

Accounts of Achievement...

A Case Study Featuring Luker Framing, Inc.

The Company...

Construction and rough framing has been the back bone of the Luker family business for three generations. Brothers Scott and Jon Luker have worked construction sites since an early age. Scott eventually started his own company, Luker Construction, in Santa Maria, CA. Jon was also developing his own place in the building industry in Santa Maria. He began providing assistance to framing contractors on large, residential projects. After a while he began to notice the contractors he worked for were lacking in organizational and people development skills. And it was evident that companies were not investing properly in training people to obtain skills in the building trade. In July 1999, Jon founded Luker Framing, Inc. and later called upon his brother, Scott, to merge their companies and ideas. Together again, they began discussing ways to simplify the framing process to train lesser-skilled employees. They set a goal to complete a project of framing seventy-seven houses. In a short time, they had recruited thirty-five new employees, and they soon started their second and third projects simultaneously. Now the company had grown to approximately eighty employees. Fueled with determination and the motivation to succeed, Scott and Jon realized they were still in desperate need of something. They were confident in their skills, they knew the business well, and they were somewhat certain they had the 'right stuff.' After analyzing the circumstances, they realized a potentially overwhelming problem... they were not prepared to manage all of these people!



(Back row) Howie Jenkins, Estimator; Jon Luker, CEO; Scott Luker, V.P.; David Kell, Jr., Forklift Supervisor (Front row) Mike Davis, Foreman; Chuck Woods, Foreman; Bonnie Colvard, Office Manager; Antonio Vilchis, Foreman; Mark Cabatuan, Purchasing

The Challenge...

Luker Framing wanted to continue to grow their business. However, the difficulties they faced in managing eighty employees was something that had to be addressed. They recognized communication as the most urgent challenge with which they were dealing. There was a lack of knowing who was doing what, when, and where. They decided the solution to improving productivity could be as simple as enhancing their communication skills. Personal development and growth were important, too. Scott and Jon believed that their biggest payoff could come from investing in leadership development. Foremen were in need of leadership training, and all managers needed to know how they were affecting their teams. The organization was also lacking in daily planning, and they were spending too much time outside of their high pay off activities. Meanwhile, Scott had been observing a positive change in Luker's material supplier. He asked the manager what they were doing that was causing things to be so noticeably different. The manager briefly told him about a 'process' he was involved in. He then introduced Scott to LMI Partner, Alan Hutsinpillar, and Alan introduced Luker Framing, Inc. to the *LMI Process*™.

"Help had arrived, but not without a cost. I knew the change was going to be hard. But we made the personal commitment to make the change. We soon realized our investment was going to pay off."

- Jon Luker, CEO & President Luker Framing, Inc.

“There is always a mystical magic when leaders become ‘achieving managers’ and embrace the LMI Process in continual improvement.” - Alan Hutsinpillar, LMI Partner

The LMI Process™...

Two weeks after meeting Alan Hutsinpillar, Jon and Scott enrolled in *Effective Personal Productivity*®. The decision was made that the entire executive team would participate. Jon admits that everyone was not entirely sold on the idea. He personally was skeptical of the plan, but that opinion soon changed. Jon said by lesson two of the *EPP* he was already focusing on the process. To Jon’s surprise, Luker Framing saw a return on investment before they even reached the last lesson in the program. The revenue they were saving as a result of improving their productivity through effective communication completely paid for the initial investment. This was just the beginning. They began planning and prioritizing daily activities and their work loads became more manageable. With the success and accomplishments they achieved in the *EPP*, Scott and Jon were ready to enter a different phase of development in the *LMI Process*. Alan next introduced them to strategic planning, and they began to develop the company’s vision, mission, and purpose statements using LMI’s *Organizational Strategic Analysis*™ workbook. They wrote an executive summary of where they wanted the company to be in one year and set actions steps towards achieving that goal. The plan would soon change Luker Framing, Inc. for the better.



The Difference...



Jon Luker facilitates his executive team through the LMI Process.

Jon says it has been a privilege watching his team accomplish personal and business goals they set in *Effective Personal Productivity*. Witnessing them purchasing their first home, making large contributions to the organization, and making positive changes in their behavior has been the most satisfying reward of all. The organization has also achieved new success as a result of the *LMI Process*. When they began the process in 2002, Luker Framing had two million dollars in gross sales receipts. Today they are on pace to target thirty-four million dollars in 2006. Because of their newly improved professional disposition, national builders have contracted Luker Framing. Recently, they landed their largest contract to date estimated at seventy-five million dollars. Jon believes the results they have achieved, and continue to achieve, are a direct result of the lessons learned from the *LMI Process*.

The managers at Luker stay organized by planning daily in the *My-Tyme Success Planner*®. The executive team has a well-written strategic plan and executive summary. They stay focused on the critical success factors, high payoff activities, and clearly defined long-term goals. In the last three years, Luker has reduced claims, increased revenue and profitability, been commended by Cal-OSHA, and expanded their employment base to over two hundred. The investments made in the employees have increased Luker’s competitive posture in their market, and they are focused and committed to building the organization’s future to even greater heights of success.

“We have defined the scope, goals, and objectives for developing our most valuable asset... our people.”

- Jon Luker