



KIER UNPLUGGED

Decisions, *Decisions*, DECISIONS



It is written, "Choices are the hinges of destiny." We are all right where we have landed due to the choices we have made up to this point. We have all made good and bad decisions, even *exceptionally* good and *exceptionally* bad decisions.

And here we are, always on the verge of the next decision.

It is only March and my good intentions for a healthier, more organized, home and life in 2021 are losing ground. How do successful people do this decision making thing and then stick to it?

Cue Steve Kier. He is an expert at making decisions. Big decisions that effect many people and add a lot of weight to his (and other's) shoulders. His immediate response was quick and simple; Categorize and Commit.

His first suggestion is to put each decision in three categories: a. easy, b. moderate or c. hard.

Easy decisions are the no, or very little brainers, as in what to wear, which route to take to work, home brew or coffee shop, etc. Both Steve Jobs and Mark Zuckerberg opted to eliminate one easy choice by wearing the same thing to work everyday. Most people remember the images of Steve Jobs in his infamous black turtleneck and Zuckerberg still wears a hoodie to work. Would my PP&E be office approved? Hmmm.

Another tip is to make the small decisions after work when you're all decisioned out. Tackle the big decisions in the morning when you are fresh.

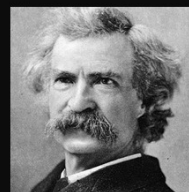
Moderate decisions have a short term effect but still take a certain amount of thought and projection regarding the outcome. Moderate

decisions include refinancing your home, buying a new car, where to take your next family trip, etc. Sleep on it. Never shoot from the hip. In Steve's words, "Never make decisions when you are too happy, sad or mad." Temporary emotions can birth some pretty terrible decisions (and that's why we have laser tattoo removal clinics). Let these kind of decisions marinate, and possibly ask for a second opinion or some feedback.

The most difficult decisions are those that require the deepest level of thought, and then the commitment to reach the goal. These hard decisions include a career change, who you are going to marry, if and when to have children, starting and/or growing a company, etc.

Steve recalled the trepidation that he and Scott faced when they decided to grow the company in 2012. Their goal was to climb from \$60 million a year to \$100 million. It took four years, a new mid-level management team, some serious financial risk, many sleepless nights and a lot of indigestion, but it paid off. And what a privilege it has been to be part of that.

The second suggestion speaks for itself. Commit yourself to the bigger decisions, especially if they involve a goal. How to stay committed is a second article for another month. In the meantime, keep learning from each bad decision. Create better decision making habits and with some time - reap more rewards and less consequences.



Good decisions come from experience. Experience comes from making bad decisions.

~ Mark Twain

THE NEWS



NEW EMPLOYEE

Meet Pat Harter, our new Project Engineer.

Pat is one of the most extroverted people you will ever meet. In his words, "I am the world's largest hobbyist. I enjoy dancing, hiking, fishing, canyoneering, and am overly competitive in pickleball. I'm super big on encouraging people to invest in themselves and building meaningful relationships with everyone around me.

Pat is currently part of the Capitol Homes team, and will be assigned to the Novel Daybreak Apartments when they begin. Please introduce yourself to Pat if you happen to run into him. Welcome to KIER Pat!

NEW PROJECTS

KIER Office Remodel

All of us who are at 3710 Quincy are officially on the jobsite (maybe I *can* wear my PP&E to work everyday - wink, wink). Scott and Steve received the building permit last week and demo has begun. A few people have started packing and are trading spaces, the kitchen is gone and I'm getting my roller blades oiled for the temporary "rink" that may appear under the carpet in this photo. It's exciting!



Roger is the PM, John Brixey is the Superintendent, Mitch Adamson is the Project Engineer, Carol Smith is the PA and Colleen Wilkinson will do the Job Cost Accounting on this project.



Carl Myler	March 5th
Aaron Minardi	March 7th
Rob Welling	March 8th
Roger Nielsen	March 9th
Brett Hargrave	March 13th
Auston Weaver	March 17th
Tyler Haderlie	March 28th
Linda Shepherd	March 28th



CENTER STAGE



DAVID ZANDER

David lives in South Jordan with his wife, Brianna, and their 6 fur-babies - 2 dogs and 4 cats. They are expecting a baby girl at the end of March. David is a Harry Potter fan and has read the series multiple times. He loves improving his home and late night walks with his wife and dogs. They are very excited to include their baby daughter.

Favorite Exercise:



I love to play football, I play year round on a competitive flag football team.

What surprised you most when you started working at KIER?



The amount of material that is thrown away at every jobsite. My dad has his contractor's license and growing up, he would never waste a single scrap.

What's the best thing you have learned here as a PE?

PLAN TO CHANGE PLANS



How has your perspective changed over time?

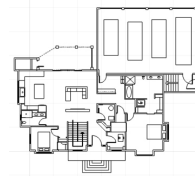
I owe you I have come to understand that no one owes me anything.

What business would you start if you had the money?



I would start my own construction company developing custom homes.

What would you do right now if you could?



I would build my dream house. I'm currently in the design process. Time will tell if it ever comes to fruition.

Scariest Thing You've Done:



I had a rock climbing accident in my 9th grade year of school. The following year I returned to the mountain that I fell from and climbed it again. This time without any incident...of course - I'm still here haha.



BILL HANSON

Bill lived on Kodiak Island in Alaska the first 8 years of his life. He started his construction career at age 13. He loves spending time with his family and his horses. His passions include cattle sorting competitions, motorcycle touring, and Shoot Low Sheriff events where they ride Shetland Ponies.

What song always gets you out on the dance floor?

I love to 2-step to Brooks and Dunn's Neon Moon



What role will you take on after this one?



Free Time:

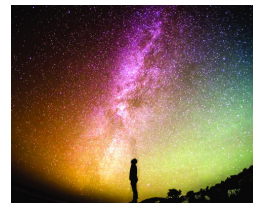


Favorite Season:



Fall! Horses, Harleys, scenery, breathing cool air...LOVE IT!

What's the best thing you have learned up until now?



To enjoy my existence.

How would you define your family now?



What makes you proud of your family?



They are good fathers, good mothers, good husbands, and good wives. They all work hard which makes me very proud.