

Appendix A – Course Description

Improving Cash Flow and Inequitable Payment Practices

Cash flow is one of the most important issues facing contractors today. Companies are faced with starting new projects, hiring staff, and investing in assets to support the business. More companies go bankrupt due to cash flow issues than due to profitability. Many things can and should be done to improve cash management practices. Practical tools and strategies to improve cash flow will be discussed. In most cases, they are improvements to existing practices that can be quickly implemented to put a focus on cash flow and drive the right organizational behaviors. This presentation will also quantify the impact of slow payment and identifies mitigation strategies to address inequitable payment practices.

Learner Outcomes:

- Increase profits with better billings and collections practices
- Apply tools and techniques that optimize cash flow
- Maximize cash flow with process standardization
- Create transparency and accountability with measurement
- Quantify the impact of slow payment
- Specific, tangible things specialty contractors can do to improve payment cycles
- Jurisprudence surrounding contract language and enforceability
- Negotiating points with general contractors and owners

Change Order Management

Effective change order management can dramatically reduce a subcontractor's risk and increase profitability. This four-hour interactive course explores the change order process from a subcontractor's viewpoint and provides participants with hands on training in recognizing, scoping, pricing, and negotiating change orders. This course culminates in a mock negotiation where participants can immediately practice the skills that they have learned.

Learning Objectives:

- How to properly notify owners and general contractors of changed conditions to reserve your rights
- How to scope, price and sell a change order
- Negotiation strategies to maximize outcomes

Speaker Bio



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Career History

- Maxim Consulting Group
Associate Director
- Mass. Electric Construction Co.
Systems Integration Manager
Systems Project Manager
Construction Manager
Superintendent
Field Engineer
- Kiewit Industrial
Field Engineer
- Adesta Communications
Systems Engineer

Education

- Executive Masters of Business Administration
University of Denver, Denver CO
- BS in Electrical Engineering
Louisiana State University, Baton Rouge, LA

Background

Walead Atiyeh is an Associate Director at Maxim Consulting Group responsible for the evaluation and implementation processes with our clients. Walead works with construction related firms of all sizes to evaluate business practices and assist with management challenges. With extensive experience working in the industrial, telecom, and infrastructure construction markets, Walead is keenly aware of the business and, most specifically, operational challenges that firms face. His areas of expertise include: strategic management, planning, estimating, sourcing, project management, design management, execution, productivity improvement, training and implementation of construction and engineering projects.

Professional and Industry Experience

Walead possesses seventeen years of experience with an achievement and project-oriented skill set in construction and engineering, most of the time spent leading multi-disciplinary teams and coupled with an Executive MBA from the University of Denver.

Walead has ascended through a variety of roles from estimating engineer to field/cost engineer, project engineer, superintendent, project manager, and department manager. His versatility has allowed him to excel in all areas, allows him to quickly identify areas of strength and weakness, and to put in place action plans to succeed. Walead has worked with a variety of clients, subcontractors, and vendors and is familiar with the challenges that all parties face in executing successful construction projects. His project experience includes the LADWP Haynes Repowering Project in Huntington Beach, CA, RTD I-25 Southeast Corridor Transportation Expansion Project in Denver, CO, Sound Transit Link Light Rail Projects in Seattle, CO, RTD Denver Union Station Project.



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**Change Order Management/Improving Cash Flow
Registration Form
Friday, March 7th, 2025**

8:00am to 4:00pm
Sheraton Ann Arbor Hotel
3200 Boardwalk Drive, Ann Arbor, MI 48108

Company Name _____

Participant Name

Email address

Please email this completed registration form to lallen@mineca.org