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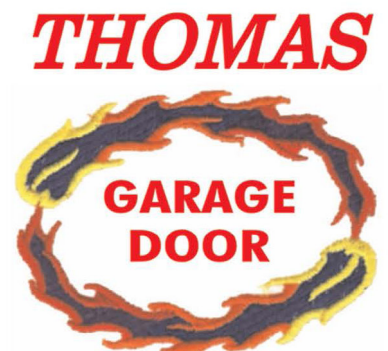
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# THE METROPOLITAN BUILDER

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*Feature Builder Story*

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## PUBLISHER'S NOTE

**Giselle Bernard**  
*Publisher*

Heat illness becomes a special concern of mine, this time of year since I've experienced heat exhaustion before – a pretty scary situation, to say the least. I'm not much on drinking a lot of water and found out first hand that working or playing in the sun's heat while not hydrating is a recipe for heat-related illnesses.

Every year, about this time, I make it a point to write about heat related illnesses. There are three major forms of heat illnesses: heat cramps, heat exhaustion, and heat stroke, with heat stroke being a life-threatening condition.

### Heat Cramps

Heat cramps or muscle spasms are caused by heavy sweating and affect the arms, legs or stomach. Although heat cramps don't cause permanent damage, they can be quite painful. To prevent them, drink electrolyte solutions such as Gatorade during the day and eat more fruits like bananas.

### Heat Exhaustion

Heat exhaustion is a condition more serious than heat cramps. When you don't drink enough fluids to replace what you're sweating away, your internal air-conditioning system becomes horribly overworked. The symptoms include headache, heavy sweating, intense thirst, dizziness, fatigue, loss of coordination, nausea, impaired judgment, loss of appetite, hyperventilation, tingling in hands or feet, anxiety, cool moist skin, weak and rapid pulse (120-200) and low-to-normal blood pressure.

People suffering these symptoms should be moved to a cool location, such as a shaded area or air-conditioned building. Have them lie down with their feet slightly elevated. Loosen their clothing and apply cool, wet cloths or fan them. Have them drink water or electrolyte drinks. Have them checked by medical personnel. Victims of heat exhaustion should avoid strenuous activity for at least a day, and they should continue to drink water to replace lost body fluids.

### Heat Stroke

Heat stroke kills and happens when the body has been depleted of its water and salt. The body's temperature rises to deadly levels. Someone usually experiences heat cramps and/or heat exhaustion before experiencing symptoms of heat stroke, but not always. Heat stroke is sometimes mistaken for heart attack, especially in a work setting.

The early symptoms of heat stroke include a high body temperature (103 degrees F), an absence of sweating, hot red or flushed dry skin, rapid pulse, difficulty breathing, constricted pupils and any/all of the signs or symptoms of heat exhaustion. In an advanced state of heat stroke,

the victim may exhibit bizarre behavior and have high blood pressure, seizures or convulsions, collapse, loss of consciousness and a body temperature of over 108° F. It is vital to lower a heat stroke victim's body temperature. Seconds count. Pour water on him/her, fan the victim, or apply cold packs. Call 911 to get an ambulance on the way as soon as possible.

To prevent heat-related illnesses take the following health tips into consideration:

- Condition yourself for working in hot environments. Start slowly, then build up to more physical work. Allow your body to adjust over a few days.
- Drink lots of liquids. Electrolyte drinks are good for replacing both water and minerals lost through sweating. Never drink alcohol and avoid caffeinated beverages like coffee and pop.
- Take a break if you notice you're getting a headache or you start feeling overheated. Cool down for a few minutes before going back to work.
- Wear light-weight, light-colored clothing when working out in the sun.
- Take advantage of fans and air-conditioners.
- And, believe it or not, get enough sleep at night.

A little knowledge goes a long way in avoiding heat illnesses....

Giselle Bernard, *Owner/Publisher*

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# Doug Doyle Considers Customers to Be Friends

**By Kathy Bowen Stolz**

To Doug Doyle, president of D.L. Doyle Construction Company, customer service is paramount to his company's 22 years of success. He extends customer service years beyond the construction phase. "We're always happy to answer questions and to assist homeowners with maintenance needs and small project referrals long after they move in. For example, we'll call a hot water heater vendor on behalf of a customer. Our customers are our friends."

As another case in point, one customer wrote in an email recently, "We really missed you guys, so I decided to break something" and sent photos of a damaged piece of trim in her garage. Doug replied, "Garage fix will be cheaper than the car. That trim board came from a sawmill in Conroe, and it will take a few days to get one piece here."

The company's goal is to achieve complete client satisfaction, according to Doyle, by communicating with the homeowners, maintaining professionalism and paying attention to personal and accounting details.

"Our philosophy is that the quality of service establishes the quality of the finished project and ultimately the homeowner's satisfaction," he added. "It is very rewarding and satisfying to provide a product we are proud of and, more importantly, that our customers are pleased with and proud of."

His approach to customer service has paid off from the beginning when he established D.L. Doyle Construction Company in late 1996 after working as a municipal bond analyst, as an advance man for George H.W. Bush for three years in the early 1980s and then in commercial construction and commercial real estate for 13 years for a local company.

He has relied on word-of-mouth referrals, even in the early years. Although his initial jobs were very small, such as his first job of replacing a sidewalk, he had enough friends and their friends and their friends calling that the company grew without advertising.

"The first year I worked out of my house. It was just me. At



the end of that year, I hired my first employee, Kaye Stone as office manager and bookkeeper.” Soon after he hired his first project manager, Jim Bob Taylor and then Jim Wyatt as another project manager a few years later. That core staff has now worked together almost 20 years. “We just get along so well. I am very fortunate.”

The staff expanded again when Julie Stratton and John Boettcher joined the staff in 2012 as project coordinator and superintendent respectively. In addition, Sheryl Doyle, Doug’s wife, has assisted with bidding and estimating, contracting and scheduling, bookkeeping and office administration for 15 years.

Nowadays Doug handles all of the estimating and financial controls for every job, which is a natural extension for someone who has a bachelor’s degree in business administration in finance from the University of Texas – Austin. He also runs the business side of D.L. Doyle Construction Company, focusing on accounting, insurance and personnel.

He earned Certified Graduate Remodelor™ and Graduate Master Builder certifications from the National Association of Home Builders. He is also a member of the Texas Association of Builders, the Greater Houston Builders Association (GHBA) and is a licensed broker with the Texas Real Estate Commission.

Vice President Jim Bob Taylor is also involved in the

*Continued on page 12*

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# Dialogue with a Designer

Audrey Drought-Mitchell, ASID, RID

*International Flooring knows that dreams, reality and inspiration make a house a home. It also knows that an interior designer or interior design firm often becomes an integral part of this process. As a National Wood Flooring Association (NWFA)-certified company, International Flooring takes great pride in working with some of the finest professionals in the Houston market, providing the best quality wood flooring and carpets available and superb customer service. International Flooring offers their clients a private showroom full of exotic wood floors not found in retail showrooms. This month International Flooring speaks with Audrey Drought-Mitchell, ASID, RID.*

*Since founding Audrey Drought Design, Inc. in 2000, Audrey Drought-Mitchell's main focus has been to demonstrate the highest level of professionalism through excellent business practices and thorough collaboration with the myriad of parties involved in each project. She places an emphasis on unique architectural details, proper scale and timeless creative influences and has long been recognized for her ability to incorporate all aspects of design.*

*As a registered and licensed interior designer, her areas of expertise range from new construction to remodeling in both residential and commercial spaces.*

**International Flooring:** *What sparked your interest or motivated you to pursue the interior design field?*

**Audrey Drought-Mitchell:** During high school, I began studying mechanical drafting, which required significant

attention to detail. I discovered this was a strong interest of mine and, when combined with a desire to use my creative abilities, I elected to pursue a bachelor's degree in interior design. Subsequently, I then became a registered interior designer within the State of Texas.

**International Flooring:** *What fascinates you and how have you incorporated that fascination into your designs?*

**Audrey Drought-Mitchell:** I strive to create designs that will work as a long-term investment for the client. Thus, we implement unique architectural details with proper scale and functionality as well as incorporate timeless creative influences into each of our projects.

**International Flooring:** *How can an experienced interior designer help custom home builders or remodeling contractors enhance their efforts in building and selling homes?*

**Audrey Drought-Mitchell:** Collaborating with a designer at the start of every project will benefit long term. With the countless number of details, whether they are appropriate window or junction box locations, these costly mistakes can be eliminated at the beginning when hiring a professional designer.

**International Flooring:** *How do you decide on themes, fabric and color choices, window treatments, furniture, etc. when decorating?*

*Continued on page 8*



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**Audrey Drought-Mitchell:** Each project is first approached with a heavy concentration on budget, lifestyle and functionality. These set the overall realistic parameters and boundaries.

**International Flooring:** *What are some of the common*

*decorating mistakes made by builders and homeowners that you've noticed when you've walked into a room? What's your advice on how to avoid or correct those mistakes?*

**Audrey Drought-Mitchell:** Without a trained and experienced eye, a builder or homeowner who overlooks the principles of design is the most common error. A vast majority can be lost in the process, which is why hiring a professional and licensed designer from the beginning can avoid extremely costly and unnecessary mistakes.

**International Flooring:** *How would you characterize your personal style?*

**Audrey Drought-Mitchell:** Bold, energetic and balanced with an emphasis on budget and functionality.

**International Flooring:** *How do you keep yourself up-to-date with current design trends in the market?*

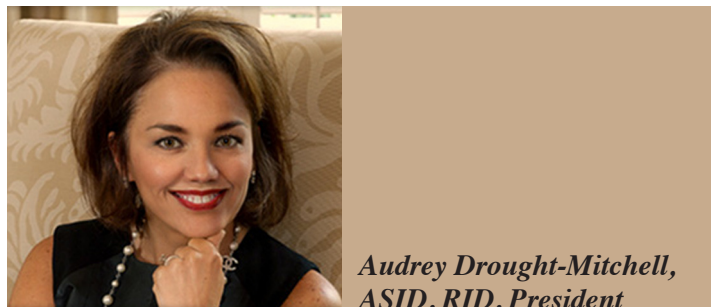
**Audrey Drought-Mitchell:** Professional interior design service is all about education. Clients rely on our expertise and experience to guide them in all the right directions and to provide them with confidence in their decision-making. It is important to stay diligent and maintain the desire to keep improving in order to stay abreast of industry advancements.

**International Flooring:** *What design books do you recommend? What design magazines do you subscribe to and recommend?*

**Audrey Drought-Mitchell:** Any publications that feature self-made interior designers who have succeeded and are making a name on their own.

**International Flooring:** *Any last thoughts, comments?*

**Audrey Drought-Mitchell:** Being a business owner of an interior design firm, I find that extreme creativity is crucial, but I acknowledge the value of a dollar is the fundamental principal of future continued success.



**Audrey Drought-Mitchell,**  
ASID, RID, President

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# Three Challenges of Leadership and How to Overcome Them

By Burk Moreland

It's lonely at the top. The burden of being a leader, responsible for your company or team, can be a lot to handle. So why do it? If it is strictly for the money, chances are you will be miserable and won't achieve success.

Happiness and a feeling of contentment are usually driven by something else. Happiness as a leader has to come from an inner drive to compete, to win and, more than anything, develop your team. You have to want to finish first – but with your team right beside you.

The following challenges are some that many leaders I work with face. I've added a few thoughts on how to overcome those challenges.

## Challenge #1: The Need to Be Liked

Leadership is a mixture of love and fear. Many new managers struggle with wanting to be liked by their teams. Liked is good. Respected is better. Your team must grow to "love" you through respect and admiration. You are a symbol for them. Your actions and words are being scrutinized every moment.

"The boss didn't say 'hi' to me this morning! I must be getting fired. I might as well take that other job offer I have."

We never know exactly what is going through a team members' heads, but our actions as leaders make a tremendous impact. "Bad days" are only allowed on rare occasions for a leader. The team looks to YOU for cues on how things are going in the world. You set the tone for the energy of the entire office if you are an effective leader.

The best leaders have a great mixture of love and fear with their teams. The team expects the leader to be demanding and exacting but also knows that those demands will result in a win and a celebration at the end.

## Challenge #2: Conflicting Priorities

Oftentimes, when in leadership, we're expected to do as much as possible, with what we've got or who we've got. We're asked to push our team harder, while not causing a mutiny or mass exodus.

Leaders should set clear priorities and expectations. Get your team's buy-in on what the goals are, why they are important and the plan for execution. The team members will work much harder on plans if they have ownership in them.

In addition, discuss the incentives for getting to the goal. What is the prize? Design contests around performance that have trips or dinners or parties attached to them. Celebrate the accomplishment! Teams that understand the mission, believe in its purpose and know they will be rewarded in the end will reach further to achieve the objective.

## Challenge #3: Developing People That Might Leave

Few things are as frustrating for a leader as putting your heart and soul into a team member's development, only to have that person leave the company. You train them on systems and processes, you teach them culture and service, you give them all of your "secrets," and then they leave.

As challenging as employee turnover can be, it is a part of any business. For one, if you are truly a great leader, you are interested in developing your people. Period. If, by developing them, they are able to take new opportunities that further their lives and careers outside of your team, then good for them. Chances are, someone probably gave you a similar opportunity at one time. Wouldn't you rather develop people and have them leave, than not develop them and have them stay? As Sir Richard Branson said, "Train people well enough so they can leave; treat them well enough so they don't want to."

If you have chosen to be a leader, remember this: Rank has its privileges. You usually make more money, have more freedom, have more power, etc.; however, rank has its responsibilities. You have to make decisions, you have to answer for larger issues, and, most of all, you will influence people's lives.

Take the "burden" you have been given as a blessing. Make things happen for people. Take an interest in bettering all of those around you, and the benefits will come back to you tenfold.

*An accomplished Executive, Entrepreneur, Author, Speaker and Trainer, Burk Moreland gets results. If pushing your people and organization to new heights is a goal, then you need a rainmaker with decades of experience in the construction industry to drive you towards it. Burk will help you map out the course, attack the goals and most importantly, enjoy the ride. For more information regarding how he can help you, contact us today at [burk@burkmoreland.com](mailto:burk@burkmoreland.com) or 832-356-4585.*



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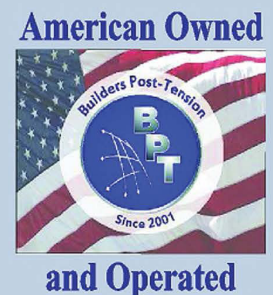
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need in the aftermath of Hurricane Harvey increased the company's project load for the last six months, Doyle said the company will be back to a normal workload in June. "We typically have 12 to 15 jobs in process each year, with half in new construction and half in major renovations." He noted that new construction projects average \$1.5 million and range from 5,500 to 7,500 square feet.

Common remodeling projects include total interior and exterior reconstruction, second-story additions, garage/game room additions and partial living / kitchen makeovers. The remodeling projects run from half a million to more than one million dollars.

Although Doyle got his start in the construction field by building light, single-use commercial buildings for his previous employer, he said that his company does very little commercial construction these days. "I found that I enjoy working with homeowners more than with office administrators."

While houses have become more energy efficient and some building products have improved over the years, Doyle said his process for building a house hasn't changed, whether it's the homeowner or the architect that initially approaches him.

Doug meets with every potential client to discuss the homeowner's vision, budget needs and plans. He then presents to the homeowner a schedule of values and a construction contract. At this point the project manager takes the day-to-day responsibility of managing the project and meeting with the homeowners, architects and designers, but Doyle manages to personally review

*Continued from page 5*

GHBA, currently serving as vice chairman of its Custom Builders' Council.

Although taking on remodeling projects for friends in



every project regularly and is always available for client questions and meetings.

D. L. Doyle Construction Company uses a stable of subcontractors but most frequently works with two or three in each trade. While Doyle said he has used most of his subcontractors for more than 10 years, he'll try other tradespeople on smaller jobs if they come highly recommended. Over the years the company has worked with 600 to 700 vendors and tradespeople, he added.

When he's not working, Doug Doyle is still busy. "I love the outdoors. I hunt and fish, play tennis and work in the yard. I have also been involved in the Houston Livestock Show and Rodeo for 30-some years." Although he is just one of the 33,000 volunteers needed to produce a parade, concert and rodeo over a 20-day period in February and March each year, he has been in leadership roles as a committee chair, a vice president and a member of the board of directors at one time. He proudly noted that the show and rodeo generate enough revenue to provide \$27 million in scholarships and grants to youth and education in Texas.



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# Play, Learn & Explore at the Sunbelt Builders Show™ August 8-9 in Dallas

Celebrating an exciting 18th year, the Sunbelt Builders Show™, hosted by the Texas Association of Builders, will be held on August 8 and 9 at the Hilton Anatole in Dallas, Texas. Over the years, the Show's reputation has grown as Texas' comprehensive "one stop" event for home builders.

Sunbelt 2018 will assemble residential construction industry professionals from around the state to discover trending products, services and ideas. Attendees will enjoy two days of keynote speakers, exhibitor demonstration and education sessions on the trade show floor plus a Young Professionals concert featuring Ray Wylie Hubbard on opening night, a great networking event.

The exhibitor marketplace will feature the industry's top suppliers and manufacturers showcasing innovative and trending products. This year, Sunbelt will have more new companies exhibiting their home-building products and services than ever before. No events are scheduled on top of the trade show hours (10:30 a.m. – 4:30 p.m.) giving attendees a committed block of time to source new products directly from the exhibitors.

Exhibitors range from small companies with cool, new products - to large established ones launching new lines. This year, look for more demos and education sessions inside vendors booths and on the Show floor! This allows attendees to learn directly about products that



catch their attention.

In addition to top-notch vendors, networking events and education sessions, the Show has signed two nationally known keynotes in Roy Spence and Matthew Pollard.

Spence is the opening day keynote, co-Founder of GSD&M, CEO of the Purpose Institute and Advertising Hall of Fame inductee. He has



made it his life's journey to discover the path to purpose. Now, he's focused on America with his new "Promiseland Project," a long-term grassroots campaign to unleash the power of Purpose to bridge the cultural divide in America. This project champions the reality that a four-year college degree isn't the only path to success and that community colleges and apprenticeships stands ready to train and education. The "Promiseland Project" also promotes entrepreneurship, because it's truly the miracle of America. His mantra is "Don't Do Mild" in work or life;



follow your dreams, follow your passion, and follow your purpose. Purpose is the great uniter.

Pollard will take the stage the following day, August 9. He is the founder and CEO of Rapid Growth, LLC. Pollard started his career by working with builders in

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Australia. You will leave his session knowing how to differentiate yourself and put an end to competing on price; understand why you can't (and shouldn't be) everything to everyone; discover your niche market of motivated, excited-to-buy customers; and achieve a new outlook on sales. Matthew reveals his Rapid Growth® blueprint, proven to propel even the most unprofitable business into unstoppable momentum and growth.

After registering for the Show, don't forget to book your hotel room at the family-friendly Hilton Anatole. The Anatole, located in the Market Center and Design District, is just five minutes from Uptown and downtown Dallas. The hotel provides the perfect escape for summer fun after conducting a full day of business with its seven-acre

*Continued on page 20*



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Homeowners spend a great amount of time and money shopping for clothing and accessories. These include career apparel, work-out apparel, leisure apparel, formal apparel and hobbyist apparel. In addition, women in particular may have hundreds of pairs of shoes, many large and

small handbags, purses, jewelry and accessories. Homeowners want to see easily all of their options to select outfits for themselves and even to display their clothes and accessories for others!



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Consequently, closets need to go beyond the traditional shelf and rod that creates dead space in the corners and an overabundance of hanging clothes. The totally functioning closet can optimize space by using a combination of sections: floor to ceiling; wall-to-wall that accommodates short-, medium- and long-hanging clothes; shoe and boot space; shelving for folded clothes; and accessory spaces. All of that can be accomplished with a well-conceived

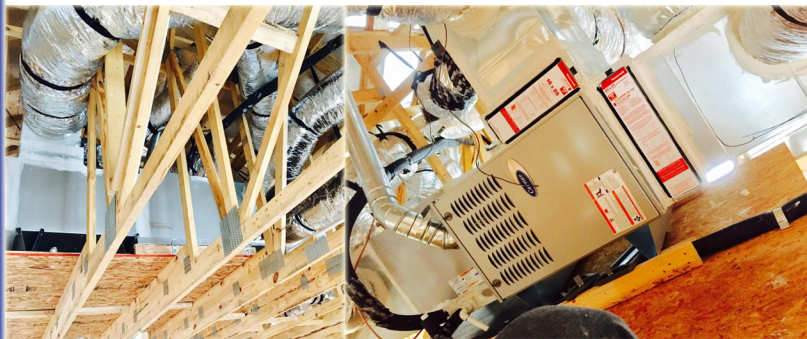
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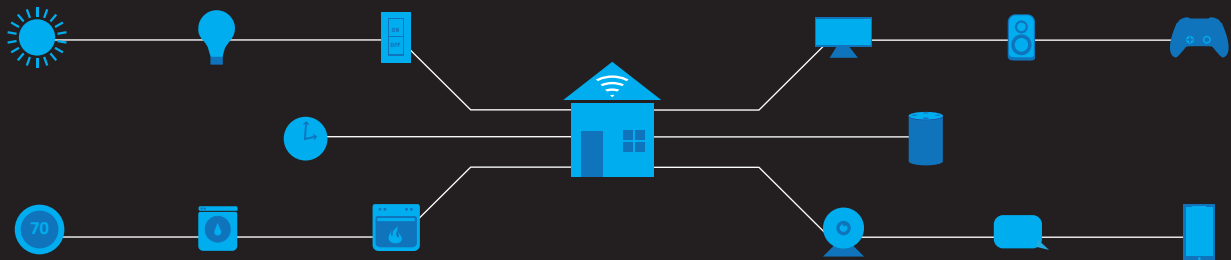
closet plan designed by a professional.  
Fully functioning closets will add value to any home. One

homeowner found it unbelievably easier to sell his home within a few days on the market. "One look at the closet, and the buyer was sold. She wanted the closet!"



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Continued from page 15

water park and numerous restaurants and bars onsite. Take advantage of the Sunbelt Builders Show™, discounted room rate of \$195 per night. This rate is only available until July 12 or until the Show's room block is sold out.

July 12 is also the last day builders, remodelers, developers, architect and designers can register to attend the Show for free.

A complete Show schedule can be viewed at [SunbeltBuildersShow.com/schedule-events](http://SunbeltBuildersShow.com/schedule-events).

We look forward to hosting you in August!



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