

7 QUESTIONS EVERY CONTRACTOR MUST ANSWER

Van Wilson

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By Stephen E Wright

Question 1: Why are things going the way they are at my business?

Question 2: What should we do differently — and why?

Question 3: What kind of company would put me out of business?

Question 4: Are we solving root problems — or reacting to symptoms?

Question 5: Where exactly is the pressure coming from?

Question 6: Who else can carry this with me?

Question 7: What would success *feel* like?

What is the Solution?

Stephen E Wright: MBA, Business Coach, Lecturer, Trainer & Fractional CEO. Over the last 25+ years I have helped hundreds of contractor or service small business owners escape burnout. In the process this framework was developed in the field, not in theory. It is practical, because it works.

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I had to answer these questions. I've been there. My business was in a crisis and I didn't know what to do. Then I got quiet. As if in a still small voice I got an inspiration which lead me to a strategy, a way of thinking and finally I wrote a book. Here is my story...



“Are you tired? Worn out? ... Come to me. Get away with me and you'll recover your life. I'll show you how to take a real rest... Walk with me and work with me—watch how I do it. Learn the unforced rhythms of grace.”

Jesus
— Matthew 11:28-30 (MSG)

Introduction: When Working Harder Stops Working

It was a Tuesday morning. Stephen sat staring at the same spreadsheet for the fourth time. Another supplier was late, payroll was due, and the phone wouldn't stop ringing. Busy? Absolutely. Productive? Not even close. He had built a business that “looked” successful — booked jobs, five-star reviews, trucks rolling — but inside, something wasn't right.

That's when it happened. A quiet moment. He heard the whisper. Not in some mystical way — just a *knowing*. One question surfaced:

“What if I'm solving the wrong problem?”

That question eventually became a method — the R.E.D. Method — that Stephen now uses to coach contractors across the country. But before the method came the pause. The rethinking. The uncomfortable honesty.

This short guide is your pause. These 7 questions aren't magic. But they are powerful. Each one is a checkpoint — a place to stop and ask whether the way you're running your business is sustainable, profitable, and purposeful.

If you're willing to slow down and ask them honestly, you'll start to see what Stephen saw: your problem isn't effort. It's clarity.

Question 1: Why are things going the way they are at my business?

Story: Barry & Claudette were doing everything “right.” Trucks were lettered. Jobs were booked. But inside, they were drowning. Profit was thin. Deadlines were slipping. The hustle had become heaviness.

Reflection:

This question often surfaces in whispers — during late nights, slow weekends, or after one too many headaches. It's not a complaint. It's a compass. Until you ask it honestly, every solution is a guess.

Hint from The RED Method:

Sometimes what's broken isn't obvious. It hides behind good reviews and full calendars. But every business has patterns — and those patterns point to root causes.



Question 2: What should we do differently — and why?

Story: Bobby thought raising his prices would create margin. He landed bigger jobs — but stress got bigger too. He didn't need wealthier clients. He needed a real structure. A team. A second-in-command.

Reflection:

Change is inevitable. But change without clarity is chaos. Don't just ask what to change — ask **why** it matters.

Hint from The RED Method:

There are only 3 moves every construction business can make: **Revise, Expand, or Disrupt**. But you can't

Question 3: What kind of company would put me out of business?

Story: Randy's window company had a great rep. But new competitors offered financing apps and same-day quotes. He realized: his threat wasn't other contractors. It was a new *way* of doing business.

Reflection:

This is the “disruption” question. It's humbling — but liberating. What would the future version of your industry look like... and why can't it be you?

Hint from The RED Method:

The most successful owners **pre-disrupt** their own companies — before someone else does it for them.



Question 4: Are we solving root problems — or reacting to symptoms?

Story: Claudette cut prices to stay competitive. Jobs increased. But margins vanished. Crews burned out. They had treated the pain, not the cause.

Reflection:

Most business decisions are band-aids. This question demands an x-ray.

Hint from The RED Method:

Your business has 10 critical areas. Miss the one that's bleeding — and you'll keep treating symptoms forever.

Question 5: Where exactly is the pressure coming from?

Story: Bobby didn't need better clients. He needed systems. His stress wasn't from growth — it was from bottlenecks. Estimating. Scheduling. Communication.

Reflection:

We assume pressure is “everywhere.” It's not. This question finds the kink in the hose.

Hint from The RED Method:

Use short staff surveys, buyer mapping, and evidence-led SWOTs to pinpoint the real bottleneck. Clarity beats volume.



Question 6: Who else can carry this with me?

Story: Stephen used to think leadership meant carrying everything. Until he realized: the business was heavy *because* he was holding it alone.

Reflection:

No business scales on the back of one person. If you're the estimator, ops lead, and client hand-holder... you're not running a business. You're just doing a more stressful job.

Hint from The RED Method:

Freedom doesn't come from raising prices. It comes from building leaders. Structure creates space.

Question 7: What would success *feel* like?

Story: After implementing RED, one client said: “I still have problems... but now they make sense.” That’s peace. That’s clarity.

Reflection:

You’re not chasing perfect. You’re chasing **predictable**. Sustainable. Strategic.

Hint from The RED Method:

Strategy doesn’t roar — it rests. When you find the right next move, meetings shrink, cash steadies, and peace returns.

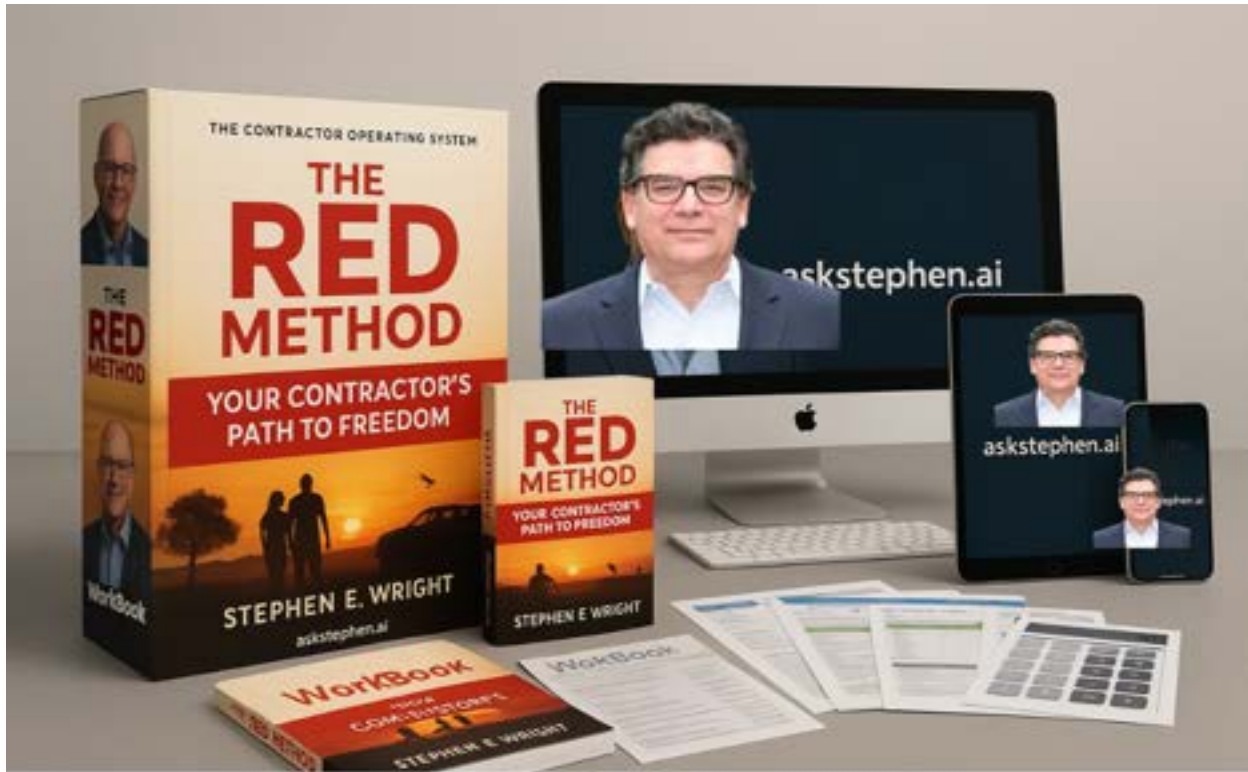


What’s Next?

If you saw yourself in any of these stories... then you’re ready to find the answers and an experienced advisor who has been there, to help you as well.

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Your Solution : Its part of the Contractors Operating System



The **RED Method Book + Workbook + Online tools** walks you step-by-step through:

- How to find your core issue (root cause, not symptoms)
- How to pick the right move: **Revise, Expand, or Disrupt**
- How to execute without chaos or burnout
- Has many other strategies and tools included in the workbook and online.
- Ask questions of the AI tool trained on this book

👉 **Grab your RED Method Book + Workbook now.**

Inside is the practical framework Stephen built from real-world experience coaching construction business owners across the U.S.

📘 [Get the Book & Workbook Now](#)

Or email **Stephen E. Wright** directly: sw@newviewinnovation.com

Or schedule a free conversation with Stephen [here](#)

Let's stop pushing harder. Let's start building smarter.