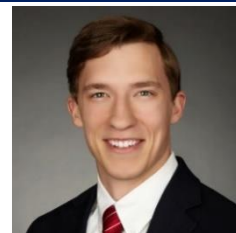




TURNER LEADERSHIP STRATEGIES

Sustainable change through Training-Over-Time.



LEADERSHIP DEVELOPMENT | C-SUITE ADVISORY | STRATEGIC BUSINESS PLANNING | TURNAROUNDS

Summer 2026 Newsletter

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More From Our Clients:

"You will never fully understand the significance of your contributions. We wouldn't be where we are today without the influence of you and your methods."

- **Chairman, Large Home Technology Company**

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Help us learn how we can serve you and your organization.

What Our Clients Say:

"Your tools are tested and reliable – and I continue to come back to them. They bring long-term value, not just short-term value. Not only that, but you [TLS] are a strategic partner. You know our business and you guide us to see certain things that we might not see ourselves."

- President, Commercial Engineering Firm



(Excerpt from TLS's article in Construction Executive Magazine.)

Create a Habit of Proactive Decision-Making

By Quip Turner

Andy was the Senior Vice President for the Service arm of a National commercial construction firm. He did his best to get out in front of the "firefights" that are so common in construction, and even defined goals for his team each year. But despite his best efforts, Andy often found himself and his team in a reactive mode.

Each year began with excitement for his team's goals. But by their mid-year check-in, at least one-third of the goals were off track. What went wrong?

Andy didn't realize that the strength of a business plan ultimately depends on the daily decisions that carry it forward. Even the best plans can be derailed by poor everyday decision-making habits. Up to this point, Andy's everyday decision-making was determined by one thing: felt pressure. He focused on immediate fires and delayed long-term decisions until they created more pressure – and more fires.

This decision-making pattern is the default human tendency – postpone decisions until they hurt or the fire becomes too big to ignore. Many leaders focus on what's urgent and postpone critical decisions until they require impulsive quick fixes. But delayed decision-making *patterns* become delayed decision-making *habits*. Eventually, teams drift away from their goals, production schedules and profitability.

Fix the "Quick Fix" Habit

Andy changed this decision-making pattern by practicing a simple tool – make one proactive decision per day, and carry it out.

Quotes of the Day:

"Problems will surface whether you want them to or not – it is better to deal with them openly and early."

- Alan Mulally,
former CEO –
The Ford Motor Company

"Give me six hours to chop down a tree and I will spend the first four sharpening the axe."

- Abraham Lincoln

The key word is "proactive" – as in, take the initiative. Consequently, plan for, think through and make a decision. Doing this at least once every day creates a new decision-making pattern and, eventually, a new habit.

The decision can be as simple as creating a daily agenda or as complex as choosing material specs well before the purchasing deadline. To reinforce the habit, keep a written log that includes the decision, when it was made and what was learned through making it.

Andy also utilized our firm, TLS, to help him build a business plan *with* his team. Then, they held quarterly "business plan check-in's" and color coded the status of action items in the team's plan:

- green = complete
- yellow = on track
- red = stalled or late

For Andy and his team, the results of these changes were significant. Every morning, Andy identified the top three items he needed to accomplish that day based on the business plan. The stress and anxiety he once felt evaporated because his daily plan aligned with his business's long-term ambitions.

Over time, smaller proactive decisions made it easier to tackle larger ones involving personnel, customer grievances and service agreement pursuit strategies. It even helped Andy and his team make sound decisions when unforeseeable issues arose. Eventually, they saw many more "green" action items in their business plan.

The next time the fires tempt you to postpone a decision, commit to one proactive decision per day. However simple or complex, that act of daily decision-making trains your brain to move from a reactive mode to proactive decisiveness – and prepares you to make better, quicker decisions when the next major issue arises.

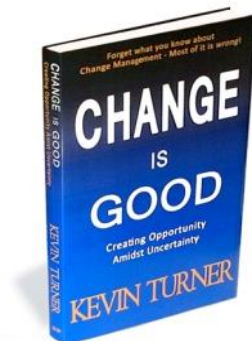
Cell Regeneration

Excerpt from *Change is Good*, by Kevin Turner

"Our bodies are composed of cells. New cells are constantly being created to replace the old. This process of constant change is called 'Cell Regeneration' or 'Cell Turnover'. After about nine years, most of the cells in the human body have been replaced. How's that for change!"

"This process slows as we age and eventually stops all together, at which point we die. Consequently, our own biology tells us that when we stop changing, we die. Through cutting-edge technologies we've discovered that our world ... [is] in a constant state of change."

Change is Good



"Practical...easy to understand, not theoretical. [The] stepped approach...[is] a good process to stay focused and avoid distractions (or temptations) that divert one from the task at hand."

- Retired President, Large Commercial Construction Co.

Kevin Lane Turner's book ***Change is Good: Creating Opportunity Amidst Uncertainty***.

Learn about implementing sustainable change.

To order a copy today, contact us at: tls@kt-qt.com.