

**Shaun Hill 0:00**

Welcome into another episode of The Nice Job Podcast. I'm your host, Sean Hill. special welcome to all those joining us for the very first time, you're in the right spot. All right, who's our guest for today?

**Brian Kaplan 0:14**

Hey, I'm Brian Kaplan.

**Shaun Hill 0:16**

Brian, thanks so much for joining us here on the show. All right, what question should people be asking themselves as they prepare for this episode?

**Brian Kaplan 0:24**

Do you have your finger on the pulse of your finances in your business?

**Shaun Hill 0:27**

Ooh, this one's for my numbers, people and those looking to grow their business. Alright, let's dive in. Be sure to stick around at the end, for my three key takeaways, and maybe a special offer. Here we go. This episode, in particular, and the guest is going to join me today. We've had a couple of conversations, we talked about a variety of different topics, you really can touch on a lot of different things, a very smart individual. But the topic we're gonna talk about today is certainly right in his wheelhouse. And one thing I love about kind of researching, you know, this individual style, is he puts it in a way that is very informative, but really no matter what hesitation what sort of thing you might have in your head of how smart you think you are, or anything like that, he's gonna be able to connect with you and give you some great steps to move forward. So I'm very excited about our conversation today. And now I got to actually introduce the guests and I butter him up and put him on that nice high pedestal is Brian Kaplan, founder, construction consulting. Brian, how are you doing today?

**Brian Kaplan 1:28**

I'm doing very well, Shawn, you've painted some very low shoots for me to fill here.

**Shaun Hill 1:32**

You know, and I don't think though, it's, it's overstating, right? Because it's, it's difficult. Sometimes, if you're in a position where you're just sharing knowledge in general, you know, let alone if you have a consulting program and things like that, to kind of meet people where they are, right, because some concepts can I don't say, just difficult to understand. But the more you get experienced with it, then the more that kind of surface fear comes off, and particularly, you know, Ron top we're gonna talk today is there's always a little bit of numbers involved. I know there's some people, especially in some skilled trades, things like that. They're like, you know, I work with my hands, and I get in there. I'm not I'm not a math guy, right? The old joke, I was told there be no math. And I feel like the way you kind of approach things is very much connecting and things like that, um, to kind of start with that, in a sense, as you kind of progress through your career and, and got to where you are now. How do you think that was kind of developed

through the journey where you got to a point where you're like, you know, what, I can help other people. And it's actually what I kind of want to do, I want to make sure to kind of spread some message or spread some techniques and really help people get a leg up. How about developing you?

### **Brian Kaplan 2:36**

You know, I think from way back, when I've always had kind of that mentoring and coaching component in me, and it was just something that I did naturally. And I think it was very unconscious, like I was very unconsciously kind of coaching people around me. And I have always had that ability to kind of share some knowledge and wanted to really share it, I think the important part here is that I had that drive to do it, which was something that I brought to every company that I worked in, and I tend to get a lot of phone calls from friends that I and colleagues in the business that that knew me in the Toronto area here, asking me questions all the time. And I started to think, well, you know, I was currently working as the general manager of a renovations company here in Toronto, and there's no one really else to go when you're a general manager of a company. I mean, there's no, you know, there's no other position other than founder or president or owner. So, and I think I had done that I'd kind of been there and done that and had done it for you know, two decades and decided that I could take the cues from what the world was kind of showing me, which was that people did have a lot of questions, people are on different paths of their journey. As you've mentioned, I do my best to kind of meet people where they're at. And I think that's just the recognition that knowing that everyone's in a different place. But that ultimately, I know how hard this business is, and I know how easy it is to watch your profit evaporate within a split second, meanwhile, you might have been on a project for, you know, a week, a month, a year, or, you know, any timeframe in between there. And for me, that's something that I'm just incredibly passionate about helping people not do, which is to ensure that they're profitable, so not not making the profit that you deserve. So that was kind of a bit of a foray three years ago for me to say, You know what, I'm going to leave a very stable position, but a great salary, and I'm going to go on my own with \$0 of income and start helping people. It's been an absolute, you know, blast ever since I left, you know, there's always a bit of a safety net when you leave a position and start something else. But it's been a great time and I've met a ton of different people, and hopefully made it well. I'm trying to be humble here and not make myself the hero of the story. But to say that I have made a difference in a lot of people's lives. And I you know, I hope that they've you know, that they continue to take what we've worked on together and grow as well. So

### **Shaun Hill 5:00**

Yeah, I mean, you definitely can tell you, I like how you said, like, I don't make myself a hero of the story. But you know, sometimes when you're helping someone that's a little bit when people ask me why you do these things. Is that maybe the first thing they think of right? Like, oh, we probably get a little buzz from helping people, but it's actually a bit deeper than that, right? You know, it's, it's really about understanding kind of the journey through but also a pure recognition of, there's very few people that have all the required kind of skills and intangibles, to do it purely on their own without taking any sort of even like feedback, having any sort of debate, any sort of discussion. And it's one thing that I tried to press upon of, like, it's not the old like asking for

help, but, you know, so I just get a different perspective might not completely change your worldview, but it might just fill in one piece of that puzzle, or give you one little extra way of looking at something. So, you know, just based on, you know, the things that you're doing, you know, consulting kind of Oregon, these people, it's not like, you know, you're coming in, like, Hey, I'm not trying to get to be the hero there. And you might be, you know, thanking me for years on end. But realistically, you know, you also get a lot out of this by being able to see these different situations, kind of evolving your thinking as well, because you wouldn't be successful, nobody successful. If you're like, Well, this is my one idea. And it doesn't evolve over time. It mentioned, you know, profit and profitability, and we talk about meeting people where they are, so I want to start with a dumb question. And the reason I want to do that is because I think it's kind of a good springboard. We talked about profit and profitability. They are related, but are they the same?

### **Brian Kaplan 6:27**

I mean, essentially, yeah, profitability would be the act of doing it, whereas profit would probably be the tangible results. It's funny, I've never been asked that question. I don't know. Like, you stumped me here. I am trying to think of what the difference is. But I'd actually clarify, like, if I was defining these in a spelling bee, using them in a sentence, what would I use them? I think profitability is just really like, Yeah, I think it's the act. It's the, it's almost maybe even like a mindset, you know, if you will, as opposed to the tangible component, which is, by say, profited on a project, that means that there was a actual tangible result there that I can kind of look at

### **Shaun Hill 7:03**

well, I would, I always thought of it. And perhaps I could be wrong in this way of, you know, profit, obviously, eatable is, is the action probabilities, kind of, you know, the process in a sense, by looking at it, you can make a profit off of something. But if it's not sustainable, and able to react to changes in expenses or something like that, then you're not really in a profitability sort of state, right? And you're not really practicing profitability, you've made gains in the short term, but not quite the long term. Is that kind of an app definition, or at the very least, just perhaps a way to not get you tripped up? If you're seeing a positive dollar value to understand it, that might be a little deceptive, in some regard that you have to look at the whole picture?

### **Brian Kaplan 7:43**

Yeah, I mean, there's a few different lenses that I could answer this in. And I think it's great, it's a great point, because, you know, just on a very granular level, you can make a profit on one project, but it doesn't mean that you're actually profitable overall in your construction business. And also, you know, touching upon being more of a mindset and being like, if you're going to be profitable, or you're going to employ the mindset of profitability. There's a lot of different components that have to come into play here. It's not just all about money, right? It's really what we're talking about is kind of that growth mindset is understanding, as you said, a moment ago, let's just take this one thing like that I heard that I'm going to use to improve or iterate on my process, and it's going to help me grow in a different way. I always like to read a lot. So I threw in a bunch of book references, and for anybody that's interested in and has not already read

Adam Grant's book, called "Think Again", it kind of just made me think about it right now. Pun intended, because he talks a lot about, you know, the one of the main premises in the book is the concept of rethinking, which basically means that I think, as a, as a guy in the industry, I've heard this tons and tons of times, and I've said this tons and tons of times, because we have a lot of ego that drives our thought process sometimes. And we'd say, well, this is the way we've always done it. So why would we be open to thinking about a different way? And I think later on as I got older and more mature in the business, I recognized how there are a multitude of ways to get to the desired outcome that you're looking for. And not just the one way that you've always done it. And sometimes listening to people around you is the best thing that you can do. So that is really one of the central premises of that book. And I think it's a great read for anybody that wants just to know. He is a functional psychologist who teaches at Wharton in the US and does a great job of presenting a bunch of different examples to help you break what they call overconfidence cycles. The this is the way we've always done it type of thing to your point, Shawn, speaking about, like, what is this one thing that I could just take to help rethink my process a little bit or rethink the way I'm doing something which, you know, makes me not just profitable, but puts me in this mind state of profitability.

#### **Shaun Hill 9:56**

And is there is there a common either mistake or or trip up or something that happens kind of early on that that maybe puts entrepreneurs on the wrong path towards profitability, but isn't as like, obviously not as simple as like, oh, well, I didn't make money the first couple of times out is there's something like I said, it's more deceptive, that looks good. Is there anything that you know that you can share with us? They're like, I want to break down this scenario, that if this is what your thing looks like, you might not be built for long term success. Is there an example that comes to mind?

#### **Brian Kaplan 10:29**

Yeah, I mean, there's a whole pile on but I'd say from if I'm thinking back to even my own journey, when I first started in kind of this remodeling, or renovating space, I think, you know, we don't have a lot of confidence at the beginning, even if you're a confident person, which I've always been, you don't have a lot of confidence in what you know, you don't know. Because you don't really know a lot, it, let's be honest with each other here. Like I didn't know anything, when I started, really, I fell into the business. And I think that's how a lot of us get into any Home Services business that you're in. I think it's either something that you come across, or you just start doing it, and you start to figure it all out. So I think from the very beginning, one of the key central pieces I try to help people understand is that, you know, we can't, we can't charge our clients, we can't come up with our pricing based on what the what the audience, visa vie your clients or your potential clients think something should cost, you have to get those answers for yourself. And there's a whole series of ways that we do that. But you know, again, just keeping it high level for a second, you will always have to value or appreciate it, be ample, respect the value that you bring to the situation and not let the audience just tell you what it should be. So that comes in the form of doing free estimates where there's this expectation that we're supposed to just do these and not get paid for them. And this is really sort of a core central focus that I work on with people because it's again, speaking to this profitability mindset of like,

not letting you know this Mr. or Mrs. homeowner, kind of reflect for you how you should operate your business because they have no idea what it takes for you to be profitable or live in the mind state of profitability.

### **Shaun Hill 12:08**

And it goes back to that point you made about confidence, right? It's having confidence that looks like you have a value that you're bringing to the situation, right, this isn't, you know, well, it's a service business. It's not the bow down, you know, kind of service in that regard. You know, there's there's a, there's a skill set, there's, there's an education that you went through, to learn the trade and to learn the skill. There is a lot of hard work that you're doing behind the scenes just to be able to have that truck to get there to give an estimate. And it's also probably setting, you know, we come from the reputation marketing realm, we always talk about, you know, bad reviews, things like that come from fair failure to meet expectations. And I never really thought about it, but when you set it up in my mind that, if you give a free estimate and it's not something you generally want to do, but now you're opening the door of them dictating what things should be. And that's gonna be really hard to meet those expectations. Because now, you're not dealing with the expectations, you're setting from someone that understands the business, understands the process, understands potential problems that could come up once you start tightening a wrench or something like that, tightening a screw, can you tell I don't do it that much. You know, and things like that. But you know, then later down the line, when you have to charge an extra couple of bucks for disposal of something, and someone goes, Oh, that's not free. And now at the end of that customer journey, you've kind of brought in this bad sort of mindset. You know, so from the start having that confidence and understanding, I love that point of, you know, making sure you're kind of valuing through as you look to start to grow. So you get in there, you feel like your pricing is where it should be, you find a target audience that understands why you're pricing the way it is, and they're consistently coming back. So you're getting rid of the clients that, you know, no one really says but you're the bad clients, you know, the ones that are just that don't get much profit in general and cause a lot of you know, heartache and stress, and you're really starting to move it along. And perhaps you're not looking to take that next step. Right. Or there's some indicators you should look for when it comes to the probability sense that show you that you know what, this is how you can take the next step or you're able to take the next step, or perhaps Hey, will, I know you're excited, but take a look at these numbers, in particular, take a look at our process in particular, it's not quite ready for the next step. So what are some indicators as you're starting to grow, maybe looking for more growth, that you're in a good position to do so?

### **Brian Kaplan 14:25**

Yeah, it's a great question. I think it's a very broad question, because there's a lot of different things that you really need to have in place before we grow. I think consistently, what I see is people get excited and try to grow their business quickly and they get a little bit romantic about having a certain gross revenue or a certain number of team members on their staff or whatever it is. And the first thing I would just say is to, you know, very high levels. You know, Gary Vee would say don't get romantic about how you got here, but I would say don't get romantic about where you're going. And in other words, don't fall in love with the concept, you know, look at

what the data is actually telling you. So if you ask me, Hey, what's a key indicator that we have to make sure that we have in check is, we're talking about being profitable. But it really comes down to knowing your numbers, right. And knowing your numbers has a very, very broad lens here. I mean, there's a lot of different things I teach an entire course on knowing your numbers in construction businesses. And so there are some basic KPIs or key performance indicators that we would traditionally look for. But ultimately, if you don't have on a very high level, if you don't have your finger on the, on the pulse of your finances, in other words, you can't tell me what your gross profit is right now, what your company expenses are to your overall income, and what your net profit is in your brand, then you're not ready for growth, because until you have those are very high level KPIs. And so even though those numbers are like the back of your hand on an ongoing basis, what it tells me is that you don't have a proper bookkeeping and accounting, sort of system in place to actually get that information in real time. I've seen this time and time again, where people go to scale. And because they don't have that part figured out, you can't measure the success or the failure as you're going right? We look at the Indus or the world of sports, sports is run by data, right? We're talking especially when we got the Olympics come up, you start talking about like hundreds of the second. That's how the data is crunched, it's not different in a construction bids is really any business to be honest with you, you know, there are metrics that we want to watch, because as you start adjusting different levers, bringing on three new team members, setting up a new division of your company, adding three more trucks on the road, whatever type of component that you're going to add in there. And you've got to be judging this against how you are performing before you make that change. So if you do not have that system in place to get your job cost, and just your overall company numbers in real time, that you can monitor this, well, then scale is really the last thing that you want, you need to get that part solved first, before you can actually grow and then sustainably grow for the future. The other thing I would just add on here from a higher level kind of thing is, I always like to ask people, like, why do you want to grow, and I'll get on a call with somebody, and they'll say, we're doing maybe 3 million or 4 million, or whatever the number is right now could be 300,000 500,000, is a wide range and construction businesses out there. And they'll say I want to get to 10 million, or I want to get to 5 million, or I want to get to a million, whatever the target is my and I'd say that's great, why? And help me understand the drivers for you getting there. And that's kind of again, don't get, don't get romantic about where you're going, just, you know, understand exactly why you're doing what you're doing. Because one of the things that I helped to mirror for people is that where you are right now your life looks a certain way, right? Your days are structured, the way they are structured, you have either a direct client, if you're an owner operator, you're directly related to the client and producing the work. When you start to scale, that changes your relationship in your business, to your customers, to your team members, to your vendors, to your trade partners, that all changes. And, we want to get really clear about what you want your days to look like because it's directly related to the type of business that you're building in the scale that you might want to grow towards.

#### **Shaun Hill 18:20**

And I guess along those same lines would be looking at your overall goal. From a number standpoint, but then an outcome standpoint, because there are some people that are they're like, what, what I would do with this business is I want to keep growing it and want to sell it this

point, as other people are like, You know what I want to get it and I just want you to kind of walk away and have it run in the background, you know, like, this is gonna be a thing, I'm either passing down to somebody or, heck, when I when I kick the bucket, they can do whatever they want with it. And I would assume that those two different types of outcome, probably have a different level of profitability, or kind of a different, I'll say method of scaling offense, but almost certain things that you want to kind of ensure for those two different outcomes. Is there anything that comes to mind that that, that you will have to share that separates those two things, okay, if you're looking to sell, right, if you're looking to kind of get up and then become attractive to a buyer, versus if you're just trying to ensure, there's never no stress in your life at all saying like, you're trying to ride off into the sunset. Is there a key pivot? Or is there something more important for one outcome than the other?

#### **Brian Kaplan 19:24**

Yeah, it's always a great question. And it's funny because, you know, I'm connected to tons of other coaches across Canada in the US, and I'm in a mastermind group with 10 others, and one of the individuals is specializing in Exit Planning, and that's the concept of, hey, I'm gonna start this business, I'm gonna build a build to build it and I'm gonna have an accent, I'm gonna sell this business. And the interesting thing is, that's really just packaging is really what it comes down to. If you want to run it or work in a business that runs you, then continue doing what you're doing. If it's unorganized and chaotic and all of that because that you have, goal achieved, if you want to build a business that you can be proud of that can run with you. if you got an email today, which we all get these spam emails, if you got an email that was legitimate that said, Hey, you want a vacation to Hawaii, but you have to leave Monday, would you be able to go? And I think the concept there that we always talk about is how do you move from the central conduit? How do you move from the hub of your construction business to a spoke in the wheel, and meaning that you're just contributing to the overall spinning of the wheel, as opposed to being the central axis by which it spins. And whether you're going to be building this business to exit whether you're building it for a certain lifestyle, or whatever it is, the goal should always be to try to decentralize as best you can, so that you aren't that central conduit, a lot of business owners are the ones that get the phone calls for every single thing that's going wrong, whether it's a trade, having an issue on your project, whether it's material, supplier calling you and saying, where should we drop this or, arranging a delivery or whatever it is, or a client calling you to with a question or concern, a lot of business owners are really the center piece of that wheel. So whether you're, again, coming back to the question, you know, if you're building the business for a specific reason, you know, the goal should always be that you're not the central piece of it, because you're not really leveraging your own time really well, as a business owner. You know, it's kind of like that concept of, are you working on a \$10 activity? Or are you working on a \$1,000 activity, and it's not, I don't really subscribe to the smarter, not harder kind of language to be honest with you. But the concept of like using the the financial equivalent to it, because a lot of us work on these 10 and \$20 per hour activities, as opposed to these \$1,000 per hour activities, which is business development, which is Systemising processes, which is moving ourselves from the central part of our business to the periphery, so to speak. So that's where you know, we will really grow in a sustainable way that then you have options, you know, you have options to have an exit, you have options to bring other people in, to bring a partner in

to reduce your role to be, a silent partner to do, there's lots of different things that you can do. But if you are the centerpiece of it, you're very limited to what you can do,

### **Shaun Hill 22:23**

which is sometimes a hard pill to swallow, you know, like, you will always be but the spoke is a pivotal part of the wheel, right? Without those, one thing is spinning, but there's no progress, something's really going. So it's almost in a sense of kind of re shifting your mindset of understanding that you are definitely a key part of the driving force. But they said if you're if you're that center hub, then it's going to be you know, there's gonna be more difficulty, it's gonna be much harder for it, to really go if spokes start falling down, but if you get yourself a good solid core,, that's running, then you're able to kind of pivot and I love that kind of financial mindset, because the work smarter, not harder, I think it's so buzzword at some point that it's kind of lost a little bit of its meaning at this point, so what we talked about is kind of understanding key parts of your business, making sure that you're not overburdening and not putting yourself in a position that's going to get harder for those around you to really contribute and to help move things forward. As you've talked to more people and as you come across, the one question that's been coming to my mind a lot lately, which I'm interested in is based on what we've gone through over the past year and things like that it was a big curveball, the sports analogy, or, or signs of a seismic shift, we saw things that perhaps you couldn't prepare for, or I guess I'm just ask the question now, like, Is there nothing is foolproof, right? There's, there's always potentially an unexpected, but is his business truly how you react to those changes? Or is it about understanding the core fundamentals and then being adaptable from there? Like, how much is read and react? And how much is planning and executing?

### **Brian Kaplan 24:12**

Before I answer that, what happened to you guys over the past 15 months, nothing happened over here? Was there something that dramatic that happened for you?

### **Shaun Hill 24:19**

Yeah, no, it's I think, in its own way, how dramatic it was, for some people, might vary, but, even honestly, like, take it out into the pandemic sense, though. But, you go back to technology, right? There's some people now where they're still going, like, Well, why do I need a website? Why do I need these sorts of things, but that's a big shift. And that's the one thing that if you were in a university class 40 years ago, it would have sounded like it was an alien novel. So, there's always new things and the pandemic was responding to a public health crisis and things like that. But, I think the question still would be relevant in that sense of, how much should I rely on my reading reaction? I mean, I'm not saying it's one or the other. That's very clear. Yeah, no, you know how much you can default back to, like, you know, you're playing, you're going versus like reading and reacting?

### **Brian Kaplan 25:11**

Well, here's an interesting thing. with the pandemic, though, that was just me, trying to try to lighten the mood, we're talking so much about, moving from the hub to the spoke, and what's going to get people to laugh a little bit here. But, the pandemic has brought some craziness with



commodity prices, as we all know, right? I mean, the onslaught of social media memes of, little shavings of wood, in a package going for \$100 kind of thing is a joke. I mean, that's obviously a reality. And, working with my clients over the past 15 months, I work with people all across the US and Canada. So there's a wide lens here on what's been happening across all different states and provinces. But ultimately, a lot of clients have felt the price sensitivity because their project is X dollars more expensive right now to operate. But here's something that's really interesting is that something that became very prevalent, and a lot of people started talking about was escalation clauses in your contract, saying that when we estimate a project for you, whatever type of business that you're in, say you're, you're building decks and fences, right, where lumber has, gone through these unprecedented? Well, I should actually say unprecedented, but remarkable swings in commodity pricing. There's been a lot of people out there saying, hey, well, you have to have an escalation clause in your contract. Well, here's the thing, that's not new, that's not a new idea, right. Now, a lot of people probably didn't have it in their contract to begin with, but a lot of these things are that have come to the surface have been, come to the surface because of the pandemic and the unique out unintended outcomes that I would say, I have presented themselves like lumber commodity pricing going crazy. So it's there's it's similar to the to the I would say, when we were just talking about, like, you know, moving from hub to spoke, whether you're doing an exit, or you just want a certain lifestyle, or whatever it is, there are just good building or business practices that you want to have in play, regardless of kind of what's happening because there is a read and react component. But there's also a good, best practice type of thing for different elements of your business, whether it's contractual speaking, operational, speaking, or financially speaking, or anything else, there's definitely some best practices that you want to happen to play there. So, you're right, it's not an either or it's not a read and react, or, just good building prayer or business practice. But there's definitely a marrying of the two I think one of the key attributes for the people that have come out of this pandemic stronger are the people that have had that growth mindset going into it. So, to be honest with you, a lot of the clients that I've worked with have decided, hey, this is an opportunity for me, yes, this is really stressful. But this is also an opportunity for me, well, we are shut down, or at a reduced schedule and capacity, I never have time to work on my business, all I do is work in my business, I'm going to take advantage of this time, and I'm going to work on my business. And we were able to put some things in place and really do a quick assessment of this reading rack situation of the pandemic and all of that to say like, these are things that you're missing, and we got to make sure that you're protected. So I think that there's definitely this growth mindset component that is pivotal for the entrepreneurs out there that you might see on Instagram or Facebook, if you're listening to this, and you see other people doing similar type of work, and you're measuring yourself against them. First and foremost, I would say don't measure yourself against them, because you never really know what's on the other side of the screen. And chances are it's never like what it looks like on social media. But, you know, the reality is,, worry about yourself, worry, think about a growth mindset and think about, yes, you have to read and react to different situations. And your success does depend on that to some extent. But there's also just this growth mindset, there's this ongoing, sort of, we started the beginning where we said, you've got to have the confidence to just charge your value. And it's really hard when you haven't really done a lot of projects, and you're kind of feeling like, Okay, I

don't really know what my value is yet. But it's a slow and steady growth. You know, it's kind of like a marathon, not really a sprint.

**Shaun Hill 29:14**

And that answer actually leads perfectly into the question that I've been asking all of my guests here in season three, we'd have questions, too. We've evolved it here for season three. So Brian Kemp, I want to present it to you. Which do you embrace more challenges or opportunities? And it doesn't have to be business? A business centric answer me a personal centric answer. But the question at hand is which you embrace more challenges or opportunities?

**Brian Kaplan 29:39**

I mean, to me, they're a bit one in the same. We would do it. It's actually funny that you use those two exact words because in my last role at GM, we had a standing Thursday morning meeting with my project management team and we would sit down and we actually even changed the language of how we spoke about these things. One of the PMs might say we have a chat challenge or something, and we'd always be like, Hey, let's call this an opportunity. And I think that that is, not to not to be cliché or anything like that. But the truth is, is that, there's so many scenarios in my mind that I can think of, and experiences I've gone through where these were definitely direct challenges, but they presented themselves as opportunities, I kind of just shared one a moment ago with a lot of the clients that came to me, February, March of 2020, and decided, like, or more like March April, like this is going to be an opportunity where I'm going to go into this estimating class, or I'm going to go and, take this numbers course, or I'm going to work with a consultant, one on one or a coach, one on one to help improve myself and my business. So I really do think that they are kind of one in the same. And I think that every opportunity is going to have specific challenges. In it, there's the classic line of like, if it was this easy, everyone would be doing it and everyone would be succeeding. And there's a reason why that isn't the case. So I think in every opportunity, there are challenges and every challenge I do look at as an opportunity. And it may not give you a tangible outcome, but it always gives you the opportunity to, also look in the mirror and say, Well, how did I handle this? What would I do? What didn't work? And how would I want to change that for the future? How do I want to respond could be a simple thing, like, how do I want to respond better? How do I want to, you know, treat my team better, or treat my vendors better? Or whatever it is? Or it could very well be a success, that becomes an opportunity to learn from as well, well, how did we succeed, so we can repeat this like a recipe, as opposed to trying and just making it up every time that we start a new project.

**Shaun Hill 31:31**

That's awesome. I love that. And that's why each season, we try to have a question, because we get such a variety of different answers. But it really kind of, I feel like it's a good mindset for our experts. But additionally, I think there's a lot of people out there that you're going to have their eyes and ears kind of open to that sort of answer, or they're going to rally right along and definitely want to reach out in touch with you more. So if someone wants to do that, I want to find out more about you more than what you're doing or get in touch. Where can we direct them

towards? And any link or anything you said here? Well, I've included the description below, on various platforms. So where can people get in touch with you?

**Brian Kaplan 32:05**

Yeah, I appreciate that. So I'm very active on social media, specifically on Instagram, which is at [constructionconsulting.co](https://www.constructionconsulting.co). And then on LinkedIn, if you just search for Brian Kaplan, Brian with a Y and Kaplan with the K. But as you said, You'll put the link down there. You can search for me on LinkedIn, I post a lot of information there as well, a lot of blog articles that go up on to LinkedIn, and then the website as well [constructionconsulting.co](https://www.constructionconsulting.co). That's a great place to kind of learn more about me, learn more about what I offer and even hop on a free strategy session. And we'll just chat about your business.

**Shaun Hill 32:40**

Absolutely. Excellent. Brian, thank you so much for spending the time with us today here on the Nice Job Podcast. It was an absolute pleasure having you on the show.

**Brian Kaplan 32:47**

Thanks so much, John. Appreciate it.

**Shaun Hill 32:48**

Brian Kaplan, everybody. Thanks so much for tuning in. Here are my three key takeaways from the episode. First and foremost, it was one of the very first questions I had to understand the difference between profit and profitability, make sure you understand your numbers. So you don't get thrown off by something positive on the ledger. That's not sustainable. Secondly, I love and Brian talked about making sure you don't integrate yourself in the wrong part of your business. You talked about the hub and spoke and kind of whatever analogy you want to use, just make sure you have things that are propelling so that you can be a key member without bringing stuff down. And finally, kind of a different takeaway here. But I love and Brian talked about, he had some experiences. And that's kind of why I wanted him to help other people. One thing we're trying to do with this podcast in particular, is to have our community grow with one another. So I'd love for you to drop me an email at a podcast at [nicejob.com](https://www.nicejob.com) Let me know what you are thinking. Let me know there's any guests you think should come on this program right here. And we'd be happy to connect and help one another. And as I mentioned, towards the end of these podcasts, I've been giving away some special deals. Well this one's no different. Just trying to think of something goofy to do. So since Brian Kaplan was our guest, if you send me a photo of Brian Adams or Gabe Kaplan, from Welcome Back, Kotter, I'll give you 25% off of a nice job. Standard Plan. Yep, just that simple. And perhaps I'll email you back with a little more conversation as well. Get those in. You have until August 12. Take advantage of this particular offer. I'm Shaun Hill, host of the Nice Job Podcast. We'll see you next week. I hope you're being healthy, being safe. And don't forget to have a little fun out there as well.