



Operational Rhythms

Running effective meetings in home building requires bridging the gap between the field and the office. Construction environments thrive on brevity, precise accountability, and forward-looking schedules.

The Golden Rules of Builder Meetings

- **Never hold a meeting without an action owner.** An action item without a name and a firm deadline is just a suggestion.
 - **Never post a meeting agenda the morning of the meeting, give at least a 24 hour window.** We want our meetings to be productive; the message of "I'll check it and circle back" wastes everyone's time.
 - **Clearly lay out the agenda and timeline.** In production, our main habit is planning and executing to that plan.
 - **Focus on look-a heads, not history.** Spending 80% of the time discussing what went wrong last week builds frustration. Spend 80% of the time on the upcoming 1 to 3 weeks to catch trade conflicts, long-lead delivery delays, and permit roadblocks before they hit the field.
 - **Follow the Two-Minute Rule.** If a specific issue requires more than two minutes of debate between two people, table it for a side conversation after the main meeting. Don't keep ten people waiting while two argue over a framing detail.
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Tailor the Meeting to the Purpose

Meeting Type	Frequency & Length	Primary Attendees	Core Focus
Daily Tailgate Standup	Daily, 10–15 minutes	Site Super, Foremen, Trades	Immediate execution: daily goals, immediate site access/deliveries, safety hazards, and today's trade overlaps.
Weekly Trade Alignment	Weekly, 30–45 minutes	Super, Key Subcontractors, Suppliers	Look-ahead coordination: 3-week rolling schedule, long-lead material tracking, site logistics, and trade hand-off readiness.
Client Pre-Con & Milestone	Project phases, 45–60 minutes	Builder, Client, Designer	Expectation management: reviewing allowances, sign-offs, and change-order approvals.
WIP / Production Review	Bi-weekly or monthly, 60 minutes	Owner, PMs, Estimators, Supers	Business health: gross margin reviews, job-cost variances, permitting pipelines, and overall schedule velocity.



Execution Checklist

- **Distribute meeting minutes immediately.** Send brief minutes within 2 hours of the meeting via your project management platform (e.g., Production Software) or a simple group text/email. If it isn't documented, it didn't happen.
- **Standardize constraint removal.** Always ask your trade partners, "What is stopping you from starting or finishing your work this week?" Removing friction for subcontractors makes you the builder they prefer to work with first.
- **Stand up for jobsite meetings.** Keep field meetings on their feet near the plan table. Once people sit down in a site trailer, meetings double in length without adding value.
- **Incomplete tasks must not linger.** If an issue continues to miss the "completed by" date/deadline, the responsible party must be held accountable, or removed.