THE TRADES PODCAST

5 KEY ACTION ITEMS TO NEXT-LEVEL YOUR BUSINESS

Five moves that Tyler Heath used to take Ricky Heath Plumbing, Heating and Cooling from a $3M to a $12M industry leader, from Episode 213 of The Trades Podcast

ADOPT TECHNOLOGY, NO MATTER WHO RESISTS IT

- [ ] Adopt smart technology that is working well in your trade.
- [ ] Expect real resistance from people used to the old way, including family. Plan for it, don't be surprised.
- [ ] Set a real timeline: Tyler's team was fully on board within one to two months once the switch was made.
- [ ] Recognize that digitizing operations is usually the easier change. The people who will use it are the real focus.

FIX YOUR PRICING BEFORE YOU TRY TO GROW

- [ ] If using time-and-material billing, move to flat-rate pricing.
- [ ] Use flat-rate pricing to remove customer "clock anxiety," they want to know the number, not watch the meter run.
- [ ] Treat margin improvement as the real goal, not just a pricing tweak. Better margins are what let you pay to attract and keep good techs.
- [ ] Look for a complementary service to add once your core trade is running well.

BUILD MARKETING AROUND SERVICE, NOT ADS

- [ ] If you're charging premium prices, you have to deliver premium service, that's the deal, not optional.
- [ ] Script the promise at the door: Tyler's techs tell every customer up front they're providing a "five-star experience" and to speak up immediately if that's not happening.
- [ ] Back it with warranties strong enough to be a genuine differentiator, not fine print.
- [ ] Treat great reviews as fuel for a flywheel: happy customers, more reviews, more customers, not as a side effect of doing good work.

DEVELOP LEADERS BEFORE YOU NEED THEM, NOT AFTER

- [ ] Watch for the leadership gap that opens when headcount grows fast. You will hit real culture problems if leadership development doesn't keep pace.
- [ ] Remember that culture problems are a leadership reflection first, not a hiring or personality problem.
- [ ] Bring in outside leadership expertise where it's worth it. Tyler hired a former talent-acquisition coach as GM.
- [ ] Give people a visible path to grow inside the company. Let people see that the company's growth is also their growth.

TAKE MONEY OFF THE TABLE TO WIN ON TALENT

- [ ] Build pay plans that are competitive enough that compensation stops being the reason you can't hire or keep good people.
- [ ] Tie pay to company results so growth benefits the people producing it.
- [ ] Expect to recruit from outside, but don't treat that as a substitute for developing people already on your team.

The mindset behind all five: Tyler's own words: “Don't go looking for reasons it can't be done. When you hit a wall, ask ‘what am I doing wrong, or what could I do differently,’ and keep asking until you get through it.”

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