



An Open Letter to Construction Companies & Contractors in the Built Industry.

If you own a small to mid-sized construction business, there is a good chance you are carrying more than most people realize.

You may be managing jobs, chasing work, watching cash flow, handling customer issues, supporting your team, reviewing numbers, solving problems in the field, and still trying to make time for your family. In many family-owned construction businesses, your wife may also be in the business, often handling the books, helping with paperwork, managing billing, or trying to make sense of the financial side while you are pulled in ten different directions.

From the outside, the business may look successful. You have customers, projects, employees, equipment, and activity. But inside the business, it may feel different.

Growth may be happening, but cash still feels tight. Costs keep rising, but profits are not where they should be. Billing, collections, proposals, job costing, and scheduling may be falling behind. Employees may need more direction. Managers may not be stepping up the way you need them to. You may feel like every important decision still comes back to you.

At some point, what was once a simple business begins to feel harder to control.

That is where my work begins.

I'm Bill Shapcott, Founder of Shapcott Lauber. I work directly with owner-led construction companies to help them gain clarity, strengthen control, and improve performance from the inside out.

My focus is practical. I help owners look beneath the surface of the business to identify where profit is being lost, where cash flow is getting strained, where accountability is breaking down, and where better structure, systems, and leadership rhythm are needed.

The goal is not to add complexity. The goal is to help you run the business with better visibility, stronger discipline, clearer priorities, and less constant firefighting. If your company is growing, but the stress is growing with it, it may be time to step back and look at what the business really needs next.

Shapcott Lauber helps construction owners build stronger companies through better sales discipline, operational execution, financial visibility, accountability, and margin protection.

If this sounds familiar, I invite you to reach out and start a confidential conversation.

To your success,

Bill Shapcott