AFSA45
CONFLICT MANAGEMENT FOR CONSTRUCTION PROFESSIONALS
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Well Built Construction Consulting
SAN ANTONIO, TX
AFSA
American Fire Sprinkler Association

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Well Built Construction Consulting
Division Vice President, Partner
• Seven years with a Baltimore trade contractor.
• Helped grow the business from $18M to $34M
• Promoted to VP of Preconstruction & Sales at 28
Education:
Civil Engineering (UMD)
Construction Management (Purdue)
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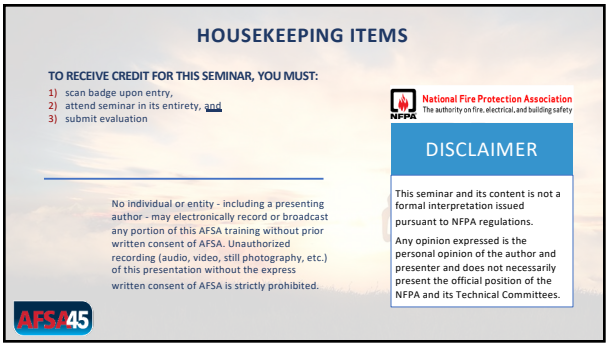
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The authority on fire, electrical, and building safety
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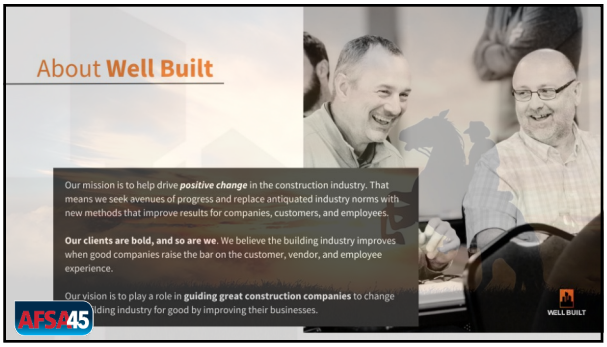
About Well Built
Our mission is to help drive positive change in the construction industry. That means we seek avenues of progress and replace antiquated industry norms with new methods that improve results for companies, customers, and employees.
Our clients are bold, and so are we. We believe the building industry improves when good companies raise the bar on the customer, vendor, and employee experience.
Our vision is to play a role in guiding great construction companies to change [illegible] industry for good by improving their businesses.
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What Are the Daily Conflicts We Have With GCs?
• Struggling project performance:
• Delays
• Additional costs
• Inability to do something they're asking for
• Asking for help/money
• Correcting bad client behavior
• Slow pay
• Too many changes
• Lack of respectful communication /treatment
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What Are the Daily Conflicts We Have With Our Internal Team?
• Performance issues
• Accountability / follow-through
• Cultural issues
• Compensation discussions
• Inter-team conflicts
• Personal issues
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How Much Time Would You Estimate You Spend in Conflict Like This on a Weekly Basis?

What Does That Cost You?

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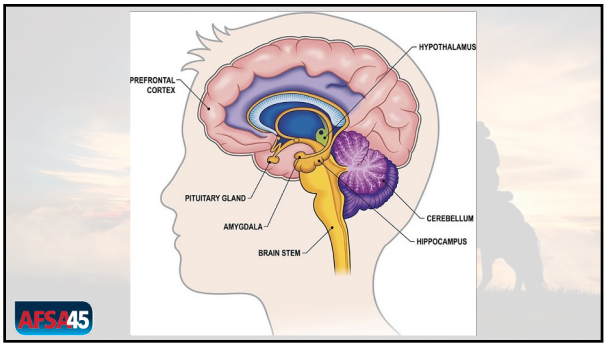

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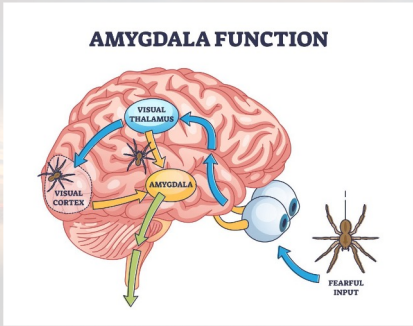

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Emotional Intelligence

- Emotions will sabotage our communication if we don't know how to name and work with them.
- They can move through our body in 90 seconds.
  - You are NOT your emotions.
- Problems rise when we bury them deep down.
  - Learn to name emotions.
  - Learn to look at them objectively.
  - Learn to accept them.
  - Learn to release them.
- **Key question:** If I wasn't feeling this emotion, what would I do?

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How Our Brains Work

2 Options – We Can:

1. Self Sabotage
2. Think Productively

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Thus, the first way to manage conflict is to avoid unnecessary conflict that starts because of the stories we tell ourselves.

This is within your control!

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How We Handle Conflict

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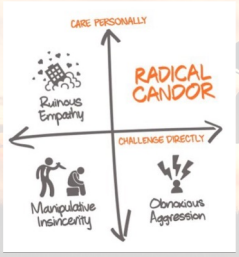
Strategies for Effectively Handling Difficult Conversations



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PREP for Conflict

- **P.R.E.P.**
  - **P**ause and take a breath
  - **R**ecap the situation
    1. What are the facts?
    2. What's your story?
    3. What's their story?

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PREP for Conflict

- **E**mpathize
  1. How do you want the person to feel?
  2. How can you say what must be said and increase the chances of them feeling the way you want them to?
  3. How should we proceed?
  4. What commitment are we ideally making to each other?
- **P**ractice
  1. State the facts: "I noticed..."
  2. Tell your story: "It made me think..."
  3. Ask for their story: "What is really going on?"
  4. Solution development: How should we proceed?
  5. Commitment: I believe we've agreed to X, is that right?

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P.R.E.P. Form

View P.R.E.P. form here.

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Lessons Learned
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WORK WITH WELL BUILT
LISTEN TO THE WELL BUILT PODCAST
READ WELL BUILT
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KEEP BUILDING

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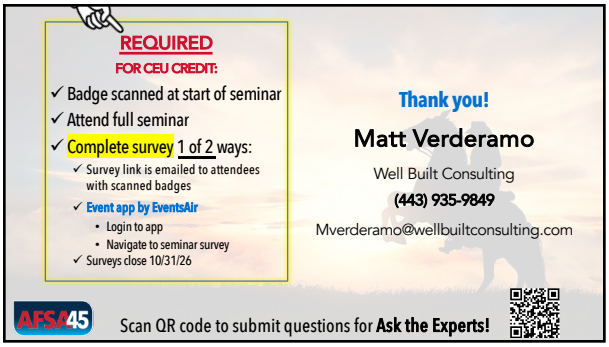
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✓ Complete survey 1 of 2 ways:
✓ Survey link is emailed to attendees with scanned badges
✓ Event app by EventsAir
• Login to app
• Navigate to seminar survey
✓ Surveys close 10/31/26
Thank you!
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Scan QR code to submit questions for Ask the Experts!

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2027 Training Schedule

WEBINARS

1/6	Updates to NFPA 20
1/20	Calculating Pressure Reducing Hose Valves
2/3	Consumer Alert: Nitrogen in Sprinkler Systems
2/17	Reviewing Hydraulic Calculations
3/3	Updates to NFPA 13, 2028 Ed.
3/17	Updates to NFPA 13R & 13D, 2028 Eds.
4/7	Topic Coming Soon
4/21	NFPA 25: Roles & Responsibilities
5/5	Standpipe Flow Test Procedures
5/19	Storage 101
6/2	NFPA Technical Meeting - Voting Guide
6/16	Topic Coming Soon
6/30	Topic Coming Soon
7/7	Updates to NFPA 14, 2027 Edition
7/21	Adjacent Hazards & Design Methods
8/4	Acceptance Testing
8/18	Modifications to Existing Systems
9/22	Topic Coming Soon
10/6	Seismic 101
10/20	Proposed Updates to NFPA 25, 2029 Ed.
11/3	Evaluating Fire Pump Flow Tests
11/17	Top 10 Tech Reviews
12/1	Designing Water Storage Tanks
12/15	Pump Room Layout

PROGRAMS

Feb 9 - Mar 5 Apr 20 - May 14 Aug 3 - Aug 27** Oct 26 - Nov 19	Beginning Design School*
Apr 26 - May 7 Nov 1 - 12	Intermediate Design School*
Feb 8 - 10** Apr 12 - 14 Jul 12 - 14 Oct 11 - 13	Sprinkler Hydraulics Calculations Workshop
Apr 19 - 21 Oct 18 - 20	Advanced Hydraulics Calculations Workshop
Feb 11** Apr 30 Jul 23 Sep 24	Introduction to the Fire Sprinkler Industry
Mar 1 - 3 May 17 - 19 Aug 16 - 18 Oct 18 - 20**	NFPA 25 Essentials Workshop
Jun 7 - 10 Sep 20 - 23	Experienced Inspector Skills Lab
Mar 4 - 5 May 20 - 21 Aug 19 - 20 Oct 21 - 22**	NFPA 25 Fire Pump Workshop
Spring Summer Fall	ITM Inspector Development Program* *This program is 20 months.*

** Hybrid course **At General Air Products Lab, Exton, PA*

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September 8-11	Manchester Grand Hyatt San Diego, CA

For More Details Visit:
firesprinkler.org

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Dates subject to change. Programs subject to minimum registrations.

rev 9/14/2026

Virtual Instruction Path (VIP)

for Sprinkler Fitting Apprentices

Level 1 - Begins January 2027

Level 2 - Begins February 2027

Level 3 - Begins January 2027

Level 4 - Begins March 2027

www.firesprinkler.org/VIP

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HANDS-ON WORKSHOPS FOR 2027

FEATURING AFSA'S TRAINING LAB

NFPA 25 Essentials Workshop

Mar | May | Aug | Oct

Description: Understand roles, responsibilities, and NFPA 25 ITM procedures through hands-on testing of wet systems, dry systems, and fire pumps.

NFPA 25 Fire Pump Workshop

Mar | May | Aug | Oct

Description: Develop practical NFPA 25 fire pump ITM skills, including no-flow and full-flow testing, water supply graphing, and performance evaluation.

Introduction to the Fire Sprinkler Industry

Feb | Apr | Jul | Sep

Description: This course is designed for those new to the industry. An introductory, wide-ranging 8-hour course that provides a broad overview of core fire sprinkler industry concepts for those new to the field.

Experienced Inspector Skills Lab NEW

Mar | Sep

Description: Take your ITM expertise beyond the basics. Designed for experienced technicians, this course combines focused classroom instruction with hands-on system lab training to strengthen your application of current NFPA 25 inspection, testing, and maintenance requirements. Refine fire sprinkler testing practices, improve documentation, deliver more consistent service, and help reduce liability while reinforcing knowledge commonly covered on certification exams.

Learn more about AFSA's fire sprinkler lab featuring functional risers, a spray room, fire pumps, and an interactive classroom.

firesprinkler.org/lab