

# Build With TAMKO - Virtual Series-20250625\_210114-Meeting Recording

June 25, 2025, 8:03PM

57m 59s



**Brian Dunn** 0:06

Hey, what's going on, guys? Thanks for being us while we get this kicked off.

I'm Brian from from Tampko and I'm joined here today by John Abernathy and and John Brooks. JB.

So hopefully everybody can see my screen.

I'm going to just go run through some of the the kind of housekeeping stuff here today that gets kicked off and then I'll hand it over to these gentlemen to to talk us through the topic.

So just real quick, here's a quick legal notice for you for you guys to see. You would have probably seen us when you registered for the event as well.

This message is coming to us today from Day 41 thrive.

So you can see, you know we are recording.

This session just for everybody's awareness. The goal is that we're gonna make these things available through the timco edge in very short order as well.

So all these events that we've been having, so, so these will be recorded as far as participant information, you know when you're registered, we are collecting that information so that we can follow up with you for administrative or training related purposes and then you know this is from.

Day 41 thrives.

So these are not the direct services or products from TAMKO, but we're really excited about this conversation here today, so.

Let me jump forward one more slide.

We'll go through introductions here pretty briefly, then we'll talk as far as you know, recording and participation and and ask a question.

So the way we've set this meeting up today, we have aaq and a enabled.

So what you should see across the top of your teams if you're looking there is AQ and a button should be the the second one in from the left. So please feel free to leverage that throughout the conversation. We're going to be listening in on on this this.

Talk here between.

Jon Abernathy and Broce.

But any questions you have, I'm gonna do my best to to bring those up.

You know when it's relevant or to to save time at the end, so please leverage that to to drop any your questions that you're looking for. For additional information on.

So here are our presenters today. John's our director of contractor engagement.

He's gonna give an intro really briefly and then John Broce is joining us from day 41, thrive, and we're gonna talk through how to grow your business through leadership management and by building a strong company culture.

So really thrilled to have you all here today.

Thanks for taking the time out on Wednesday to join us.

And excited for this conversation.

So with that JB, I'll turn it over to you to share your screen if you'd like to.

 **Jonathon Broce** 2:11

My man.

Yeah, excited to be here guys.

Thank you, Joanne brought Ryan.

 **Brian Dunn** 2:13

Yeah.

 **Jonathon Broce** 2:16

Trying to get my screen pulled up here actually.

So yeah, so welcome everybody excited to be on the team.

I don't know if you guys saw some few announcements here recently.

We are super ecstatic to be here. One of the main things from our side that we found with with TAMKO is some of the things that we want to chat about is going to be about.

Leadership how to look at attitude, effort.

And the.

Performance within your organization and then like some things around like what we call our guest framework.

So kind of jump into the things. John, was there any questions that you had prior to us like getting started here and everything?

I mean, you chatted about this a couple times.  
I think you're muted.



**Jon Abernathy** 3:07

I'm just super excited for this one.

You know, John is a veteran in the industry and you know when I first met John a long ways back, we just connected really, really well. John's built multiple companies. He can talk a little bit about that and then also, you know, just recently in the last couple of years exited with MHI Roofing and went into to Verte Tech, which is a very large private equity company. Then I believe operated as what COO for Vertex for a. Year and a half or so.  
Is that correct?



**Jonathon Broce** 3:39

Yes, Sir.



**Jon Abernathy** 3:39

You're on mute, buddy.



**Jonathon Broce** 3:41

Yes, Sir. Over the Florida division.



**Jon Abernathy** 3:42

And so a lot of experience, we have a lot of things. He really aligns with Tamko. He aligns with our vision and really his goal is just to kind of help contractors grow through multiple different avenues of the business.  
So we're just super excited to have him and I'm just excited to hear what he has to say today.



**Jonathon Broce** 3:59

Awesome. Thank you, John.

So First things first, guys and ladies people.



**Jon Abernathy** 4:01

Yeah.

 **Jonathon Broce** 4:04

So I use the word guys is just an acronym here of of of.

These are the things that we use inside of our businesses and one of the things that I love to talk about here is that this is not one of those things that gets everybody all like excited and reared up, but it is the most important part of a.

Business, which is culture.

Everybody believes that we have the best culture, we have the best things, but oftentimes we're missing a few elements and hopefully we can bring that to you guys today, right?

And so the first thing I want to start with is, is what we call our guest framework. And so someone share my screen here, make sure I can share my screen.

Let's see here.

All right. Are we in here?

Now can you see me, John?

 **Brian Dunn** 4:55

Perfect.

 **Jon Abernathy** 4:55

Yep, good to go.

 **Jonathon Broce** 4:56

Awesome. So the guest framework.

So this is whenever we were building our businesses, we tried to put together our own way of building culture and the way that we would look at culture is, will your team run through a wall?

All the way through until the last day that you know that they're on the team, right?

So that's what we always will look for.

So guess of course is going to be an acronym.

You can meet your thriver, which is myself here real quick.

I forgot how to slide here about myself.

But John, already affectionately introduced me.

I am a fourth Generation roofer and I wrote the book here.

It's called don't guess, thrive thru storms and it's really about leadership and the

development there. I own a couple of other companies.

I did exit 3 companies actually.

Now I sold my contracting company in 07.

We we did what did we call?

The rooftop restoration, which was more of a soft wash company.

We showed it in 14, of course MHI roofing.

I was coined the Golden doodle of the roofing industry, which I thought was really cool. 'cause, I think it really fits my personality. If you guys can't tell all the coded you know, with my dogs around me here, so I'll jump right right into it. So what is?

A guest framework. So we want to start with. Everybody wants to talk about the word grow, right?

So we want to grow our businesses.

But we wanted to build a framework of how do you get from point A to point B?

So it's all about fostering that personal on the development side and then we want to talk about unleashing, right.

So how do you get into the into into your team?

Empower them to reach the full potential.

That said, it says here, but then we want to get into the enhancement of the actual company.

So we call this SOP system processes optimizing everything.

Then of course, the next step in to strategize.

How do you put together real plans?

To actually get to that next level, right? And how do we do that with one page plans 30 day plans, those types of things? And then how do you get your team to actually work together and synchronize, right?

So that's the pinnacle of all this.

So as we jump into it here, so grow so, so the way that we look at the word grow, everybody uses the word growth, everybody wants to grow. If you're not grow your dye is the way that we've always looked at things. But we put it into another.

Acronym, right, it's called seed.

So you got to plant a seed.

So the first step to growth inside of your business is going to be to self reflect, right?

So you have to sit there first and like sit around and it's called extreme ownership as we call it.

Will just look around, take everything in, start talking to your employees and there's

other tools and stuff that we can talk about as well to get to get you guys there.

Then of course it is to expand, right?

So when you're expanding, this is literally sitting down meditating, you know, reading new books.

New ideas? Having an SOP manual. Things that you want to like, OK.

So how am I going to go to the next level and things now I have to adapt to the changing environments around me, right?

So this is being very agile, learning how to evolve right and be involved in in, in the business. And then of course to develop.

So now you got to take these steps right?

To get to what your real aspirations are.

And so by being able to put all these together like that's the first step in any way to be able to grow.

And so, you know, the whole premise of this is like, we don't want you to guess anymore to pay any more of the dumb tax, right?

If so, if I want to go from three million to 10 million like how am I going to get there right?

I need to think about where I've been, where I'm going, and what the next steps are.

When we look at unleash, this is really kind of when we really get into the real culture piece.

So the first step is really about myself and about me as a leader and as an entrepreneur and how I want to run my company.

But really, if you want to unleash, this is what is. When we say it's time to rise to the occasion.

So one of the main things that we look for, John and Brian and and with with the audience out there is you got to learn to recognize you got to spot those hidden talents within your team.

That's always the best place to start.

Right, so you've already got, you know, the team that's there already know your processes, what you're looking to do, how that you want to treat the customers, what the end product looks like, the quality of the craftsmanship, all those things.

So first give them recognition and as well recognize a spot. Those with those talent.

Then part of the rice frame. The framework of it is to inspire.

So how do we ignite passion and purpose in others?

This is really servant leadership.

This is really.

Learning how to be an empathetic.

Leader by listening to what people are saying and it tough, right?

It's tough because we're we're running a roofing company.

We got to, you know, you know, hard edged guys that are out there really working every day in the sun right now.

It's really hot everywhere across, you know, the United States right now.

It's really, really hot out there.

So how do you really inspire people, right?

And how do you really give them what what their purpose is?

Next step is always to support.

So when you're looking to find the right resources to help them succeed, so supporting the team, and then by doing that, this is how you can build.

An autonomy in a team and empower in a team. I'm sure everybody here.

One of the biggest things that we hear too is that people are tired. Their wore out.

They don't know how to delegate, right?

So I've never been a person that really trusts people, but I did trust processes, and when I learned how to empower people and one of the key, the key things that I learned was just asking the right questions, right?

It's like, So what?

Have you tried?

What do you think that we should do, right?

So we learned to empower our team so they're not coming every day, all day and just asking us questions, right, so.

It it it gets over to the micro part of of running a business.

But we really want to empower him, the.

We we want to empower our team to actually go out there and run with autonomy.

So next step of that too is right is how do we enhance this stuff?

How do we find our flow?

How do we get the right system, the right operation, the right everything with things?

So the main thing is like you got to find that focus, right?

So direct the energy toward high impact activities.

We call them RGB as well, right revenue generating behaviors.

This will give you the leverage, right?

So now I'm looking to have that leverage to maximize all of my resources. All of the technologies, whether the company cams or job nemesis or Improvifies, right?

So I want to put all these systems together to trust the system, trust the process.

Then it's like, how do I optimize?

And my favorite word with this is or my my.

Term with within this word is we wanted to minimize tasks for all of the team, so I wanted our team to actually be in front of the customer, which is who matters, you know is is who matters in this equation.

So how do you cut out task work daily things like updates and the things that we now have technology and and and automation to build, right? So.

The more FaceTime with the customer, it's better.

Then of course, I mean everybody's heard this, but it's really it's it's a good reminder.

Just work smarter, right?

I mean, I'm a hard working guy. I was raised on a farm.

I'm I'm a roofer.

I've sold my companies, but at the end of the day, like my, my dad used to say I was lazy, but it was really I try to work smarter.

You know, I was always trying to prepare for step B, right?

So when I'm in step a, I'm always prepping for step B.

I never want to get to step B and have to go back and do step a.

Right. So so it's just like putting on a roof, right? I'm not going to. Well, and it depends on which part of the country is, but I'm not going to start putting on the drip edge and then tear the roof off. But I'm going to tear the R.

Off. Get it down to a clean deck and then I'm going to start my installation process, right?

So I'm always prepping to the next step, and to me, that's what working smarter is is what is my next step.

How do I prepare?

And how am I taking measures now to make sure that that, that.

That I'm working smarter because working harder but like I think that we have some conflation here a lot of times where we think that busy is good when actually sometimes being busy is not the best thing when you should be focusing on empathy with, with, with your team.

Or taking care of the customer, right?

So busywork is not always great.



So if I can optimize those tasks, I can help my team.

Work smarter.

Now strategize. So this is an acronym that it's not mine, but we pulled it in.

It's called setting smart goals, right?

And smart goals are really a way to like.

We call them one, one page plans. So we'll actually start like a three-year vision and work our way backwards.

And now I want to caution all the owners and entrepreneurs and everybody should join in this here is that when you're setting these three-year plans, you know you want to kind of be cautious and who you share three-year plans.

Things with right?

So as you're thinking three years, one year, 90 days, 30 days, seven days.

That's how we would set out all of our goals and we set out what we called smart goals. Make sure that it's very specific, right, you got clear.

It's crystal clear.

We know what it's going to be, right?

Very measurable.

So you get your KP is involved like I know I can measure.

You know what looks good and what looks great and what looks bad, right?

Make sure that goals are achievable.

This is one thing I think that we.

It was at these lofty goals, which is not a bad thing.

That's why that three-year goal is awesome, but it's it's not achievable in 30 days, right? And when you think about the structure inside of the company, when you go from owners and C suites to the top managers, to middle management to like sealed Reds, right? So we.

Want to make sure that we keep things achievable.

That's why that we talk about with field reps is 7 days and 30 day goals, right?

When you go up to the next management level, 30 days and 90 days.

Where they where they goes when you go up one more step, you know the the the operations director or the sales director.

Now we're talking 90 days and one year goes, but that's why you want to set different goals and make sure that it's that it's achievable. Then make them relevant, right.

So make sure that these align with your core objection. The core objectives. Then a

main thing too that I found is that you really gotta have deadlines.

I know that we'd be all think that we don't like them, but it really keeps you on track.

And then it keeps you really time bound, right?

So that's really what the what the T and the smart for time bound is now.

This is when it comes to the real fun culture part.

So how do we synchronize, right?

How do we build a team?

You know, first thing it is is trust.

You know, so like you got to build the the psychologically, the psychological safety, right. So this is where.

When people come into your office, we should be able to shut our laptop and have a conversation.

With them, right?

That doesn't mean that we we don't schedule time out and time block and take care of things, but we need to be able to that our people know that we hear them.

So like some of the little things here here to build trust, right is you got to be in the consistency of what? Of what you say and what and what you do.

So I would have a code on the outside of my door.

So when when my door was closed, my door was closed. I was working.

I was in a meeting.

It was a private meeting.

But the team could actually just scan the code and hop on my schedule.

Like immediately right in in 20 minutes or 30 minutes from now.

Tomorrow, the next day, whatever.

So if it's something that's personal or or that's not a task related item I was able to set that boundary, but also they can trust that I would show up.

But when my door was open, they could walk in and ask me anything, and then I would literally take my laptop and close my laptop lid.

And I was very present.

So as being curious as being present being genuine right then this is when you start to engage with your team and I think this is the stuff where we get over to the weeds of like, yeah, I'm doing all this stuff, but I would always like question myself.

Every day, am I really doing enough?

Am I really engaging enough with with my team?

Am I really building the right amount of trust?

Am I really showing them what real empathy is? Not sympathy, but being empathetic and right and understanding where?

Where they're coming from.

So by engaging and getting their perspective and listening to when they're, you know, having an issue and recognizing what's what, if they're doing, we tried to find things that they were doing right.

So we tried to find seven things a week that the team was was doing right. So that way when I had to have a hard conversation with that one thing, it was bad.

It's really easy to go and have that conversation go. Hey, John, listen like.

You're killing it.

You're you're you're, you know.

You took care of this customer, you put that roof on a record time. You set all these sales goals, right?

And then when it comes time to have this hard conversation, now I can align with them a lot easier by being able to to breakdown.

Hey, listen, man. You've been doing a great job.

We have a little bit of an unsolved opportunity 'cause. I never used the word problem.

That was my dad's thing, but.

We we've got an unsolved opportunity here like we see that you, your clothing rat has has dropped.

Or that your quality goals have have gone down.

You know, so talk to me about it.

What's going on here?

Right. So what can we do to help?

Where have I let you down?

So we always took it from that very first thing of self reflecting and and extreme ownership of where did I let you down.

Where have we let you down? Right. And so that's how that we were able to engage with them and really align really, really quickly and connect.

With our team.

And now our teams would start to police themselves, right?

So they knew that we genuinely cared about them, and I genuinely do care about our team.

And so that was the main part of it. Was that really in that trust engagement?

Now it's time to mobilize the team.

Coordinate everything.

Put it to action.

Remove barriers, right?

Celebrate these wins and that's what we would do so.

If you're out there and all we're doing is looking for problems.

All the time.

Let's start looking for the wins, right?

I'm not saying that we got to be over positive with everything that happened in life like like roofing is very, very hard and there's a lot of things that happen. You know, you can get a flat tire at the dump.

You're gonna, you know, just gonna be a car wreck. You you gonna? There's that Japanese Maple that we just destroyed. I put on the wrong roof, right?

There's already enough, you know, negativity there that we need to overcome it by finding these wins.

And so that's how you get the team to actually mobilize. But one of the main things that really got us there, John and Brian, was this concept of us.

We over, I, me and.

Notice that we didn't capitalize.

As the IME over here. So we want the team to succeed together, right?

So if we're in a rowboat and my buddy Jeff, it's on my team here and one of he he the great. He's a great guy, but we talk about all the time about I'm in a rowboat and there's two wars, right?

If I'm rowing, you know as fast as I row and you're not rowing at all, we're gonna go in circles. If you're rowing and I'm not, then we're gonna go in circles.

So even if it's a slow pace, if we're rowing.

Together, it's us. We over.

I.

I.

I me thing and that's when it comes back to the self reflection part, right.

So having the purpose, having the strength and having ownership, that's what we're looking for when we talk about us, we over I, I, me with things.

So that's what we say, right?

So this is the five pillars, right?

It's a bunch of tools here that we can use.

I say that there's 100%.

Success rate when you apply with consistency and the commitment.

Of course.

Like, we're gonna mess up, right?

So I count failures as successes that that's why I think it's 100%.

But again, so we just ask that when you guys are really diving deep in with your team, look at the journey differently, right?

Look at it from an empathetic standpoint. If anybody's ever watched Ted Lasso and they got that scene with him throwing darts, right?

You know, and he kind of says, you know, like, hey, if you would have just asked, right?

If you were genuinely curious, like you would have known that I played darts for X amount of pardons for my life and I've, you know, I'm a professional dart player basically, right?

And so like, that's like the whole meaning of this story is how do we get to us?

We over I, me and how do we push into our teams?

So John, that's that's that's the main part of the presentation part, but I really want to get into like a lot of conversations and questions and what some things got.

And what you know that with you and Brian, if you guys got some questions and some more.



**Jon Abernathy** 22:53

I got one for you. As you were there at the end.

How many times have you actually roofed the wrong house?

Am I the only one?



**Jonathon Broce** 22:58

Bad.

Under 10, but over three I don't remember exactly. I was asking the other day of this question, but.

Yeah, it's quite a few actually, which is crazy.

And so you wind up setting up sops that you're like, this will never happen again.

And then it happened again.

So yeah, to that point, right?

So like the first time it happened is like I set an SOP in place and then I set another

one. I set another one but the main thing was I was like listen like the crew could not. Until the project managers on site.

So that's when we went to project managers on every job, every day, every morning. They weren't on dump with dumpsters at all or nothing like they were just at the job at 7:00 AM.

Safety stuff is set up every like we just we just decided to make that because you know, when you get to rooch in a year, you're like, yeah, it's it's it's time to make a major change.



**Jon Abernathy** 23:54

It's thought that came to I was like I was thinking when you said that, am I the only one in my career that ever had to go through the torment of showing up to somebody's house and having a crew rip a roof off? And it wasn't the.

Right, house.

So you know.



**Jonathon Broce** 24:06

I would say there's plenty of those out there.



**Brian Dunn** 24:09

Jbi got. I got a question for you. So I love the conversation around setting smart goals.



**Jon Abernathy** 24:09

Yeah.



**Jonathon Broce** 24:12

I'm in.



**Brian Dunn** 24:14


I think it's it's so critically important.


You know, we've got people that are going to be listening in that are anywhere from, you know, a, you know, a one person shop up to a scaled business, right?

And so I'd love for you and I know you've you've owned multiple businesses, you've scaled them.

So I'd love for you to talk a little bit more in detail about that smart goal setting and how you do it as a team and how you've done it throughout your career.

 **Jonathon Broce** 24:30  
Yeah.

 **Brian Dunn** 24:37  
You know, scaling from small to large.  
Maybe that changes over time and based upon the challenges of the business as they as they change with scale.

 **Jonathon Broce** 24:47  
Yeah, I I think it's great question.  
Thank you, Brian. When it comes to smart goals, right.  
I mean, again, that specific measurable, achievable, relevant time bound.  
So I think this works in relationships. I think this works in every aspect of our life, right?  
So whether it's one main shop or or, you know, 100 man team, I still think they're going to always be applicable.  
I just think the.  
What you're trying to accomplish will change some.  
Right. So like, you know, if I'm starting out like when I'm sitting out out of goals, so so how A1 man shop? I'm doing, you know, a half a mil a year. I'm knocking on doors, let's say.  
So what is my new goal?  
Right. My new goal is to go from a half a mil to a mil.  
So how am I gonna get there?  
So then I got to go all the way back to.  
I got to plant the seed. I got to think about how I'm going to grow my self, reflect.  
I'm going to go through all these things.  
How do I want to get from 500 to 1,000,000?  
Well, I got to write out an an actual plan, right?  
And that's where I think these smart goals come into play. And so how do I get from the 500 up to 1,000,000?  
Well, it's different in every market and even each owner because of your strengths

and your weaknesses.

So I would start to identify what are my weaknesses, right?

So if I don't like accounting, which I don't, I love numbers, but I don't like the actual. Journal entries and all that kind of stuff.

Go master that first.

And set goals around that right?

So it's like, OK, so I want to learn QuickBooks, right?

So I'm a one man band.

I'm putting the roof on.

I'm selling the roof, you know, I've got three or four.

You know, crews or whatever it is that you got, you know, like I don't understand QuickBooks.

I want to go master QuickBooks and the reason why I say that is I want to master it because I want to be able to hand that off as fast as possible. But as an owner I want to make sure that I know what the numbers are what.

What the books look like.

And and and I can.

Measure it right?

I can measure it later.

I can hold people accountable, so I want to set a specific goal.

I'm going. OK, so I want to to take a quick books course and I want to spend the next three months doing that.

So it's a specific goal, right?

And then by doing that I say, well, I'm, I'm going to measure this. So over the next 90 days, I'm going to be able to take ten classes.

So I need to take one class what every nine days, right?

So I'm keep taking classes, so I want to go ahead and measure it.

I'm going to be doing it so.

Whenever I'm at day 30 and I've only taken one class like, I can hold myself accountable, right?

Same thing.

Is it achievable?

Can I do this in 90 days?

Right. Maybe I need 120.

Maybe I've got a big project that's coming up and I'm not going to have time in the



to do this.

Maybe it's a baseball season football season.

So make sure that these that these things are achievable as well and make sure it's relevant.

So my core objective here right is to learn QuickBooks so I can then pass that on.

To somebody else.

And then of course I set the time bound at the beginning of reset it.

So is it really not 190 or or 120 days? So you do this with every goal that you have, right?

Be specific about it.

Make sure that you you can measure where you know where that the progress is at.

Make sure that it's achievable right?

Make sure it's relevant to what you're trying to do and just make sure that you set a time bound into it.



**Brian Dunn** 28:15

Yeah, I love that. Yeah, absolutely.



**Jon Abernathy** 28:15

No, I I was going to say, you know, something out of that. A good time to do those things. Over the years, I learned was in the if you have an offseason in your market, you know, I would always at one time start some of the things you.



**Jonathon Broce** 28:15

Was that helpful?



**Jon Abernathy** 28:28

Talking about a month before busy season hit and I'd get, you know, starting to get some headway and and enroll in the right direction and business season hits. And I don't know how many times I would build out.



**Jonathon Broce** 28:30


Yeah.




**Jon Abernathy** 28:40

Want to build a new process or change something to business and we get started. Then all of a sudden busy season hits.


 **Jonathon Broce** 28:43  
Yeah.


 **Jon Abernathy** 28:45  
And it's like 8 months later. You're like, what happened?


 **Jonathon Broce** 28:45  
Yeah.

 **Jon Abernathy** 28:47  
We never got accomplished.  
So you want to start as soon as you can after a season, and you can accomplish a lot more in offseason.

 **Jonathon Broce** 28:49  
Yeah.

 **Jon Abernathy** 28:53  
You can try to bring it into your on season if you're a small owner.

 **Brian Dunn** 28:57  
Yeah, I think that's great for me, John.

 **Jonathon Broce** 28:57  
Well, I think too.  
Yeah, I think of it too.  
John is like when it comes to change management like I will call him big projects, medium and small. When it comes to a big project like let's say I want to go from job progress to job NIM when like you can only do one or two of those.  
A year like those are hard projects.  
I don't care if you got five people or 50 people.  
You know, like when it comes to change management, make sure that you keep

these large scale projects.

Projects minimized to 1:00 to 2:00 right a year, but like those are tough.

Those are going to take you six months to to get off the ground, to retrain, to relearn to get things set things going in to your point. Like if we we were making a system change, which we did that at one point from like and then we we.

Would actually start in like August and September. Start to build all the framework out.

All the all the foundation, everything started to come over.

I would go into the December time and then we would do data.

Migration. All those types of things when when you're slower, right?

It's it's just naturally a slower month and then we would launch in January.

So we got January, February, March to kind of retrain when the busy season would hit March.

So anytime you've got a really big thing like it takes a lot of planning to to do that and everybody's like, hey like well.

And my suggestion is always this, the best system is the one that you actually use.

So just use it no matter what you have now, just use it right. You know, because I see guys that just jump and jump and jump and jump and they keep going backwards in their progress because they jump around too much.

So use what you have if you really want to make a change, know why that you want to make a change, right?

Is it because it's reporting?

Is it because I don't understand it well? If I don't understand it, that's on me like I need to dig in deeper, right? So if I'm.



**Brian Dunn** 30:50

Yeah.



**Jonathon Broce** 30:51

Using job Nimbus and I don't understand it like I want to take off seat in time and figure it out like why is the reporting not what I want?

How do I make it better?

Right, what?

Whatever it is like, insert product here. So I think that we we get caught up in that is like it's a new shiny object and and you know it just kind of like with marketing

companies, right?

I mean, it's always a hot topic.

It's like I hold myself accountable. Like, if I'm not getting leads.

Am I doing everything that I can?

To get them all the information that they need, right?

Sure, there's probably terrible marketing companies out there, but not all of them are bad, right?

You know it's it's the same as us and roofers, like, not all of us are bad like, you know, like, I mean, like, some of the insurance companies and and such would probably argue. But like, I don't think.



**Brian Dunn** 31:35

\*\*\*\*.



**Jonathon Broce** 31:43

I don't think that we're all bad, right?

I think that we're a lot of great roofers.

Especially in this group here.

So like, just always keep that in mind is what I would say with.



**Brian Dunn** 31:53

Yeah. So we got a great question from the chat here.

You know, and I if this one didn't come up, I was gonna.

I was gonna ask myself so you know the question.



**Jonathon Broce** 32:02

Awesome.



**Brian Dunn** 32:03

I'll just rewrite the screen.

So how do you get reps to be motivated to create their own destiny?

So we provide leads, you know 1010 reps about 3 leads a week each.

This person, this is John Franco. He's saying I'm a true believer in creating your own pipeline.

We give him a strategy, but beat him with a stick, you know, to do it. So you know, if


they're not following a protocol, what do you do next?

Yeah, I'd love to hear from both you guys.


You know, obviously you know seller motivation.


That's a key thing, and I think everybody on the call is interested in.


So I'd love to hear about that and the intersection of that with building culture within your team.


 **Jonathon Broce** 32:35  
John go first.


 **Brian Dunn** 32:37  
Yeah.

 **Jon Abernathy** 32:37  
Want me to go?  
Do you want me to go first? So I.

 **Jonathon Broce** 32:41  
I would say carrot stick.

 **Jon Abernathy** 32:43  
Never.

 **Jonathon Broce** 32:44  
Ers, three elements to it, Garrett, stick and rope.  
So but go ahead.

 **Jon Abernathy** 32:47  
Yeah. So as as far as motivation is thought, that came to my head and it's probably different than yours and that's OK.  
We never.  
I never if I had 10/12/15 reps, I mean I would never 2 two things.  
One, I would motivate him by paying a lot less Commission on on inbound leads, like on self Gen. They got a lot more on a self generated on inbound.  
And I and that really did honestly help create behavior to make guys wanna go out

and and build their own lead list, their own their own business.

And then you know, I I really make guys earn their keep. When they came in out the door, we didn't give a whole lot of leads.

I always want to give leads, you know, 'cause, we really were data-driven and we want to give leads to the people that like our closers. And I wanted to, like, make people earn their keep.

And it worked really really well over time.

I mean, and sometimes you have reps that won't self motivate and you just have to look yourself in the mirror and say, do I have the right people?

You know, do they fit the culture that the right people are driven?

That's another piece of it.

So that's a little bit of and you can talk and then I'll, I'll probably chime in again.

**JB** **Jonathon Broce** 33:51

No. Yeah, that's perfect, John.

I think that I think it's a multi layered answer and and issue too, right?

So it depends on how they're getting paid. If they're 1099 or if they're W2. If there's what's the other incentives involved here?

So what I found with sales reps is they are highly incentive based.

So we would make sure that that their KP is their bonus structures.

Just because I ask you to go get 5 reviews.

You should get 5 leads. You know, like it didn't mean that they would do it.

How do you hold people accountable?

That's the consistency thing that we were talking about prior, right?

So if I'm going to hold John accountable, I hold Brian accountable.

The same standard, so I would set the standard I would hold him accountable to it.

And you know, if they didn't meet what they needed to like, we would have a serious conversation.

Because again, I'm giving them seven things that are positive to one thing that's negative.

It's like I'm always looking for good things to keep things going.

I'm not a cheerleader, right?

I'm not good at being a cheerleader.

I am good at finding positive things that people are doing and call and calling them out right.

So I'm not much of A motivator, if you will. Like, I'm with you on that, John.  
I like self motivated people, you know, but I do think if there's a layer here of of learning people's love languages too, right? 'cause like, you know, if they like gifts, if they like money, if they like, you know.  
Words of affirmation like I I think it's worth kind of.  
Understanding that with each Rep is going to be somewhat unique there, but at the same time the KPI to the KP is and we'll have these conversations to it.  
So I would set out other things that OK. So compensation drives behavior.  
So so that's the answer here, right?  
So whatever the behaviors that you're looking for, that's what you compensate, right?  
So if I need you to go get leads, I'm going to compensate that.  
With that right there and that and that's what that John was saying.



**Jon Abernathy** 35:46

OK.  
That's right.



**Jonathon Broce** 35:50

So but I want to hold accountable too, too.  
I'm I'm going to set out a clear, measurable goal, right?  
So again, going back to smart goals, right.  
Be specific, measurable. So listen.  
So I need you to bring in seven leads a month.  
I need you to bring in X and when they don't and you set it across the board when they don't, you got to have a conversation, right, you know.  
Hey, listen, like you know you came in short at 4:00.  
Like what's going on?  
Where where? Where can we help?  
Where do we go?  
Wrong.  
Right. And then you're hopefully that they're gonna say like, oh, it's not you, it's just, you know, I had baseball with this month. OK, cool man, I get it.  
But if you want to keep like you know you know, feeding your family like this is the best opportunity that you've ever had.

What can we do to help you? Better to keep your time and your management better with that, right?

So like start offering the you know the way to solve that instead of just you know. Just totally harping on people.

It's just sometimes it's how you word it.

But yeah, it's it's always a challenge, but it's really compensation and compensation and and consequence and so and that's positive and negative on on consequence so.



**Brian Dunn** 37:03

Yeah, I think it's great.



**Jon Abernathy** 37:04

I was gonna. I was gonna.

I was gonna say on the backside of that, you know, another thing that came to mind is set them down.

Like when you hire when you a new hire, once a year, even and say, OK, what's your goals for the year?

Let them tell you what their their personal financial goals are, and then build a matrix behind that.

You know, Adam Bensman has a really good I of a matrix plan behind. Hey, if you want to do this much money, if you want to make this much money this year.

This is how many doors you got to knock this.

How many leads you got to run?

But I was always.

I mean, I'll be very transparent, very, very hard. I called it kind of lead baby.

I wasn't one that that if I had 10 guys sitting there and I mean, I know a lot of you guys probably suffer with this, the same thing.

I see it everywhere.

Where about 20% of the sales tap does 80% of the business, and that's common.

It's very common.

It's like, how do we get out of that mold and and create more of a team environment here where we can kind of level the playing field and and I think if you set people down, you like John said, you care about them.

And then you figure out like, you know, don't make it about the company.

Make it about them.



Find out what their goals are and then set a matrix up around their goals and then you have a reason to hold them accountable to their goals.

So, like we care about you, we care about your family.

It's kind of part of building culture, right?

And we don't want you to come up short of your goals.

 **Jonathon Broce** 38:21

Mm hmm.

 **Jon Abernathy** 38:23

So our job as leaders is to drive you and hold you accountable to the goals that you gave us when you kind of flipped the narrative.

It changes how they look at it.

You're just holding me accountable.

And I think you'll get better results just in that alone.

 **Brian Dunn** 38:36

Yeah, that's great.

We we get another question that's that's about sales.

So I'm gonna hit that one and then we'll come back to it.

There's another question about maintaining company culture as you scale, so some great questions to chat for those that are listening in, please continue to drop them over there.

It's great on the sales side.

So the question was, how do you get somebody that's a closure, a vet, you know, motivated to take inbound leads. If you're making more on a sell generally, do you guys ever run into that issue?

 **Jonathon Broce** 39:05

Oh yeah, that's a great question.

I would say that I was that person, like I prefer to go get my own right because I don't believe that there's anything.

There's no such thing as a bad lead.

So. So I guess the premise of the question is you can't get them to run your leads

because they're doing so well with their own. Like I go hire another sales Rep like that's, that's what it sounds like.



**Jon Abernathy** 39:28

Yeah, I was gonna say like I I would love to have a whole team.



**Jonathon Broce** 39:30

It's like how you solve that issue.



**Brian Dunn** 39:31

Yeah, that's a good problem, right?



**Jon Abernathy** 39:32

I would love to have a whole team of guys that do that, like we don't want your leads.



**Jonathon Broce** 39:35

Yeah.



**Jon Abernathy** 39:36

OK, fine. You know, hire another Rep to to run leads. I know we have done a lot of that.



**Jonathon Broce** 39:38

Yeah.



**Jon Abernathy** 39:41

Like where you had a you know our team that we're running leads.

You know, we can go.

I don't wanna go deep in the woods so I can talk about this for an hour and a half, but kind of segmenting your sales team out, right?


You know, you get Google leads or or leads from social media.


We automatically know a lot of times you're gonna be you're working with against competitors.


So like you have guys that are trained on how to go run and service those leads like

the best lead you can get in the world in my opinion is one where you don't any competition and that's typically a lot of times knocking on the door or some. Of the guys to do call center leads, I mean, I've seen some guys do, John, I think you guys done really well with that speed believe model. I know a lot of the guys.

 **Jonathon Broce** 40:15  
Yeah.

 **Jon Abernathy** 40:18  
Jason's done really well with that.  
I mean, I've talked around it because you know how many competition you know, you're the only one showing up.  
You call them, they said. Yes, you show up.  
And that's in my opinion, that's a really good lead.  
But there's there's different second, maybe we can do a a training on this one week, but there's different ways of looking at a sales team.  
You can segment it out and really dial in and do a lot better too, but I agree with John, if a guy doesn't want any leads, he's doing that well.  
Hire somebody to run them.

 **Brian Dunn** 40:43  
Right.

 **Jonathon Broce** 40:44  
Yeah, I would say that there's another layer here too with that is so like repair and replacement leads. And so our team used to fight over repair leads and I know that'll shock everybody, but when when we train them to understand that that is the best lead out.  
There because most of your competition, everybody's on the call here.  
Like everybody does, repairs has a repair team and all that.  
So it's like.  
If if not, you should because it's very profitable.  
But it's also it sets you up differently.  
So I went around in Pittsburgh with with our market there.  
I went to the competition and and if you're on the call now, you know you're

finding out now. But but they didn't do Rd. Parrish.  
So I'd say listen, just send us all of your repair leads, right?  
Like I know that, you know, I've got the repair team.  
Well, they would literally tell would tell the homeowners on the phone.  
I don't do repairs.  
Call mm hi.  
I'm like, OK.  
So we'd answer the phone, we'd show up, they'd call nine people.  
Person showed up and that and that's us.



**Jon Abernathy** 41:45

Guess who they're calling next.



**Jonathon Broce** 41:46

So we were exclusive with a with a repair lead.



**Brian Dunn** 41:46

Wow.



**Jonathon Broce** 41:49

So I and and so here's knowing the numbers right is 70% of the time, not 17, but 70% of the time it needed a new roof.



**Brian Dunn** 41:58

Right.



**Jonathon Broce** 41:59

But they wouldn't even look at a repair, so you know.



**Brian Dunn** 42:01

Right. Open door to an upsell.

Yeah, absolutely.



**Jon Abernathy** 42:05

You know, I was thinking how many gutter repair job?

**JB** **Jonathon Broce** 42:05

And and and they never would get another call.

Yeah, go to repairs.

I don't care what the repair was. We we ran all the repairs and we closed the crap out of them.

It was awesome.

 **Jon Abernathy** 42:16

Yeah, we. I was gonna say I've seen gather lots of gutter repair leads with the right train sales Rep.

You know you can look at his look at data behind his cells, and it's like I've seen some of the best reps out there run gutter, literally. Gutter leak repair leads and sell 60,000 dollars, \$70,000 project.

**JB** **Jonathon Broce** 42:22

Great.

 **Jon Abernathy** 42:33

I mean when they actually get out 'cause, you always want to get on the roof.

**JB** **Jonathon Broce** 42:34

Yeah.

 **Jon Abernathy** 42:36

The idea is no matter what the lead is, you're gonna get on the roof.

**JB** **Jonathon Broce** 42:37

But but you if you stick to the process you you you get in the attic.

Hey, listen, I'm already here.

Just let me hop up on the roof here really quick.

I'll do our 19 point inspection.

I'll come back down and I'll go over that with you.

I want to see like let me see if I can repair this roof or repair this gutter.

Like, let the homeowner feel like it's possible to repair it, and then you close them on a new repair list.



**Brian Dunn** 43:00

Right.



**Jonathon Broce** 43:02

I'm so glad you called me out.

Let me show you these three pictures. Can you see this?

How long?

Says. Did they ever talk to you about about this?

Listen like this is a real issue, right?

I'm so glad you called me because we can get this taken care of, right? For like, like, that's all that we like. The repair leads over replacement.



**Brian Dunn** 43:16

Yeah, great.



**Jon Abernathy** 43:20

And who are they going to call whenever they need to? Even if it's not a new roof?

Who are they calling?



**Jonathon Broce** 43:24

That's it.



**Brian Dunn** 43:25

Build that truck, right?



**Jonathon Broce** 43:25

It's you.



**Jon Abernathy** 43:25

They're calling the one that took care of him. Today is who they're going to be calling.



**Brian Dunn** 43:28

Right.



**Jonathon Broce** 43:28

It's the trust, it's the trust factor.



**Brian Dunn** 43:31

All right, so so different.

Different angle, but I think another great question for you guys.

So you know this is this is again, this is a great problem to have, but it's a problem, right?

So as your team, you know double s or triples in size, right? As you're scaling up the business, how do you maintain that, that culture, that healthy culture within your team? And how do you structure leadership, middle management to handle that growth?



**Jonathon Broce** 43:53

Yeah, that's great. That's a wonderful question.

The main thing? Well, the the first thing I'm going to say is it's it's hard.

It's very hard, like I'll recognize that and we're working with people every day trying to get through this same issue. What we did was we created a thing that we called our peer pulse and and we can help people through through that process. But we we would measure.

Attitude, effort and performance.

So we so we wanted to take.

The subjective matter of people's attitude and their effort they're putting in and put it into an objective standard.

So we actually just with another.

Roofer this morning, but the whole team votes on everybody every quarter, twice a year, right?

So we would have the whole team vote on everybody. So now I have this peer pressure of like, oh man like, this could affect my race. This could affect my, my, my.

The next step up the promotion and we tried to always raise up within and so people knew that like how we looked at each other. We we wound up with the policing

ourselves. It it was crazy, like we didn't have to like, do a whole lot of the. Disciplinary actions cause the other team members were, hey, listen, you shouldn't act this way. You shouldn't have said that like so we did this thing called pure pulse. And we would measure everybody's attitude and effort and and and and that. Based on everybody else's opinion and it really was a really cool factor. It's something that's different. It's off the wall. It's, you know, it's it's it's, it's out of out of a normal path, but it really kept everybody to a standard.



**Brian Dunn** 45:37

No, I I love that.  
So my background I was.



**Jon Abernathy** 45:40

How many times did you get enough?



**Jonathon Broce** 45:41

Yeah.



**Brian Dunn** 45:42

I was in the military. I was.



**Jonathon Broce** 45:43

A couple times.



**Brian Dunn** 45:43

I was a submarine officer for for a number of years and I had a similar experience and I haven't seen that, you know, since leaving the military. But we would do, we call them like three 360° feedback, right?



**Jonathon Broce** 45:50

Yes.  
Yeah, yeah.





**Brian Dunn** 45:56

And so you get feedback from above feedback from below. Feedback from your peers and and you know I'm gonna tell you you got some.

You know, even fewer good performer.

You got some some harsh feedback because it it was an.

Which I don't know.

JB, If yours was or not, but you know some people felt free to to put that stuff out there and it wasn't.

I think it was really valuable from giving that feedback that even if you are again a strong performer from an output and you know from from where you're coming at it, you know from where you're attacking problems.

It gave you, you know, some really actionable feedback to kind of shape like, hey, this is a reality check on how I'm doing, how others are perceiving me.

So yeah, I love that idea.



**Jonathon Broce** 46:34

Well, I stole that out of the Marine Corps. When? When I was in the corps, we did the same thing with a 360.



**Brian Dunn** 46:37

There you go. Yeah. Oh, yeah.

I forgot you. Yeah.



**Jonathon Broce** 46:41

Yeah. So, like, that's exactly where that's where the premise came from. But it really gives you clear insight as me as the general right.

Like I'm I'm so far removed from from the front lines.

I really don't know what's going on right?

Like I understand tactically and strategy, and I've been through the steps to get there.

So as a business owner, it's the same thing is like like I had to change.

My my lens to my leadership team is now my customer.

And so that's kind of part of.

With another question there was how do you get that middle leadership thing is like

I now serve my leadership team, my leadership team then serves the middle leadership team, the middle leadership team serves the field workers. And so like, that's how that we view things like my custom.

Wasn't the end customer anymore because I was our three steps out of right so.



**Brian Dunn** 47:32

Right.



**Jonathon Broce** 47:34

So that's what I would say is having that 360 view of yourself and making that change because if 30 people says John is not approachable, I need to, like, I need to lean into that and be like, OK, this is something that's real, right and it.



**Brian Dunn** 47:44

Right.



**Jonathon Broce** 47:51

And it's anonymous.

So yeah, we have that product and it's it's been wonderful like just to kind of keep that that culture there and and and it hard but because like.

From the sales managers aspect, he's like, yeah, my sales team's doing great, but how is he treating the girls on the phone or the production manager or the OR the project manager out there?

Because a lot of times it's disconnected.

There is like, yeah, I know the sales manager.

He's feeding me leads. I'm going to treat him great.

So so to have that 360 view, that's how that we kept culture in check and it was, it was really, really beneficial.



**Brian Dunn** 48:18

Right.



**Jon Abernathy** 48:26

And it always has to be about team, you know, that's one of the things I've always preach is like, I always evaluated myself also. But I also I didn't have as fancy of a

framework as you had.

But you know, I get to learn some stuff too here, right?

So it's all about teams. So like you can look at anybody, whether it's a sales Rep or whoever, if they if start becoming about them and they're not willing to change, the best thing you do in a business.

I've learned this the hard way is get them out.



**Brian Dunn** 48:51

Right.



**Jon Abernathy** 48:52

So you know, that's one thing Jean and JB and I really align on.

I've heard you say I first time I heard you say I started laughing.

'Cause, I've been saying that for years is we could probably with our experience, teach you more about what not to do than what to do. Sometimes because we've made, we've made the mistake. So like you have to guard that culture, you know, across the board and keep an.



**Jonathon Broce** 49:06

Yeah, yeah.



**Jon Abernathy** 49:12

Eye on what's going on, and like I said, if I ever seen anybody at any time, that was kind of a hard case that I could tell it was all about them.

You you have to get them out because then you get the next guy.

It's all about them and before long the whole the whole team falls apart.

And there's these horror stories.

I see it all the time when people are the wholesale team jumps and goes somewhere else or this happens.

It happens everywhere.

It happens to a lot of people and if you can hold the culture and keep people engaged in team and we have goals and company goals and then help them align with the goals as you grow, here's what we can do as a team.

It takes an army, you know, none of us on this call could do it alone. And so you have to keep the team aligned.

**JB** **Jonathon Broce** 49:51

I think also if you put on the the lens of I'm holding them back from being great, right?

I think a lot of times as owners, especially early on is like we're the hire of the fire and everything.

There's not these layers in in in between you, but we hired this person. We saw all this potential in them and it's like they're great. But like I know they're going to be great. And I believe in them and I want to see them do it. It's like.

If I fire them or let them go.

I'm actually it's a reflection.

All myself.

It's it's, it's almost a mirror effect, right?

It's like if I let this guy go, then I didn't do a good job hiring, and I know he's got the potential.

Gotta push harder, so a lot of times you're holding them back from being great somewhere else, right?

 **Jon Abernathy** 50:35

Correct.

**JB** **Jonathon Broce** 50:35

Because if they're not happy, you're not happy. Other people are not going to be happy.

The customer not going to be happy, so that's whenever it kind of clicked one day like you know what like like the the most empathetical thing and the best thing with somebody is to let them go the right way, right.

So we talk about, is it true, is it kind?

Is it helpful?

Like that? That's how we approach everything. So every conversation, every.

That we speak and that's also part of culture too, is, is what? What I'm saying true.

There you go.

Is is it true?

Is it kind and is it helpful?

And if it's not all three things, I would reserve what I'm getting ready to say, right?

And so like being able to do that and pull people through that, it's better to like let them go, then hold them back because they could be.

Especially a sales Rep, right?

Like it's it's July and August.

I'm going to wait until November to let him go.

When when they can't eat and they can't go get my like no, like, let him go now if they're not a good fit, they're not a good fit and we hold to our core values too. So that's something else too that we didn't really, you know just D.

Into, but whatever your core values are, they're not just words on a wall.

It's like we live by our core values. If they didn't meet our core values then.

It was like, well, they didn't meet it. Like they have to go.

And so, like, that's the thing. Don't hold them back, right?

And and when you have that mindset, instead of I'm letting myself down because I can see the potential in them, where they've got kids or honestly, like they could go find a better spot somewhere else that that would, that they fit mindset with so.



**Brian Dunn** 52:17

Yeah, totally.

No, I love it.

I love it.

And I mean hitting on what you just said there.

Yeah, I mean I've I've always heard right when things are going well, right.

Look out the window.

Look at the team right and when things are going poor, they look in the mirror, right?

Which I think is exactly what you just what you just relayed.

But no, I also I think that resonates. You know John and I were just talking earlier this week about, you know, somebody on one of his teams in the past where it wasn't a good fit for him, right.

It's not, you know, being in a sales role wasn't what they even aspired to do when they were struggling.

Right. And so the best option for them was to help set them up for a career outside of that. And man, I would.



**Jon Abernathy** 52:50

It doesn't have to be me.



**Brian Dunn** 52:50

I would love. Yeah, yeah, go ahead, John.



**Jon Abernathy** 52:53

It doesn't have to be me. Like, you know, I'd always ask the question with a guy like that where they were just struggling is like, what is your vision like for your life?

What are your goals?

What are you passionate about?



**Brian Dunn** 53:02

Right.



**Jon Abernathy** 53:03

And I remember one time there was a guy that was passionate about being a cook.

And I'm like you're selling roofs and your passion is to go cook.

So get on the phone.



**Jonathon Broce** 53:11

To be a cook.



**Jon Abernathy** 53:11

As business owners, we all have other owner and other business relationships or if we don't, we should have.



**Jonathon Broce** 53:14

Yep.




**Jon Abernathy** 53:17


You know, so I feel a phone call all my buddies up that.

I thought was looking for somebody like that and I believe the guy's still there today.


 **Jonathon Broce** 53:20  
OK.


 **Jon Abernathy** 53:23  
I mean, it's really wanted to do.  
Blew my mind, but it was a good fit for him and it was a win win because it didn't have to be ugly or mean. And we're still friends today, so there's always a good way and a wrong and A and A and a right way of rele.


 **Brian Dunn** 53:32  
Yeah.

 **Jon Abernathy** 53:36  
Releasing people and and helping them.  
You know the the right ways to help them go fulfill their passions and thrive in what they what they really want to be doing.

 **Brian Dunn** 53:45  
Absolutely.

 **Jonathon Broce** 53:45  
And one last thing on that too is I'll say this is like if they've got a good attitude and they're putting in effort and they just can't get the job done on that.  
So it's the right person on right bus, but they're the wrong seat.  
So we would recycle people, right?

 **Brian Dunn** 53:59  
Right.

 **Jonathon Broce** 54:01  
So that's why we measure the attitude and effort so, so strenuously.  
Because if they fit my culture and their and they're good people and they're hardworking people, they just can't bust through.  
You know.

Just and get these sales going.

Right. So sometimes they're just in the wrong seat.

Listen, they can talk with the customer.

We put a guy over the project manager and he killed it on change orders because he knew how to sell, but he was afraid to ask, right?



**Brian Dunn** 54:25

Right.



**Jonathon Broce** 54:27

But now he's kind of in a position where he knows how to ask and the roof is wide open and like it, it was easy to sell change orders and and it's not like that.

We run, run the tickets up, but like he had the courage to actually ask because he had the confidence in and he had the sales.

World background. So just I would say to look at.

How can I recycle this person if their attitude is good and the efforts there and they're the right person on the right bus like I just might have the wrong seat involved with them?



**Brian Dunn** 54:53

Totally, totally. All right.

Just conscious of time.

First of all, thanks for everybody that's been tuning in. JB, we're gonna have you back because I got about a dozzz.

More questions that I'd love to talk to you about, and I'm sure other people do.

So yeah, any closing closing thoughts just for the group while we got you both.



**Jonathon Broce** 55:05

Appreciate it.

John.



**Jon Abernathy** 55:13

Go ahead.

Yeah. I mean, yeah, we'll just glad to have everybody here today.

We're excited here at Tamko about doing this virtual trainings.



I think it's going to be very valuable and we have a whole lineup of of speakers and different segments of the industry that we're going to be having on and we appreciate all the Tamko team that's on here plus all the the contractors. So we're just excited to move forward.



**Brian Dunn** 55:34

Absolutely.



**Jon Abernathy** 55:36

We will absolutely have John on probably multiple more times this year because as I'm sitting here, I'm going through all these topics that you and I can. Can tackle in my in my head. Actually, as we're talking, so I'm super excited.



**Brian Dunn** 55:46

Yeah, same here. I mean, I think it this is one of these things that you know, the culture your team is so important because it unlocks so much more growth potential for business.



**Jonathon Broce** 55:46

I love it.



**Brian Dunn** 55:55

So I think it's easy to to think of culture as you know, as as sort of a fluff thing. But it's real, man.

It's real and I think the examples you've run through are really powerful.

And so, yeah, I'd love to have you back for another dedicated session.

And I think it's another great idea, John, to to talk about leads on another session as a dedicated topic, so.



**Jonathon Broce** 56:10

Yep.



**Brian Dunn** 56:15

Yeah.

 **Jonathon Broce** 56:15

Yeah.

 **Brian Dunn** 56:16

Again, really appreciate the time guys.

Thanks. Thanks both for making it and for the broader team, both of Tamko and our contractors.

Really appreciate what you do.

Thanks for joining in. And as I said, we're working to make these reportings available through the edge.

So stay tuned.

We'll provide an update there, but yeah, again, thanks for your time.

 **Jonathon Broce** 56:33

I got one last thing. Brian is I'll say this as a contractor that with everybody that else is still there or if they're listen in in to the future here is like hey, like you guys are lucky because tamko like I've been and talked to other manufacturers when.

 **Brian Dunn** 56:34

Yeah, go for it.

 **Jonathon Broce** 56:49

I talk about servant leadership.

I really genuinely mean that.

That's why that we wanted to align here, meeting all the way from ownership to C suites to.

You know all the way down like this company is. I mean, I'm getting coaches.

Look, it's been so incredibly awesome to work with this team and so as a contractor, I just want everybody to know that like, you're in good hands as far as these guys care. Like Tamko actually cares.

And they're actually like wanting to put things in, you know, in into play that you can use. And so like anyway.

So it's a genuine statement. I really mean that.

Like it's just been one of these things.

Been on my heart like.

On on the conviction side of like, how do we go make impact and help people?

And I believe that this team is there, man.

And so like, thank you with that John and and Brian because like it's it's been inspiring on our team as well too.

Like like like it's it's been good.

So. So thank you for that.



**Brian Dunn** 57:45

No, that means a lot.

JB.

I really appreciate it.



**Jon Abernathy** 57:46

Welcome.



**Brian Dunn** 57:47

Yeah, absolutely.

All right, awesome.

Thanks again for the time guys.

And yeah, we'll talk soon.



**Jonathon Broce** 57:53

Vishal Gaus.



**Brian Dunn** 57:53

Take care.



**Jon Abernathy** 57:53

All right.

Thanks guys.



**Jonathon Broce** 57:54

Thanks, guy. See you guys.

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