



AN INDUSTRY REPORT FOR CONSTRUCTION LEADERS

THE 2027 CONSTRUCTION LEADER'S **REPORT**

What 2026 actually did to this industry, what 2027 is set up to do,
and the ten things to focus on to come out of it stronger.

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WHY WE WROTE THIS

Every number in this report is a people number wearing a financial costume.

Life Pulse works with organizations on one problem: the gap between what a team is capable of and what it actually produces. We do that through coaching, keynotes, live sessions and training built on a simple premise — **people are not the problem. People have problems.** When a crew misses, when a superintendent burns out, when a good project manager takes the call from a competitor, the cause is almost never capability. It is misalignment between what the person is aiming at and what the work is asking of them.

2026 handed construction a market that punishes misalignment faster than any year in a decade. Input costs outran bid prices. Backlog concentrated in one segment. The labor pool stopped growing and started aging. In that environment, the firms that win are not the ones with the best pipeline. They are the ones whose people stay, perform and improve while everyone else churns.

Fulfillment is the metric. Success is the byproduct.

That is not a soft statement. In a market where replacing one superintendent can cost half to twice their salary, retention *is* the margin strategy, and optimal performance *is* the growth strategy.

HOW TO READ THIS REPORT

Pages 3–8

What happened in 2026 and what the forecasters expect for 2027 — market, labor pool, cost, margin. Every figure is sourced on page 16.

Pages 9–14

Why retention and optimal performance are the two levers that actually move 2027, and the ten things to focus on, with the first move for each.

A NOTE ON THE NUMBERS

Nothing here is estimated by us unless it is labeled **derived**. Where forecasters disagree — and in 2026 they disagree a lot — we show the range rather than pick the flattering number.

THE ONE-PAGE READ

2026 was a flat year with a violent interior. 2027 is a recovery you have to staff.

456,000

net new workers the industry must attract in 2027 to hold supply and demand in balance — up from 349,000 in 2026¹

8.9%

year-over-year rise in construction input costs while bid prices moved roughly 4–5%^{6,7}

3.1%

construction unemployment in August 2026 — the lowest in 26 years, in a “soft” market^{6,8}

SIX THINGS THAT ARE TRUE GOING INTO 2027

- **The market is K-shaped, not flat.** Total spend is roughly flat at \$2.2 trillion, but data centers are forecast up 33% in 2026 and 25% in 2027 while manufacturing falls 11.6% and keeps falling. Strip data centers out of the commercial forecast and growth goes from +4.8% to –1%.^{3,4}
- **Backlog has a two-tier problem.** ABC members with data center work carried 9.9 months of backlog in August; everyone else carried 8.3. In July the gap was 11.4 versus 7.5 — and the squeeze landed hardest on contractors in the \$30–50M revenue band.¹⁰
- **Labor did not loosen when demand softened.** 87% of firms have craft openings and 88% of those say the roles are as hard or harder to fill than a year ago. 73% expect to add people in the next twelve months.²
- **Recruiting is no longer the bottleneck — retention is.** 42% of firms say new hires fail to show or quit shortly after starting. 83% report turnover among new field employees inside the first 90 days.²
- **Cost is structural, not cyclical.** Construction costs are up 39% since 2020 against 26% general inflation, with 50% Section 232 duties still on steel, aluminum and copper. Rate cuts alone do not fix it.⁷
- **Profitability is where the failures start.** Contractor confidence in profit margins has been the weakest of the three ABC confidence components for most of 2026, and surety loss ratios have begun to tick up.^{10,20}

THE LEADERSHIP TRANSLATION

You cannot out-bid a 3.1% unemployment labor market, and you cannot out-hire a shrinking entry pipeline. In 2027 the only two variables fully inside your control are **who stays** and **how well the people who stay perform**. Everything in this report points at those two.

2026 IN NUMBERS

The year the averages lied.

National averages describe almost no one in 2026. Here is the spread contractors actually lived in.

MEASURE	2026 READING	WHAT IT MEANS FOR A CONTRACTOR
Total U.S. construction put-in-place ^{4,5}	\$2.21–2.27T (flat to +5%)	Forecasters split. Volume is not the story; mix is.
Nonresidential building spend, first 5 months ³	–7% nominal	The AIA panel cut 2026 from +1.0% to –0.3%.
Manufacturing construction ^{3,4}	–11.6% to –17.4%	The CHIPS/IRA megaproject wave has crested.
Data center construction ^{3,4}	+21% to +33%	The single segment carrying nonresidential building.
Construction input costs ⁶	+8.9% y/y	Diesel +77.8%, steel mill products +23.4%, aluminum +27.3%.
Final cost / bid escalation ^{7,6}	+4.25% to 5%	Inputs are outrunning what you can price. Margin absorbs the gap.
Union first-year wage settlements ⁸	+4.9%	Fifth straight year above 4%. Carpenters led at 7%.
Construction employment ⁶	8,359,000 (+120k/y)	Growth of ~0.6% against a 2.7% historical average. ⁷
Construction unemployment ^{6,8}	3.1%	26-year low. There is no bench to hire from.
Metro markets labor-constrained ⁷	61% → 72% by 2027	Shortage is geographic and locked in, not cyclical.
ABC Construction Backlog Indicator ¹⁰	8.5 months	Rebounded in August; 1 in 6 members now on data center work.
Firms reporting project delays ²	74%	Worker shortages are the #1 cause, cited by 42%.
Projects canceled, postponed or scaled back ²	55% of firms	Cost (34%) and unavailable/expensive financing (27%) lead.

READ THIS TABLE TWICE

Almost every line is a divergence, not a trend: a booming segment beside a collapsing one, a tight labor market inside a soft demand market, rising costs against flat prices. Divergence is what makes 2027 a leadership problem rather than a forecasting problem.

CHALLENGE ONE · THE MARKET

A K-shaped industry: one segment is eating, the rest are waiting.

The headline number for 2026 is boring. Underneath it, segments are pulling in opposite directions harder than at any point in the modern data set, and where you sit matters more than where the total lands.⁴

SEGMENT	2026	2027	NOTE
Data centers ³	+33%	+25%	~8% of all nonresidential building spend by 2027.
Power infrastructure ^{5,4}	+13.3%	+13.9%	Heading for \$274B by 2030 on electrification and AI load.
Commercial ex-data centers ³	-1%	+1%	The real commercial market, with the boom removed.
Institutional / public buildings ³	+2.8%	+2.7%	Healthcare and recreation strongest; steady, not exciting.
Manufacturing ³	-11.6%	-0.6%	Federal incentive wave has passed; tariffs delay capex decisions.
Residential ^{4,5}	-1% to -2%	Stabilizing	Affordability-capped; multifamily recovering off a 2024 trough.
Total nonresidential building ³	-0.3%	+3.0%	The AIA panel raised 2027 from +2.2% to +3.0%.

WHAT THIS DOES TO A CONTRACTOR'S 2027

If you are in the boom

Longer backlog, bigger jobs, faster schedules — and the operational risk that comes with growing past your own financial controls. Sureties flag overextension as a bigger failure driver than downturns.²⁰ Data center financing is also increasingly off-balance-sheet, and more than 75 projects worth roughly \$130B were blocked or delayed by local opposition and financing setbacks.²⁰

If you are not

You are competing for labor at data center wage levels without data center revenue. 58% of firms say those projects increased competition for skilled workers, 49% report wage pressure and 30% report higher turnover — including firms that never touch the jobs.²

THE 2027 MIX QUESTION

Market share in 2027 will move mostly through **segment selection and labor capacity**, not price. The contractors gaining share are those who can staff a shift into power, water/wastewater, institutional and mission-critical work. The ones losing it are those whose people leave before the shift is finished.

CHALLENGE TWO · THE PEOPLE

The pool did not shrink because demand fell.
It shrank because the sources dried up.

87%

of firms have craft openings; 82% have
salaried openings²

50%

say available candidates lack the skills,
certificate or license to do the work²

29%

report at least one impact from immigration
enforcement in six months²

FOUR FORCES ON THE LABOR POOL

- **Retirement, not growth, is now the main driver of hiring demand.** ABC's model attributes the majority of 2026's 349,000-worker requirement to retirements rather than new demand — and the 2027 requirement rises to 456,000 as spending growth resumes.¹
- **Enforcement has tightened a pipeline the industry quietly depended on.** 12% of firms had workers leave or fail to appear because of actual or rumored immigration actions; 16% had subcontractors lose workers.²
- **The young-worker pipeline is improving but far too slowly.** Trade program enrollment reached 334,600 in spring 2026, up 45.8% since 2021, and construction is now the fourth career choice among young adults at 6% — double 2016. But registered apprenticeships produced roughly 40,000 construction completers in FY2025 against a gap counted in the hundreds of thousands.^{18,19}
- **Hard-to-fill has moved up the org chart.** 75% of firms with superintendent openings and 74% with project manager openings report difficulty. Electricians (81%), mechanics (79%) and HVAC techs (77%) lead the craft list.²

WHAT GOOD PEOPLE NOW COST

ROLE (U.S. AVERAGE, 2026)	ANNUAL	SOURCE NOTE
Project manager	\$116,938	NCCER 2026 Construction Craft Salary Survey — 153 organizations, ~225,000 employees. Excludes overtime, per diem and incentives. ⁹
Project superintendent	\$115,618	
General foreman	\$92,530	
Craft foreman	\$85,680	
Commercial electrician	\$72,880	

Union total packages averaged \$71.00/hour in 2025 and first-year settlement increases ran 4.9% through mid-2026, with CLRC forecasting flat-to-slightly-lower increases in 2027 and 2028.⁸ **Pay is no longer a differentiator — everybody raised it.** 55% of firms increased craft base pay by more than they did the year before, and 53% did the same for salaried staff.²

CHALLENGE THREE · THE MONEY

Full backlog, thin cash: the 2026 failure pattern.

The distinguishing feature of this cycle is that contractors are not failing for lack of work. They are failing on the financial mechanics of performing the work they already have.

THE SQUEEZE, IN SEQUENCE		
#	PRESSURE	2026 EVIDENCE
1	Inputs outrun bids	Input costs +8.9% y/y against bid escalation of roughly 4.25–5%. Tariff-exposed metals carry 50% Section 232 duties. ^{6,7}
2	Labor cost floor rises	Fifth consecutive year of 4%+ union settlements; 3.1% industry unemployment removes the wage release valve. ^{8,6}
3	Schedules stretch	74% of firms report project delays; worker shortages the top cause at 42%. Delay is a cost, not a calendar event. ²
4	Rework eats the estimate	Rework costs U.S. contractors an estimated \$31B a year, with communication breakdowns (26%) and bad project data (22%) the leading causes. ¹⁵
5	Cash arrives late	Average days from invoice to receipt has stretched to roughly 83 days, and longer down the subcontractor chain. ¹⁹
6	Margin confidence erodes	ABC's profit-margin confidence reading hit a seven-month low in June as input prices bit. ¹⁰
7	Risk shows up in the market	Surety direct loss ratio rose to 23.8% in Q1 2026 from 20.8%; underwriters name overextension — not recession — as the top failure risk. ²⁰

DERIVED: WHAT ONE LOST SUPERINTENDENT COSTS YOU

Gallup puts the cost of replacing an employee at **half to twice their annual salary**, and calls that conservative.¹² Applied to the NCCER 2026 average superintendent salary of \$115,618, one departure costs roughly **\$58,000 to \$231,000** in recruiting, ramp-up, lost knowledge and crew disruption — before you count the schedule. Lose four in a year and you have spent the profit on a mid-size project. *(Derived by Life Pulse from the two sourced inputs; not a survey figure.)*

This is why the 2027 conversation cannot stop at recruiting. Every dollar in that calculation is a dollar you keep by **not losing the person**.

THE OUTLOOK

What to expect in 2027.

Consensus across ABC, AIA, FMI and ConstructConnect points to the same shape: a modest, uneven recovery that the industry does not currently have the workers to deliver.

+3.0%

nonresidential building spend in 2027, per the AIA Consensus panel — raised from +2.2%³

\$2.25T

total construction put-in-place in 2027 in FMI's forecast, recovering from a flat 2026⁴

72%

of U.S. metros expected to be labor-supply constrained by 2027, up from 61%⁷

FIVE ASSUMPTIONS WORTH PLANNING AGAINST

- **Growth resumes, narrowly.** Data centers (+25%) and power (+13.9%) still lead; commercial ex-data-centers grows about 1%; manufacturing declines again.^{3,5}
- **Labor demand rises 30% faster than 2026.** 456,000 net new workers needed against 349,000 — in a market already at a 26-year unemployment low.^{1,6}
- **Wage growth stays near 4–5%.** CLRC expects first-year increases flat or slightly lower in 2027 and 2028, which still compounds on higher base rates.⁸
- **Cost relief will not come from rates alone.** Trade and labor costs are compounding faster than expected interest-rate relief.⁷
- **AI becomes standard in pre-construction, not the field.** 51% of contractors expect AI and robotics to have a positive impact; the highest-cited internal uses are estimating and bidding (67%), document and contract review (66%), scheduling and planning (62%).²

WHAT WOULD CHANGE THE PICTURE

Upside

Faster financing relief or quick resolution of trade policy would push spending above these forecasts — ABC's own economist notes the worker requirement would then be *higher*, not lower.¹ An upside surprise is a staffing emergency.

Downside

A pause in AI capital spending removes the one segment holding up nonresidential building. Contractors with no data center exposure already sit at 8.3 months of backlog; that is the number to watch.¹⁰

THE PLANNING CONCLUSION

Both the upside and the downside case end in the same instruction: **make your existing workforce more stable and more productive.** In the upside you cannot hire fast enough; in the downside you cannot afford waste.

LEVER ONE

Why retention is the whole game in 2027.

In a 3.1% unemployment market, every person who walks out of your company walks into a competitor's. Retention is not an HR metric in 2027. It is a capacity metric, a margin metric and a safety metric.

WHERE CONSTRUCTION ACTUALLY LOSES PEOPLE		
LEAK	SCALE	WHAT THE DATA SAYS
The first 90 days	83% of firms	report turnover among new field employees in their first 90 days. Top reason: a mismatch between the worker's expectations and the reality of the job — then physical demands, then travel and schedule. ²
The no-show hire	42% of firms	say new hires fail to appear or quit shortly after starting. ²
Early-career leaders	~4x	Senior superintendents and project managers turn over at roughly one-quarter the rate of their non-senior counterparts. Hold people through the first four years and you build a bench competitors cannot hire away. ¹⁶
The rookie ratio	36.4% avg	Average share of a team new to it — rising to 56.2% on teams of 51+, with measurable consequences for safety, quality and project outcomes. ¹⁶
Boom-driven poaching	30% of firms	report increased turnover as a direct effect of data center projects in their market. ²

THE RETENTION MATH

Cost side. Half to twice annual salary per replacement,¹² which is \$58k–\$231k for a superintendent and \$58k–\$234k for a project manager at 2026 average pay (*derived*).⁹

Capacity side. Every departure raises your rookie ratio, and rookie-heavy teams generate more rework — which research links directly to higher injury frequency, not just cost.¹⁷

Growth side. The fastest-growing large contractors do not have lower attrition than the industry; they grow because they **plan around** predictable attrition instead of being surprised by it.¹⁶

Timing side. Quit rates are at a nine-year low and hiring is at record lows.¹⁶ People are not moving much right now — which makes this the cheapest window in years to lock in the people you already have, and the most expensive year to replace one.

THE LIFE PULSE READ

Note what the number-one reason for early departure is: **a mismatch between expectation and reality**. That is not a pay problem or a market problem. That is an alignment problem — and it is fixable in the first two weeks by the person running the crew.

LEVER TWO

Why optimal performance is the other half.

Keeping people is worth little if the people you keep are operating at 60%. The performance evidence in construction is unusually concrete — and unusually ignored.

32%

of U.S. employees are engaged at work; global engagement fell for a second year, driven by managers¹²

\$31B

annual U.S. rework bill — nearly half of it traced to communication and data failures before work starts¹⁵

7x

safer: incident rates of top-performing ABC members against the industry average, an 85% lower TRIR¹¹

PERFORMANCE SHOWS UP IN FOUR PLACES YOU ALREADY MEASURE

WHERE	THE EVIDENCE
Safety	Companies holding daily toolbox talks reduce TRIR by 59% and DART by 61% versus monthly. Substance abuse prevention programs cut TRIR 55%. ABC's report is explicit that the driver is top leadership engagement , not paperwork. ¹¹ Construction is under 5% of the workforce but 20% of workplace deaths, and the fatality rate has been flat for a decade. ¹⁴
Quality	Rework is not only a cost line: across 599 projects, higher-rework projects experienced disproportionately more safety incidents. Rework is a production disturbance that multiplies exposure. ¹⁷
Productivity	Construction labor productivity has declined roughly 20% on a value-added basis since 1970 while manufacturing doubled; 98% of megaprojects overrun by more than 30%. ¹⁵
Human capacity	In 2024, 32.7% of construction workers reported anxiety at least monthly. The industry's suicide rate was 41.9 per 100,000 — down 1.7% — and overdose deaths fell 28.8% where prevention efforts were sustained. This is a lagging indicator of how people are being led. ¹³

People are not the problem.
People have problems.

Every figure on this page is the visible edge of an invisible condition: a workforce carrying more than it can hold, led by managers who are themselves the least engaged they have been in a decade.¹² You do not fix that with a pay raise or a new scheduling tool. You fix it by realigning what people are aiming at with what the work requires — and then holding the rhythm.

THE LIST

Ten things to focus on in 2027.

Ordered by how much of the outcome each one controls. The first three are market and money. The next five are people. The last two are the system you run them with.

01 Choose your 2027 mix on purpose.

2027 REALITY Growth is concentrated: data centers +25%, power +13.9%, institutional +2.7%, commercial ex-data-centers about +1%, manufacturing still negative.^{3,5} Share moves through segment selection and staffing capacity, not price.

THE MOVE Score every segment you serve on backlog months, margin, and **whether you can staff it**. Pick two to grow and one to exit. Publish the decision internally — ambiguity about which work matters is a top cause of wasted estimating capacity.

02 Price escalation and labor into every bid.

2027 REALITY Inputs rose 8.9% while bid prices moved 4–5%.⁶ Fifty percent duties on steel, aluminum and copper are still in force, and rate cuts will not offset them.⁷

THE MOVE Escalation clauses, shorter price-hold windows, allowances tied to published indices, and early contractor involvement on every job over your median size. Re-forecast labor at actual crew composition, not budgeted composition.

03 Defend cash, not just backlog.

2027 REALITY Contractors are failing with full backlogs — late cash (~83 days), job fade, and subcontractor default, with surety loss ratios ticking up and overextension named as the top failure driver.^{19,20}

THE MOVE Monthly: current ratio, days-to-cash, fade by job, and sub prequalification. If a job's projected gross profit has fallen twice in a row, it gets a leadership review — not another month of hope.

04 Win the first 90 days.

2027 REALITY 83% of firms lose new field employees inside 90 days, and the top reason is a mismatch between expectations and the reality of the work — ahead of pay.²

THE MOVE A written 90-day plan for every hire: day-one orientation, a named mentor, check-ins at day 3, 14, 30 and 90, and an honest pre-hire description of the physical, travel and schedule demands. Measure 90-day survival by foreman — it will not be evenly distributed.

05 Keep the senior bench.

2027 REALITY Senior superintendents and PMs turn over at roughly a quarter the rate of non-senior peers; contractors who hold people past year four end up with a bench nobody can poach.¹⁶ Losing one costs \$58k–\$231k (*derived*).^{12,9}

THE MOVE Name your top 20 people. For each: what they are aiming at in three years, what is in the way, and one commitment from the company this quarter. This is a 45-minute conversation that saves six figures.

06 Realign the front line.

2027 REALITY Manager engagement is falling faster than anyone else's, and the foreman or superintendent — not HR — is the unit of retention in construction.^{12,2}

THE MOVE Train supervisors in how to lead people, not just schedule them: expectation-setting, one-on-ones, handling the person whose problem is off the jobsite. Most were promoted for craft skill and have never been taught this.

07 Make safety a leading-indicator system.

2027 REALITY Daily toolbox talks cut TRIR 59% and DART 61% versus monthly; robust substance-abuse programs cut TRIR 55%; top performers run nearly 7× safer than the industry average.¹¹ Industry fatality rates have not moved in a decade.¹⁴

THE MOVE Track six leading indicators monthly, with upper management personally present in some of them — observations completed, near-misses reported, time-to-correct, supervisor safety training, meeting attendance, and toolbox talk frequency.

08 Manage your rookie ratio and your rework together.

2027 REALITY The average team is 36.4% new, rising to 56.2% on teams of 51+. ¹⁶ Rework costs the industry \$31B a year, nearly half from communication and data failures, ¹⁵ and higher-rework projects have disproportionately more safety incidents. ¹⁷

THE MOVE Cap rookie ratio per crew and staff deliberately against it. Track rework hours as a named cost code. Debrief every rework event for the information failure behind it — not the person in front of it.

09 Put AI where the friction actually is.

2027 REALITY 51% of contractors expect a positive impact from AI and robotics; the top internal uses are estimating and bidding (67%), document and contract review (66%) and scheduling (62%). ² Roughly two-thirds of construction professionals now use AI in some part of their work, up from about half a year earlier. ²¹

THE MOVE Start in pre-construction, where a single bid consumes 30–40 hours of manual scope review. ¹⁵ Measure one thing: hours returned to your estimators and PMs. Technology that does not return time is a subscription, not a strategy.

10 Treat whole-person fulfillment as infrastructure.

2027 REALITY A third of construction workers report anxiety at least monthly; the suicide rate is 41.9 per 100,000; sustained prevention efforts cut overdose deaths 28.8% in one year. ¹³ These are leadership outcomes, not personal failures.

THE MOVE Build the four vital signs into how you lead — internal, physical, relational, professional. Ask about all four in one-on-ones. Make help available without career cost, and have leaders model using it.

IF YOU ONLY DO ONE

Do #4 and #6 together. The first 90 days is where the people go, the front-line supervisor is who they go because of, and neither costs capital. Everything else in this list is easier once your people stop leaving.

MAKE IT OPERATIONAL

The 2027 leader's scorecard.

Twelve numbers. Reviewed monthly by the leadership team, not quarterly by a committee. If a line has no owner, it has no chance.

METRIC	WHY IT IS ON THE LIST	OWNER
01 90-day new-hire survival rate, by supervisor	Where 83% of firms bleed ²	
02 Voluntary turnover, split senior vs. non-senior	The 4× gap ¹⁶	
03 Rookie ratio by crew	Safety and quality driver ¹⁶	
04 Open roles × days open × daily margin impact	Shortages cause 42% of delays ²	
05 Six safety leading indicators	7× safer performance ¹¹	
06 Rework hours and cost, by root cause	\$31B industry bill ¹⁵	
07 Job fade: projected GP vs. original, per job	Earliest failure signal ²⁰	
08 Days from invoice to cash	~83 days and stretching ¹⁹	
09 Backlog months, with and without your growth segment	The two-tier market ¹⁰	
10 Escalation exposure: % of backlog without a clause	8.9% input inflation ⁶	
11 Supervisor leadership training hours	The retention unit ¹²	
12 One-on-ones held vs. scheduled	The only leading indicator of all of the above	

FIRST 90 DAYS OF 2027

Weeks 1–4

Baseline all twelve metrics, even where the data is ugly. Name your top 20 people. Decide your 2027 segment mix and say it out loud to the company.

Weeks 5–8

Stand up the 90-day onboarding plan. Start supervisor leadership training. Put escalation language in every new contract.

Weeks 9–12

Run the first full monthly scorecard review with owners in the room. Hold the top-20 conversations. Set the safety leading-indicator cadence with management present.

THE RHYTHM IS THE STRATEGY

Baselines decay. Anything on this page reviewed once and filed will be back to 2026 performance by June.

ABOUT LIFE PULSE

What we do, and where we fit in a construction organization.

Life Pulse helps individuals and organizations leverage alignment—increasing performance, results and profit at scale without sacrificing success or fulfillment.

Founded in 2017 and based in St. Louis, Life Pulse works with leaders and teams across construction, professional services, healthcare and enterprise organizations. The work is built on one methodology: define your own definition of success, discover your actual position against it, and decide to realign — exposing the gap, bridging it and sustaining the bridge. Four vital signs of fulfillment — internal, physical, relational, professional — make it measurable. The system has been used inside organizations including Google, X and the U.S. Air Force, and Matt Granados' work on it produced multiple #1 international best sellers, *Motivate the Unmotivated* and *The Intentional Week*.

WHERE LEADERS TYPICALLY START

ENGAGEMENT	WHAT IT IS
Precision Pulse Session	A customized live 30- or 60-minute session for a leadership team, board or forum. Leadership picks the issue, every participant submits their role, context and biggest roadblock beforehand, and the session works the actual root causes. Not a canned keynote.
Construction industry programs	Two cohort programs, each run in separate Executive and Manager-Leader rooms. The Unbreakable Workshop builds individual capacity — Foundation, Power and Glue. Motivation Management is about managing the people around you and the people problems on the team. Monthly live sessions plus digital training between them.
Coaching and community	Optimal Performance Coaching, the LP Planner system, and ongoing private group access for teams in a program.
REALIGN	A two-day leadership intensive in St. Louis. Leaders leave with a customized 90-day plan. Next edition: November 4–5, 2026. realignstl.com
Keynotes and virtual training	For associations, chapters and company-wide meetings, including AGC and industry events.

Nobody arrives unaligned. Everyone is aligned to something.

Which is why the work is always **re**alignment — taking a team that is already pointed somewhere and pointing it, deliberately, at the thing that actually matters in 2027.

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SOURCES

Where every number came from.

All figures published between January and September 2026 unless noted. Where sources disagree, both readings appear in the report.

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- 20 The Baldwin Group, *2026 Surety and SDI Mid-Year State of the Market*, July 2026; Surety Bond Quarterly, July 2026.
- 21 RICS, *AI in Construction and Commercial Property 2026* (3,100+ professionals); KPMG *Global Construction Survey 2025/2026*.

METHOD NOTE

Life Pulse compiled this report from the public releases listed above. Two figures are explicitly derived by Life Pulse from sourced inputs and labeled as such: the dollar cost of replacing a superintendent and a project manager. No client data, proprietary benchmarks or unattributed statistics appear in this report.

The market will decide what work exists in 2027. You decide who is standing there to build it.

If you want this applied to your organization — your turnover, your supervisors, your scorecard — that is the conversation we have every week with construction leaders.

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