



The Way

Version 6.1

The RTMC Way, written by Doug Moore in 2020, is a bullet-point compilation of often hard-earned knowledge and lessons learned over the past 50 years that has fueled RTMC's success. Through the good times and the not-so-good times, we have achieved a level of authentic culture, growth, and prosperity that is seldom seen. *The Way*, along with our vision and values, has been forged through history and now stands as a foundation for future generations who will go on to accomplish even greater things. While *The Way* may continue to mature over time, its founding principles will remain unchanged.

Leadership

- **RTMC Leaders lead from the front**
 - Leads by example: high moral standards, strong technical knowledge, lifelong learner, and is readily available
 - Champion of RTMC core values
 - Demonstrates a Positive “Can-Do” Attitude that is contagious – especially when surrounded by problems
 - Does not tolerate abusive language or toxic situations
 - Leaders motivate through inspired actions vs. inspired words – less talk, more action
 - Demonstrates Discretionary effort – show how much you care
 - Gets in the weeds when necessary – you can’t be a great leader if you stay at 30,000 feet
 - Earn Trust through your actions and deeds – Every problem is an opportunity to earn trust
 - The Best Leaders display a powerful mixture of personal humility and unshakable will
 - There is no substitution for hard work
 - Sets the pace - “The best man in the world isn’t worth a damn if he isn’t there” (Tom Marling)
- **Team captains must cultivate decision-making ability before they are given widespread authority**
 - Education – strong hunger to learn
 - Experience – time under tension. Character and substance are forged under pressure
 - Understands the RT Moore Way and demonstrates through disciplined execution
- **Disciplined thought plus disciplined actions = disciplined execution**
 - First Time Quality “If you can’t afford to do it right, how can you afford to do it over”
 - Control Labor = Control Profits
 - Understand and execute RTMC processes – do not create your own process (work around)
 - Understand and leverage RTMC information. Resist spending time and energy to create additional supporting information
- **“In negotiations, the person with the most information wins”**
 - Be prepared for the meeting, understand the details of the situation, and come up with well-thought-out solutions
 - Understand what you don’t know, engage RTMC resources/people to fill the gap
 - “When the moment is right, let the silence do the heavy lifting” – Meaningful silence is better than meaningless words
 - It’s a win-win, or no deal
 - Wins are usually defined by giving the other party what they want, and getting more of what you want
- **“The more you know, the more you see”**
 - Get to the frontline operations - “Boots on the ground”
 - Be curious, ask thoughtful questions – ask questions on the answers
 - Never let what you do know cloud your curiosity to understand what you don’t know
 - Don’t lose focus on the main issue by focusing on the exceptions
 - Learn from mistakes – ““A smart person learns from their mistakes; a wise person learns from the mistakes of others”
 - Over time RTMC leaders develop a “sixth sense” that enables them to operate out of instinct-but don’t try to fake it.
- **Be calm under pressure – influence others**
 - Understand the relationship between stimulus and response – wisdom is in the gap
 - “Don’t mistake speaking without thought for speaking the truth”
 - Don’t be easily offended – be a good listener and elevate your response

Team Structure & Engagement

- **Team Leadership**
 - A team must have a clear leader who meets the definition of an RTMC leader
 - Keep the team focused, be clear and concise, and demand accountability - go from pretty clear to really clear
 - Be decisive – gather the best available information and make the non-emotional call
 - It's the leader's job to change the behavior of the team, or change the team
 - Move quickly on non-performers
 - Trust and commitment – “Teams win by fighting for the good of the team versus individual achievement”
 - Look in the mirror – don't blame other people for poor results
 - Celebrate wins
- **Team structure**
 - “Put your best people on your biggest opportunity”
 - Get people in the right seat – “what are they particularly good at, and what do they enjoy?”
 - “Results matter” – leaders surround themselves with people who get results. Understand the difference between people who are always working towards results vs. actually getting results.
 - The size of the team should be dependent on the ability of the leader – “You can give anyone so much that you make them ineffective”
 - “Get extraordinary results out of ordinary people”
 - Demonstrate that the power and impact of the team is much more powerful than the sum of the individuals.
- **Team Talent**
 - We would rather be understaffed than hire the wrong person into the team
 - “When you hire someone it's the most important thing you did that day”
 - “If it's not a Hell Yes, it's a Hell No”
 - Build the next generation of RTMC – “Your greatest legacy will be the people you helped along the way”
- **Team Success**
 - A winning team is made up by individuals who define success as their contribution to the team
 - A Team that pushes the project schedule is set up for success - “If you don't prioritize the mission, someone else will”
 - A Team that has turnover is a Team at risk
 - “Moments of extraordinary effort leads to...extraordinary success”
 - Team failure is often summed up in two words – “too late”
- **Start right. Stay right**
 - Invest the up-front time, effort, and energy
 - Stop if it's a bad design
 - Never sacrifice our/your standards
 - Know when to escalate an issue
- **Team Communication**
 - Good Team communication is a leading indicator of success – accurate detailed & proactive
 - Speak in a way that makes others want to listen, and listen in a way that makes others want to speak
 - Resist the natural tendency to take a defensive position, especially in group settings. Engage in dialogue not debate.
 - A word about e-mail. Never say in writing what you're unwilling to say in person, and be very (very) mindful of how your words and tone will be received. When in doubt, pick up the phone.
 - Be mindful of your body language and tone. They speak louder than your words.

Labor Efficiency

- **Give specific labor targets that everyone understands and then measure results**
 - Hold accountability on a miss (“most likely yourself”)
 - Celebrate and share in success when we hit our targets
- **First-time quality and labor efficiency go hand in hand – have a reliable system to ensure first-time quality that is motivating to the frontline**
- **Adopt a relentless drive to leverage available information to identify labor opportunities and drive out inefficiencies, for example:**
 - Actual labor vs. labor targets
 - Piece rate overage
 - “Never mix piece rate work and hourly in the same day”
 - Launch/training effectiveness
 - Work order codes – What are they telling us about root cause? How do we predict and prevent?
 - Superintendent and frontline ratios
 - Rework
- **Frontline supervisors own frontline turnover**
 - Understand the difference between necessary turnover (for the good of the team or individual) and bad turnover (lack of clarity, communication, and opportunity)

Material Management

- **Leverage our size to negotiate the best price in the market through strong relationships**
- **Ensure we buy at the best negotiated price through disciplined execution**
- **Measure results - hold RTMC and suppliers accountable**
- **Clean, Consistent and Carefully controlled**
 - Minimize waste through pre-planning and efficient staging of material; touch material one time
 - Pay for what we receive – accurate and timely receiving
 - “Material Readiness” - know what you have, ensure it’s the right material for the job
 - Secure material to deter theft and damage
 - Timely returns of excess material while it’s clean and usable
 - Accurate jobsite inventories – know what you have and ensure it is the right material for the right job
- **Get the frontline to think about picking up a dollar versus picking up a steel stake**

Information & Process

- **With disciplined and deliberate information sharing, larger organizations can support an almost infinite number of small interactive teams**
- **The undisciplined pursuit of more data and information is a catalyst for failure**
- **Capturing data is only the first step; it must be processed, organized and structured...and...capable of influencing business decisions**
- **Automation of core functions is necessary to improve efficiency and leverage talent**
- **Processes that support the core business**
 - “Keep it as simple as possible, but not simpler”
 - The success of a process is determined by the level of understanding and engagement
 - If the team is unable to execute the process – Elevate the talent or simplify the process
 - Do not leave a process in place that is not being well executed
 - Prioritize education – Elevate talent through effective communication and training
 - Alignment around what the information is, where it’s located, and what it’s saying
 - Keep it appropriate to the level/team/individual
 - All parties must understand the importance of data integrity and have a disciplined focus on inputs.
 - Understand that process alone will never fix your talent problem

Company Accelerators

- **All great, enduring companies operate on a set of principles. Principles forged through history and stand forward today. We can expect the R.T. Moore Way will mature over time without changing the core principles.**
- **Build Something That Matters**
 - In our first-time quality work that enhances peoples lives and leaves a legacy
 - In the company we are building where each generation builds upon the past
 - We get paid for one thing – first time quality work in place
- **Create more opportunity than people thought possible.**
 - To Grow Professionally
 - To Grow Technical Competency
 - To Grow Capacity and Efficiency
 - To Grow Leadership Development
 - To Grow Team Engagement
 - To Grow Personally
 - To Grow Family Values & Culture
 - To Grow Lifelong Relationships
 - To Grow Financially
 - To Grow Personal Income
 - To Grow Bonus and Incentives
 - To Grow Financial Acumen
- **Tough times make us stronger**
 - Positive attitude combined with hard work and grit.
 - The recession of 1973 almost bankrupt RTMC but galvanized our foundation of do what's right.
 - Every recession/pandemic since has been an accelerator for RTMC.
 - Be bold and not fearful.
 - Perseverance is the foundation of greatness
- **We don't compare ourselves to the competition. We compare ourselves to our own high standards.**
- **"A good bottom line starts with a smart top line"**
 - Know where and how RTMC makes money - "Do more where you make money and less where you don't"
 - Understand our business – the "levers to pull" and what's the priority.
 - Market share is important because it builds stability – employees, customers, and pricing.
 - Key negotiators must be "in touch with the streets" to understand the market. Information is important but it's only one component in the "art of the deal".
 - If you are competing solely on price, stop and reframe the conversation.
 - Great operations cannot make up for a bad deal
 - Profit is necessary to fuel the business, but success is measured by RTMC stability, sustainability, opportunity, and progress.

Company Accelerators

- **Growth and Revenue Strategy**
 - Do a great job and our customers will demand more
 - Every RTMC employee is our sales force
 - Deals are best negotiated face to face
 - Operations preserve and grow current customers, business development should spend the majority of their time on new customers relationships
- **Customers**
 - Don't assume you know what the customer wants – go find out
 - Strong relationships with customers fuel company growth
 - If you can't be there when the customer needs you then they don't need you. (“Hovey Harrison Moore” - Grandpa)
 - “Every problem is an opportunity to earn trust” (Look for creative solutions before it turns into a fight)
- **Disciplined thought plus disciplined actions = disciplined execution**
 - Stay focused on our core business
 - Diversified, yet balanced, model of single family and multi family and several vibrant geographic markets.
 - Our build where people live model has proven to be enduring for the past 70 years
- **Growth and Development**
 - Get too many great people and they will force you to do something great
 - Surround high potential people with high performance colleagues and give them big challenges to work on. They will manage self-improvement and advance. Pay attention to these people!
 - **Provide accessible and relevant education.**
 - Company culture (Vision, Values, RTMC Way)
 - Company process, information and technology
 - Core leadership competencies
 - Company programs (personal finances, 401k, health, PTO.....)
 - Company technical training (Launch, Field Manual, Engineering, technical, code...)
 - It's an RTMC leader's top priority to recognize individual effort along with results, and advance people in ways that advance RTMC.
- **Keep plenty of “dry powder”**
 - Build financial stability
 - Be ready to take advantage of market shifts and opportunity
- **Diversity in thought (world view) from key talent will exponentially increase our ability to identify threats and leverage opportunities**
- **Purpose, Faith, Gratitude, and Generosity are the Foundations of Success**