mix and match walls, ceilings, trim and more to find the perfect color for each room.

**Pro Painter Portfolio**
An essential collection of fan decks and color cards to help you communicate color while on the job as well as color brochures to leave behind which will help you stand out as a true professional. The portfolio includes the Atmospheric fan deck which is comprised of 100 great neutrals that work together from room to room, room to hallway, and with nearly every furniture fabric out there.

**Mobile Apps**
Because inspiration can be found anywhere, this mobile app allows your customers to instantly match any color they see to one of our 1,900+ colors. It’s never been easier for homeowners to find the colors they’ll love living with.

**Residential Repaint Training Videos**
Many of these great tools are demonstrated in an online video titled How to Help Your Customers - Choose the Right Paint Colors which can be viewed at ppgpro.com/propower.

To find out more about these color tools and services please visit [www.ppgpro.com/color](http://www.ppgpro.com/color) and [www.voiceofcolor.com](http://www.voiceofcolor.com).

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**You’re a painting contractor, not a designer.**
We get it, but you don’t have to be an expert to empower your customers to choose the perfect color combinations for their home. By using the proper marketing tools, you can make choosing a paint color an enjoyable experience for your customers — getting them to the perfect color faster so that you finish the job quicker! Having the proper color selection tools can differentiate you from the competition and add more jobs to your business.

Once a homeowner decides to have their house painted, their main concern is almost always about which colors to choose. They are often simply overwhelmed by the number of color options available. Let’s face it, color can be intimidating. A customer may know they want a blue, but sorting through fan decks with thousands of colors and hundreds of blues can leave even a savvy homeowner dazed and confused. Helping them narrow down their options to a palette of colors which are inspired by design professionals and influenced by their own color personality can make you look like a hero while saving you time and money.
“Most business owners think their purpose in business is to make money. Surprisingly, it’s not. The business owner’s purpose is to build a business that makes money. These two things are worlds apart, and almost every business owner I work with is absolutely buried in trying to make money, which keeps them from ever making a lot of it.”

The opening paragraph of this book made me laugh. But as I began to read the book I began to nod in agreement with the many gems it contains: “This is not a gifted person’s game; it’s an intentional person’s game.” The book proceeds to set the table with all the familiar objects of ownership, but arranges them in such an order that makes possible the mature development of business operations while still continuing daily operations.

“The two fundamentals of business maturity:
  • The owner isn’t the producer
  • The business makes money while the owner is on vacation.

Your business is throwing off both time and money. Beyond these, a mature business can look like a lot of things, depending on the owner’s desire for ongoing involvement.”

Most of you reading this spend your 10+ hours of each work day hammering at the levers that make the coins drop. Whether in the tools or not, we business owners know instinctively what activities, among the many that place demands on our time, generate money.

We also know, again instinctively, that there are some activities that- if done- promise improvements in our capacity to make more money, to enhance the return on each pull of the lever, to tap new opportunities using the talent & tools already in our wheelhouse. These vital actions are kind of things we sometimes tell ourselves “we ought to be doing”. Some of you may recall the 4 quadrants concept developed by Stephen Covey, wherein the “urgent” quadrant’s activities often took precedence over those of the “important” quadrant; part and parcel of what Blakeman is observing.

The Big Mindset Shift: From Production To Process
But Blakeman takes it in a different direction, from academic to practical - a very useful direction - with a tool he calls “dual tracking”. Briefly, dual-tracking is the practice (not concept, practice) of asking yourself each time you’re in the process of doing something; “how can I use this task to build a business that makes money while I’m on vacation?” So, while you’re working on the meeting minutes, the pre-start paperwork, the compliance log, the materials schedule, whatever you’re doing, do it with the future in mind … a future that does not require you to do the very thing you’re doing at that moment. Doing key tasks with the intention of creating a process for another person to perform– a nice idea? I think so.

An inspirational thread that wends its way through the entire book is the “while on vacation” thread, or “while golfing”, boating, fishing, etc. Blakeman throws this up on your dashboard frequently but cautions the reader about getting there too fast, too early, too often, etc. And so to help the practitioner recognize his surroundings (what state of maturity he has achieved) he has developmental chart in which he identifies seven stages.

The Seven Stages Of A Business
  • Concept & Startup - owner pours time & money into creating/ getting it off the ground (primary role is as salesperson)
  • Survival - didn’t think it would be this tough, burned a lot of fuel on takeoff, still urgently driving sales
  • Subsistence - business breaking even, totally dependent on owner, focus shifting to craft person role & need to keep clients
  • Stability - by hands on, sales expanding, operations are critical, success but business still dependent on owner for all functions; on the treadmill – The Most Dangerous Stage; least likely to risk growing to stages 5-7
  • Success - organization expanding, others producing day to day operations, owner is off the treadmill but still supervising everything
  • Significance - management through others, owner provides vision & guidance only, business is thriving
  • Succession - management by others, owner provides vision only; Maturity

Blakeman spends a chapter outlining and detailing these stages, the roles & risks, I identified with the ones through which I’ve passed, and the one I presently occupy.

In conclusion, get this book. There’s much more to the book than what I’ve highlighted; my purpose here is to present a quick review of the value of this book in hopes to inspire the reader to pick up a copy and start in on it. This work is valuable not just for its novel approach and practical tools, but for the simple and direct prose the author uses – it’s not stilted or high-brow, and at under 300 pages it’s a quick read too. Books are like nourishment, the most valuable of which is that you have yet to absorb.
2012-2013
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Disclaimer -
While this newsletter is designed to provide accurate and authoritative information on subjects covered, the association is not engaged in rendering legal, accounting, or other professional or technical advice. Accordingly, the association cannot warrant the accuracy of the information contained in the newsletter and disclaims any and all liability, which may result from publication of or reliance on the information provided herein. If legal advice or other expert assistance or advice is required, the services of a competent, professional person should be sought.
## Conference Schedule

### Thursday – August 15, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 pm - 9:00 pm</td>
<td>Welcome Reception sponsored by Sherwin Williams</td>
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</tbody>
</table>

### Friday – August 16, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 am – 8:00 am</td>
<td>Continental Breakfast and Registration for AST 14</td>
</tr>
<tr>
<td>8:00 am – 9:00 am</td>
<td>Welcome and Opening</td>
</tr>
<tr>
<td>9:00 am – 10:30 am</td>
<td>Company Structure &amp; Planned Growth&lt;br&gt;Randy Fornoff, presenter</td>
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<tr>
<td>10:30 am – 10:45 am</td>
<td>Morning Break</td>
</tr>
<tr>
<td>10:45 am - 11:00 am</td>
<td>“Short” - Delegating 101&lt;br&gt;Nigel Costolloe, presenter</td>
</tr>
<tr>
<td>11:00 am – 12:30 pm</td>
<td>Hiring &amp; Training&lt;br&gt;John Neubert, presenter</td>
</tr>
<tr>
<td>12:30 pm – 1:30 pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:30 pm – 1:45 pm</td>
<td>“Short” - Hiring Strategies&lt;br&gt;Mike Kelly, presenter</td>
</tr>
<tr>
<td>1:45 pm - 3:15 pm</td>
<td>Panel Discussion - Managing the Emotional Side of Business Ownership&lt;br&gt;Scott Lollar, moderator</td>
</tr>
<tr>
<td>3:15 pm – 3:30 pm</td>
<td>Refreshment break&lt;br&gt;Suhaiba Neill, presenter</td>
</tr>
<tr>
<td>3:30 pm - 3:45 pm</td>
<td>“Short” - Organizational Tips&lt;br&gt;Suhaiba Neill, presenter</td>
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<tr>
<td>3:45 pm – 4:15 pm</td>
<td>Action Planning</td>
</tr>
<tr>
<td>4:15 pm – 4:30 pm</td>
<td>Wrap Up</td>
</tr>
<tr>
<td>4:30 pm - 5:15 pm</td>
<td>Optional Session for Key Employees - Leading from Behind</td>
</tr>
<tr>
<td>6:00 pm - 8:30 pm</td>
<td>Networking Reception sponsored by Benjamin Moore</td>
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### Saturday – August 17, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 am – 8:00 am</td>
<td>Continental Breakfast&lt;br&gt;Arrows and Election of Officers&lt;br&gt;Marketng &amp; the New Customer&lt;br&gt;Suhaiba Neill, presenter</td>
</tr>
<tr>
<td>10:00 am – 10:15 am</td>
<td>Morning Break</td>
</tr>
<tr>
<td>10:15 am – 10:30 am</td>
<td>“Short” - Networking with Designers&lt;br&gt;Doug Imhoff, presenter</td>
</tr>
<tr>
<td>10:30 am - 12:00 pm</td>
<td>Leadership - Maximizing Your Potential&lt;br&gt;Michael McFadden, guest speaker</td>
</tr>
<tr>
<td>12:00 pm – 1:00 pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00 pm - 1:15 pm</td>
<td>“Short” - Technology&lt;br&gt;Mark Lane, presenter</td>
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<tr>
<td>1:15 pm – 2:45 pm</td>
<td>Long Term Strategic Planning&lt;br&gt;Linnea Blair, presenter</td>
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<tr>
<td>2:45 pm - 3:00 pm</td>
<td>Refreshment break&lt;br&gt;Scott Lollar, moderator</td>
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<tr>
<td>3:00 pm – 3:30 pm</td>
<td>Action Planning</td>
</tr>
<tr>
<td>3:15 pm – 4:00 pm</td>
<td>Conference Wrap Up</td>
</tr>
</tbody>
</table>
**REGISTRATION COSTS**

(includes all materials, breakfast, lunch and snacks)

<table>
<thead>
<tr>
<th>Cost</th>
<th>Qty</th>
<th>Price</th>
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</thead>
<tbody>
<tr>
<td>AST 14 2-Day Conference</td>
<td>$349</td>
<td>$349</td>
</tr>
<tr>
<td>Additional Attendee(s) - same company</td>
<td>$250</td>
<td>___</td>
</tr>
<tr>
<td>PDCA Residential Forum Membership - Join Today!</td>
<td>$95</td>
<td>___</td>
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</tbody>
</table>

**TOTAL DUE**

**PAYMENT OPTIONS**

To register online and pay with a credit card go to: [www.pdcaresidentialforum.org](http://www.pdcaresidentialforum.org)

To pay by credit card, fax completed form to Tony Kozak at: (716) 844-8174

To pay with check make check payable to PDCA Residential Forum and mail payment and registration form to:
PDCA Residential Forum
63 Marne Road
Buffalo, NY 14215

**PLEASE NOTE:** Registration will not be accepted without payment in full.

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**Hotel Reservations:**
Call the Reservations Center at (866) 583-4162 and ask for the special **PDCA Residential Forum Group** rate of **$148.95** ($139 plus a daily $9.95 destination fee). The hours to call the Reservation Center are as follows:
Monday – Friday 8:00 am – 8:00 pm EST
Saturday 9:00 am – 9:00 pm EST
Sunday - closed

Hotel reservations **must be received on or before 5:00 pm, Monday, July 15, 2013.**
**This is a small boutique hotel and we cannot guarantee room availability beyond our cut off date.**

**Getting to the Admiral Fell Inn from the Airport**
By Taxi - will cost you around $35 each way
By Shuttle - SuperShuttle operates out of BWI airport and in located in the baggage claim area. Reservations are not required from the airport, but you will need to make one for your return trip from the hotel. Please visit [www.supershuttle.com](http://www.supershuttle.com) for more details and pricing.

For additional information on the Admiral Fell Inn and the surrounding area please visit Admiral Fell Inn at: [www.harbormagic.com](http://www.harbormagic.com)

**Questions?** Please call the Residential Forum office at (716) 844-8174 Office hours 8:30 am – 4:30 pm EST
or email [tonykozak@pdcaresidentialforum.org](mailto:tonykozak@pdcaresidentialforum.org)
PDCA RESIDENTIAL FORUM PRESENTS

AST 14

"CHARTING THE COURSE TO YOUR FUTURE"

Last year we updated our playbooks.
Now it’s time to chart the course for smooth sailing into the future.
Join us for 2 full days to network with your peers as you work both IN and ON your business.

Company Structure for Stability, Profitability, and Growth - Randy Fornoff

How not to be a Non-Profit/Charitable Organization!

Our opening session will review the foundational structures that reinforce your company’s vision, mission, and goals. We hope to help you strategically develop your structures and controls within for easier management (where’s that Easy Button). Recognizing values and risks within large and small organizations, and how to grow smartly and profitably for the long run (sailing the wide-open blue).

Randy has been in paint contracting for over 30 years and is President of MTS Painting, a family business operating in the Phoenix, Arizona metro area. He has been actively involved in the PDCA for many years and is the President of his local PDCA Chapter, a PDCA Contractor College Instructor, and an EPA Accredited Teacher and Training Manager for the EPA Lead RRP rule.

Hiring & Training New Employees - John Neubert

How Proper Hiring Methods and Systematized Training Are Essential For Your Company’s Profitability

In this session, you will learn how to hire better and train new employees. In order to be truly effective, training should occur on a daily basis on the job and become a part of your company culture. We’ll look at ways to set up a successful training system and integrate seasonal employees to maximize both consistency in procedures as well as productivity.

John started Neubert Painting in 1975 and has been the market leader in Cleveland for years. Neubert Painting employs approximately 12 full time employees and an additional 80 employees during their peak season. Over 2/3 of their sales occur in a 20 week period. Neubert Painting is the high price high quality contractor in the Cleveland market. The summer painters are almost all college students who work for the company from one to five years before moving onto other careers. These students do exceptional work due to sophisticated hiring and ongoing training.

John has an undergraduate degree in marketing and an MBA in management from Cleveland State University. He also has additional training in Strategic Planning and sales training from Sandler Sales.

Managing the Emotional Side of Business Ownership - Panel Discussion facilitated by Scott Lollar

As business owners, our employees look to us for encouragement, guidance and support, but who do you turn to when you’re in need of emotional support? With a panel of your peers, we will discuss strategies and techniques for getting the support you need to stay balanced so you may successfully lead your team.

Key Employees (Optional Session) - facilitated by Scott Lollar & Suhaiba Neill

Leading from Behind

Join us for an open discussion regarding the challenges and opportunities you face as the second leader in command of your company.

*Please note, this session is for key personnel only (ie – estimator, salesman, project manager, key foreman, etc.) and we ask that business owners do not attend to ensure a free and open discussion. We will share common challenges and issues with the group on Saturday.
Marketing & the New Customer - Suhaiba Neill
Navigating the New Marketplace

Are you up to speed on the latest global marketing trends and the new customer base getting ready to enter the marketplace? In this session we will look at the top trending marketing platforms and evaluate how the changing marketplace and Generation X may impact the way you do business.

Suhaiba Neill is the Business Manager of John Neill Painting & Decorating, a family owned business based in the suburbs of Philadelphia entering its 38th year in business. Her responsibilities include; advertising & marketing, financials, human resources, payroll, and business planning. She is also the current President of the PDCA Residential Forum.

Long Term Strategic Business Planning - Linnea Blair
Where's Your Road Map?

None of us would throw everyone into the family car and set out on an extended road trip without a clear destination and route, and a vehicle in top condition. Yet many business owners operate their businesses day to day exactly that way, with just enough planning and projection to get them through the next couple of years - just one or two towns down the road.

The problem with long term strategic planning is that it feels like the destination is on the horizon, and the horizon keeps moving. If we don’t stick some mile markers in the ground between “here” and “there” we’ll never take the actions we need to take today to create the business and the life we really want.

In this workshop we’ll talk about:

**Your Destination:** Determining exactly where you want to be in the short, medium and long term.

**Your Route:** How your business model, structure, and plan need to evolve to get you through each leg of your journey.

**Navigation:** How to know when you’re on course and how to re-calculate when you lose your way.

**Roadblocks and Detours:** How to handle planned and unplanned transitions and unforeseen obstacles.

**The Strategic Planning Process:** Who, how, when and how often.

Yogi Berra once said “If you don’t know where you are going, you might wind up somewhere else”. If you don’t define your destination and create a roadmap to arrive there, it will always be on the horizon. Come to Advanced Shop Talk and start creating your roadmap to the future you desire.

The president of Advisors On Target, Linnea Blair provides business coaching and consulting to business owners and executives, who are ready to take action to get results. Her goal is for her clients to become effective leaders and run more profitable and professional businesses. Her specialties include Business Strategy, Relationship Marketing, Leadership and Financial Management.

7-Step Plan to Maximize Your Potential for Greater Results - Guest Speaker, Michael McFadden

Are your employees problem solvers? Are they creating new products and profit centers? Are you getting as much out of them as you hoped when you hired them? Maybe morale is low and they are in a slump. All you need is the right leverage! This presentation will provide strategies for unleashing the latent human potential of your workforce.

Producing better results and more profitability is the byproduct of becoming better. In this inspiring, humorous, and idea packed program, you will receive a 7-step plan for extraordinary results, greater achievement, and maximum success.

A vibrant professional speaker, Michael's style, content, and delivery have earned him the respect of international corporations: Booz Allen Hamilton, Southwest Airlines, Verizon, Discovery, and National Institute of Health (NIH).

As a leadership & performance expert, Michael McFadden delivers easy-to-use, practical information suited for all people, businesses, or situations. Michael is a certified private pilot, the author of 2 books, holds a Bachelor's Degree in Accounting, and a Master's Degree in Human Services.
Linnea developed the On Target Program for Painting Contractors in 2002 and over the last ten years has worked with over 100 Residential and Small Commercial Painting Contractors to help them develop more successful painting businesses.

In addition to individual business coaching and consulting, Linnea provides single workshops and 5-10 Week Business Intensive programs via live webinar on a variety of business topics. She also provides workshops at On Target conferences as well as speaking at other events including Contractor College Webinars, workshops at PACE, PDCA Expo, the PDCA Residential Forum’s Advanced Shop Talk, Painting & Decorating Contractors of California (PDCC), the Lincoln State Council PDCA, the PDCA Commercial Forum and American Painting Contractor’s Training Day.

Committed to helping PDCA members grow their business, Advisors On Target has been a PDCA Residential Forum member since 2003 and also lends support to other chapters and councils of PDCA. Find out more at AdvisorsOnTarget.com

**New This Year**

**“Shorts”**
A 10 minute “quick hit” on hot topics and systems/suggestions to address these common issues.

**Delegating 101 - Nigel Costolloe**
Shorten your daily to do list with some helpful advice on how and when to delegate, and why it is important as the owner not to keep it all for yourself.

**Hiring Strategies - Mike Kelly**
Update your hiring process with tips on where to place your ad, what to include on your online questionnaire, how to filter through applications quickly, and scheduling formal interviews.

**Organizational Tips - Suhaiba Neill**
Tame your paper and electronic filing chaos with these easy to implement systems and suggestions.

**Networking with Designers - Doug Imhoff**
Learn a few tricks and tips on how to successfully network and build lasting relationships with designers.

**Technology in the Field - Mark Lane**
Stay up to date with the latest technology available to help simplify your current processes.

**Action Planning**

“The most effective way to do it, is to do it.” – Amelia Earhart

Support is often the true key to success, so we will dedicate the end of each day to action planning. Putting together a workable action plan while your ideas are fresh will lead to greater success with implementation upon returning to your business.

We will also be creating small action plan accountability groups with all in attendance to encourage continued commitment to your plan over the months that follow.

**Continuing this Fall**

**Advanced Shop Talk Groups**

“4 weeks to a better business”

This 4-week teleconference covers all aspects of the painting business. In a small group of non-competing peers, you will discuss topics such as Leadership, Branding, Marketing, Selling, and Resource Management. Weekly goal setting helps to keep everyone on task and ensures some forward progress by the end of the series.

This year we are pleased to announce the addition of our Level 2 curriculum. More details and registration forms for both levels 1 & 2 will be available at AST 14.

**Save the Date**

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