



IRON THREAD
CONSULTING

PROGRAM CATALOG · 2026 TO 2027

PRACTICAL AI EDUCATION

MOST AI TRAINING IS A SHOW.

MINE IS A HANDS-ON WORKSHOP.

Your members open laptops, work real construction documents, and leave with skills they use the next morning. Built by a contractor, for contractors.



SCHEDULE A CALL

Fifteen minutes. Tell me about your members and your event, and we will work out the right fit together.



WHO I'VE WORKED WITH

31 ASSOCIATIONS.
FIFTEEN STATES AND DC.

Odds are good I have already trained a chapter your members talk to. Ask them.

31 ASSOCIATIONS & CHAPTERS	15 STATES PLUS DC	6 RUNNING THE 12-MONTH PROGRAM
NECA NECA Cascade ■ Mt. Vernon, WA NECA Southwest Washington Tacoma, WA NECA Seattle Seattle, WA NECA Boston ■ Boston, MA NECA Portland Portland, OR NECA Oklahoma Oklahoma City, OK NECA Chicago Chicago, IL NECA Milwaukee Milwaukee, WI NECA Illinois Illinois NECA North Central Ohio Ohio SMACNA SMACNA National Washington, DC SMACNA Connecticut Granby, CT SMACNA Kansas ■ Wichita, KS NATIONAL CONVENTIONS NECA National Convention Las Vegas, NV · 2026 MCAA National Convention Speaker · 2027	MCA MCA Connecticut Southington, CT MCA Ohio Columbus, OH MCA Eastern Missouri St. Louis, MO MCA Houston Houston, TX MCA Greater Chicago Chicago, IL MCA Northwest Ohio Northwood, OH MCA Indiana Indianapolis, IN MCA Kansas City Kansas City, MO AGC AGC National Technology Conference Conference speaker AGC Connecticut ■ Wethersfield, CT AGC Vermont ■ Montpelier, VT OTHER ASSOCIATIONS Master Builders of Iowa ■ West Des Moines, IA PCA Washington, DC NERCA Braintree, MA BTEA Braintree, MA PFEANE / GEANE Boston, MA	

■ Runs the full 12-month AI Mastery Program.

ACCESS TO AI IS NOT THE ISSUE. IT'S KNOWING HOW TO USE IT.

Your members are getting pitched AI from every direction. Software vendors, trade magazines, their kids. Most have opened ChatGPT once, typed a question, gotten something generic back, and closed it.

That's where it stops for most contractors. Not because the technology doesn't work. Because nobody showed them how it applies to a submittal, a bid package, or a change order.

WHAT YOUR MEMBERS ARE ACTUALLY ASKING

- 1 Where do we start?
- 2 What should our people use this for, specifically?
- 3 What does this do for estimating, safety, or project management?
- 4 How do we keep company data out of a public tool?
- 5 How do we get the team to use this instead of nodding through a training?

None of those are technology questions. They're business questions. That's the gap these programs close.

"One of the best sessions I've attended in my 35 years with NECA."

ELECTRICAL CONTRACTOR, NECA MEMBER SINCE 1991

HOW TO USE THIS CATALOG

PICK THE SLOT.
THEN PICK THE PROGRAM.

Programs are organized by the problem they solve, not by the software they cover. Most run in more than one format, so you can fit them to a lunch hour, a half day, a full day, or a general session.

FORMAT	LENGTH	2026 INVESTMENT
Keynote General sessions, opening slots, main stage	Up to 60 minutes	Custom quote
Live webinar Virtual. Chapter education, lunch and learns, remote members	Up to 90 minutes	\$2,500
Half-day workshop In person. Focused skill building for one role or function	Up to 4 hours	\$5,000
Full-day workshop In person. Attendees leave with working systems	Up to 7 hours	\$8,000
AI Mastery Program Virtual. Capability across your whole membership	12 months	Custom quote

Rates are current for 2026 and subject to change. Workshops are delivered in person and the fee includes travel. Webinars and the AI Mastery Program are delivered virtually, so the price is the whole price. Keynotes and the AI Mastery Program are custom quoted.

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Workshops and webinars both cap enrollment. Interaction and personal attention are what make these programs work, and you lose both in a room that is too big.

AI EXPERTS KNOW AI. I KNOW CONSTRUCTION AND AI.



I spent 20 years in construction and hold a Class B General Contractor license. Most AI trainers are technologists translating for an industry they've never worked in. I'm not translating.

Every example, demo, and exercise comes out of work your members actually do.

Real construction paperwork.

Contracts, specs, bid packages, and field notes drawn from actual projects, with names and numbers changed. Sanitized, not simplified.

People build, not take notes.

Attendees leave with prompts, templates, and working systems they built themselves.

Nothing gets oversold.

Every session names what AI has no business deciding. People trust the parts that work when you're honest about the parts that don't.

The deck gets rebuilt.

Yes there are slides. They are rebuilt for your trade, your roles, and the problems your members name in advance. The same deck for every audience doesn't work.

THE TWO FRAMEWORKS IN EVERY PROGRAM

C.L.E.A.R. The prompting framework. Gets consistent, usable output on the first try instead of the fourth.

S.A.F.E. The data security framework. What to share with an AI tool, what to never share, and how to write the company policy.

400+
WRITTEN
EVALUATIONS

97%
RATED THE
PROGRAM POSITIVE

4.6 TO 6.6
HOURS SAVED
PER WEEK

Iron Thread's analysis of participant evaluation forms. Hours saved are attendee estimates from 2026 sessions.

IF MOST OF THEM HAVE NEVER USED AI FOR REAL WORK

AI IN THE TRADES

The flagship. Takes a room from skeptical to building.

Your members are buried in paperwork and chasing RFIs. They've heard AI can help. Nobody has shown them how it applies to the documents on their desk right now.

THEY LEAVE ABLE TO

- Run a contract or spec set through AI and find the conflicts, vague language, and liability exposure
- Write prompts that produce usable output for scope reviews, RFIs, and client email
- Pick the right tool for the task instead of defaulting to whatever they opened first
- Separate what AI does well in construction from what it can't be trusted with

Best for. Owners, project managers, project engineers, field leaders. Strongest choice for a first booking or a mixed room.

FORMATS 90-min webinar | Half day | Full day

Opens with AI reading a real construction contract live and finding what a human reviewer missed. Sets the tone in four minutes.

AI RISK MANAGEMENT

One wrong upload costs more than the training that would have prevented it.

Every employee using a free AI tool on company work is exposure. An NDA-covered drawing in the wrong tool can mean six-figure fines or the end of federal contract eligibility.

THEY LEAVE ABLE TO

- Draw a hard line on what data can never go into a public tool, and explain why
- Write an acceptable use policy the team will follow instead of ignore
- Evaluate platforms by security tier so the tool matches the sensitivity of the task
- Put a response plan in place before an incident, not after

Best for. Owners, operations leaders, project managers, HR.

FORMATS 90-min webinar | Half day, which adds a session where attendees draft their own policy in the room

WHERE THE MONEY IS WON AND LOST

10 MINUTE TAKEOFF

The most requested role-specific program in the catalog.

Pricing swings, labor factors shift, scope gaps hide in a spec set nobody has time to read cover to cover, and bid day doesn't move.

THEY LEAVE ABLE TO

- Generate and organize quantity lists from project documents
- Cross-reference specs against drawings and catch scope gaps before bid day
- Pull scope items, exclusions, and submittal requirements out of a spec set fast
- Check a bid form for completeness before it goes out the door

Best for. Estimators, chief estimators, preconstruction managers, PMs, owners who review bids.

FORMATS 90-min webinar | Half day | Full day, which adds go/no-bid qualification and a risk register built from a live bid package

CHANGE ORDERS AND SCOPE REVIEW

Protect the scope before the job starts. Get paid when it changes anyway.

Vague scopes and conflicting specs create the problem. Slow documentation loses the argument later. Most contractors are leaving money on the table at both ends.

THEY LEAVE ABLE TO

- Review contracts and specs for conflicting language before mobilization
- Build a preconstruction review checklist tuned to their own contract types
- Turn field notes into a clear, defensible change order narrative
- Start the documentation trail at the RFI stage instead of after the dispute

Best for. Project managers, PEs, estimators, owners. Especially strong for design-build and GMP work.

FORMATS 90-min webinar, available as two separate sessions | Half day combining both

Two problems, one workflow. Teams catch the conflict early, and when the change happens anyway, the paper trail already exists.

THE PAPERWORK AROUND THE WORK

THE DIGITAL PM

Schedules, updates, and coordination eat the week in fifteen-minute pieces that never hit a timesheet.

AI handles the layer underneath the judgment. The PM still makes the calls.

THEY LEAVE ABLE TO

- Build a project schedule from a written scope description in minutes
- Flag schedule conflicts and analyze delay impacts before they become claims
- Turn rough field notes into a professional owner update without three rounds of edits
- Produce look-aheads, meeting agendas, and impact notices on a repeatable template

Best for. Project managers, superintendents, foremen, schedulers, owners.

FORMATS 90-min webinar | Half day

DOCUMENT AND ADMIN AUTOMATION

The biggest time drain in construction isn't the work. It's the paperwork around the work.

Emails, RFIs, submittals, change orders, daily reports, and spec reviews eat hours every week across every role, and none of it shows up as productive time.

THEY LEAVE ABLE TO

- Draft professional emails, RFIs, change orders, and daily reports in under five minutes
- Use AI as a first-pass reader on specs, submittals, and contracts
- Review submittal packages for completeness before they go out
- Judge when output can go straight to the GC and when it needs a human read

Best for. PMs, foremen, office managers, superintendents, engineers, project coordinators.

FORMATS 90-min webinar, focused on RFIs and submittals | Half day covering the full document set

Highest-volume time recovery in the catalog. It applies to everyone in the office and most people in the field.

DOCUMENTATION THAT REFLECTS THE ACTUAL JOB

SAFETY WITH AI

Job-specific beats boilerplate every time. Boilerplate is what most crews have time for.

Built on the GUARD framework: Gather, Understand, Assess, Risk-rank, Document.

THEY LEAVE ABLE TO

- Write a site-specific safety plan from a project description and scope
- Generate an Activity Hazard Analysis for a specific work activity in minutes
- Produce weekly safety talks and toolbox talks crews will actually read
- Document incidents and violations with clear, defensible language
- Name exactly where AI stops and human judgment takes over

Best for. Safety directors, superintendents, foremen, PMs, owners.

FORMATS Half day

Every safety session ends with the conversation about what AI has no business deciding. That part is not optional.

YOUR AI-POWERED SERVICE DEPARTMENT

Service is where the relationships live and where the margin quietly leaks.

Callbacks, scheduling chaos, and technician downtime eat service margin. Most AI training assumes project work and skips service entirely.

THEY LEAVE ABLE TO

- Draft service agreement proposals and maintenance scope descriptions fast
- Generate technician-facing job summaries from customer emails and call notes
- Build customer templates for estimates, follow-up, and callback response
- Identify where AI fits in dispatch and scheduling, and where it does not

Best for. Service managers, operations leaders, owners with a service division.

FORMATS 90-min webinar | Half day

TOOLS DON'T FAIL. ROLLOUTS FAIL.

AI LEADERSHIP DAY

Buying a subscription is not a strategy.

Companies getting real return made deliberate decisions about which problems to solve first, which tools to trust, and how to bring the team along. Companies getting nothing bought a subscription and hoped.

THEY LEAVE ABLE TO

- Run an honest AI readiness assessment on their own company
- Rank adoption opportunities by return instead of by what sounds impressive
- Weigh security, cost, and fit together in one tool selection framework
- Plan for the adoption problem, which is where most rollouts die

Best for. Owners, executives, operations leaders. Most valuable at firms with 25 or more employees.

FORMATS 90-min webinar | Full day executive session

The full day ends with a 90-day rollout plan that has dates and names on it. Most leadership offsites end with a list. This one ends with an assignment.

COPILLOT MASTERCLASS

Your team is paying for Copilot and barely using it.

Copilot is built into Word, Excel, Outlook, and Teams. Most companies bought it, announced it, and never went back. The features are there. The habits aren't.

THEY LEAVE ABLE TO

- Use Copilot in Outlook to draft, summarize, and clear a backlog faster
- Apply Copilot in Word for scope writing, contract review, and drafting
- Analyze job cost data and spot variances in Excel without writing formulas
- Capture meeting summaries and action items automatically in Teams

Best for. Owners, PMs, PEs, estimators, office managers on Microsoft 365.

FORMATS 90-min webinar | Full day with a 2-hour hands-on lab

"The feedback was great and they'd like to see you back here soon. The content was strong and your presentation style is very engaging."

CHAPTER EXECUTIVE, MECHANICAL CONTRACTORS ASSOCIATION

NOBODY LEAVES WITH NOTES. THEY LEAVE WITH SYSTEMS.

Full day only. Laptops required. Capped at 60. Attendees stop using AI one question at a time and start building things that run the same way every time.

CLAUDE FOR CONSTRUCTION TRADES

The most advanced program in the catalog. Seven working systems built in one day.

Most AI training stops at the individual task. That's useful once. It doesn't change how a company operates, because the next person starts from scratch.

THEY BUILD

- An inbox system that sorts and drafts responses
- A submittal generator that turns product data and spec sheets into formatted submittals
- An RFI generator that drafts complete RFIs from field notes
- An Excel analyzer that reads a spreadsheet and flags the problems
- Scope drafting, meeting summaries, and project status templates

Best for. PMs, PEs, owners, estimators, office staff, admins. Bring a laptop and a Claude Pro account set up before arriving.

FORMATS Full day | 4-hour core plus 2-hour lab

BUILDING AI AGENTS FOR CONSTRUCTION

The topic attendees ask for most, given a full day so they can finish one.

An agent completes multi-step work without somebody running every prompt. Daily reports pulled into a summary automatically. Crew reminders that send themselves.

THEY LEAVE ABLE TO

- Choose the right platform for the job across n8n, Zapier, and Make
- Map three workflows in their own company that are good agent candidates, ranked by payback
- Build and ship a working agent connected to at least one real tool
- Set the guardrails that decide when an agent runs and where the human checkpoint goes

Best for. PMs, owners, operations leads. Foundation workshop strongly recommended first.

FORMATS Full day

SYSTEMS BUILT ON YOUR OWN STANDARDS

CUSTOM AI SOLUTIONS

Stop asking a generic tool the same question over and over.

Off-the-shelf AI doesn't know your pricing methods, your safety protocols, or your project standards. So every answer needs fixing, and eventually people stop asking.

THEY BUILD

- Custom assistants trained on their own procedures, standards, and voice
- A shared team workspace loaded with company documents as a searchable knowledge base
- Advanced Copilot workflows for proposals, reporting, and communication
- A working automation connecting two systems they already use

Best for. Construction leaders, project managers, operations staff.

FORMATS Full day

The day opens with AI reviewing construction plans live and catching design conflicts and code violations. Tends to end the skepticism early.

HOW BUILD DAYS RUN

- One laptop per attendee. This is not a watch-along.
- Capped at 60 so the hands-on portions actually work.
- Two hours of the day are lab time on the attendee's own work.
- Nobody leaves with notes. They leave with systems that run.

Asked what was most valuable about the session, one attendee wrote: "CLEAR and SAFE Framework."

CHAPTER EDUCATION STAFF, NECA

LIVE, NOT RECORDED.

Every workshop on pages 6 through 12 also runs as a 90-minute live webinar. These six are webinar-only.

PROMPTING LIKE A BOSS

The difference between a useless answer and an hour saved is how you ask. Reusable prompt templates for RFI responses, scope reviews, and client communication. Highest-utility session in the catalog, and it works for a room where nobody shares a job title.

FOR *Everybody, especially PMs, PEs, estimators, and office staff.*

AI FOR FIELD LEADERS

Built for the people most likely to tell you AI isn't for them. Voice notes into daily reports, a job-specific toolbox talk in under two minutes, code lookups from the truck. Everything runs on a phone. No laptop, no desk, no new software.

FOR *Superintendents, foremen, lead techs, field ops managers.*

AI FOR BUSINESS DEVELOPMENT

Proposal narratives by project type, a qualification statement that stays current without a quarterly rewrite, owner and GC research before the first conversation, and repeatable SOQ and RFQ responses.

FOR *Owners, business development staff, senior PMs.*

BUILDING AN AI ASSISTANT WITH CLAUDE COWORK

Attendees set up a working assistant during the session and load it with company knowledge so the output comes back on-brand instead of generic. Most hands-on session in the webinar catalog.

FOR *Owners, operations managers, project managers.*

AUTOMATE THE BACK OFFICE

Rank the highest-value automation opportunities, connect AI to existing software with no-code tools, and build one working automated workflow live. Administrative capacity without administrative headcount.

FOR *Owners, office managers, controllers, operations leaders.*

MICROSOFT TEAMS AI FOR CONTRACTORS

Meeting summaries and action items captured automatically, searchable conversation history, project channels that stay organized without policing. Fewer meetings that have to be repeated.

FOR *PMs, PEs, office staff, field supervisors on Teams.*

A COMPLETE WEBINAR TRAINING PROGRAM

A 12-month training partnership for your entire membership. One live 90-minute session per month. Unlimited member seats.

A single workshop creates momentum. Twelve months creates capability. This is not a recorded course. Every session is live, with real contractor examples and live tool demos. Recordings go out within 48 hours so nobody falls behind because of a jobsite conflict.

PHASE 1 · MONTHS 1 TO 4 · FOUNDATION

AI fundamentals, prompt engineering, Microsoft Copilot, and AI for project management.

PHASE 2 · MONTHS 5 TO 8 · APPLICATION

Estimating and bidding, safety and compliance, customer communication, code research.

PHASE 3 · MONTHS 9 TO 12 · ADVANCED

Predictive analytics, custom builds, workflow automation, and measuring return.

The curriculum is scaffolded on purpose. A member who has never touched AI keeps up from day one. A member already using it daily still gets pushed by month nine.

Six chapters are running it right now. NECA Cascade, NECA Boston, SMACNA Kansas, AGC Connecticut, AGC Vermont, and Master Builders of Iowa. All six bought the year instead of another one-off workshop.

WHAT A YEAR ACTUALLY LEAVES BEHIND

WHAT MEMBERS FINISH THE YEAR WITH

- A certificate documenting twelve months of AI proficiency.
- A portfolio of custom tools built for their own company.
- A measured return analysis and a 12-month forward plan.

HOW IT RUNS

- 1 Unlimited member seats.** No per-seat pricing. Every firm in your chapter can send whoever needs it, every month.
- 2 Live, never a replay.** One 90-minute session per month with real contractor examples and live tool demos.
- 3 Recordings inside 48 hours.** Nobody falls behind because a jobsite ran long.
- 4 Optional monthly Q&A.** A 60-minute session where members bring real work problems and we solve them live.
- 5 The curriculum adapts.** If a major platform update lands or your members name a specific need, the content changes to match. A twelve-month program on a frozen syllabus is out of date by month four.

“Carl inspired me super early with this AI Mastery class. You inspired me to start a project myself, with my own twist on things for my day to day. I am learning as I go and documenting the process.”

MEMBER FIRM OWNER, COMMUNICATIONS CABLING CONTRACTOR

FOR THE MAIN STAGE

Four talks. 20 to 60 minutes. With or without slides. Two built for construction audiences, two that work in any room. All four flex on length, so they fit an opening slot, a general session, or a closing.

BUILT FOR CONSTRUCTION AUDIENCES

STATE OF AI IN CONSTRUCTION

An honest picture of where AI actually stands in the trades right now, delivered by somebody who has been on the jobsite. The room leaves with a realistic read on what works today, what's still hype, and one clear first step.

FOR *Construction association general sessions and opening slots.*

EMBRACING CHANGE

The gap between what you know and what you don't isn't a threat. It's where growth lives. The work will change. The question is whether you change with it. The room leaves with a reframe of the skills gap and permission to start before they feel ready.

FOR *Any industry. General sessions and leadership events.*

"You got rave reviews for your session. Someone made a point to let me know."

LEARNING & DEVELOPMENT DIRECTOR, NATIONAL TRADE ASSOCIATION

WORKS IN ANY ROOM

Two talks that are not about AI at all. Booked for leadership retreats, professional development tracks, and general sessions that need something other than a technology topic.

COMMUNICATION

The best communicators in the room aren't the loudest. They read people, ask better questions, and make the person across the table feel understood. Body language, behavioral baselines, and techniques used by top negotiators. The room leaves with a method for building trust fast with a stranger.

FOR *Any industry. Leadership retreats and professional development.*

OVERCOMING DISASTER WITH MINDSET

The best things that have happened to me came on the heels of a disaster. The 2013 Moore tornado. Infertility. Rebuilding from scratch. What those seasons revealed about resilience and decision-making, and why every breakthrough followed the hardest stretch.

FOR *Any industry. General sessions and resilience-themed events.*

BOOKING A KEYNOTE

Keynote investment is quoted per engagement based on length, travel, and whether the talk is paired with a workshop the same day. Pairing is the cheapest way to get both, since it is one trip.

WHICH PROGRAM FITS YOUR GROUP

WHERE IS YOUR MEMBERSHIP,
AND HOW MUCH TIME DO YOU HAVE?

IF THIS IS YOU	START WITH	PG
First booking, mixed audience	AI in the Trades, half or full day	6
Need a 90-minute breakout that works for everybody	Prompting Like a Boss	13
Estimating-heavy room	10 Minute Takeoff	7
Leadership wants strategy, not another tool demo	AI Leadership Day	10
Members took the foundation and want role depth	Any half-day specialist workshop	7
They know the basics but aren't using AI consistently	Any build day	11
Members keep asking about agents and automation	Building AI Agents for Construction	11
Worried about data, liability, and what employees upload	AI Risk Management	6
Already paying for Microsoft 365 and getting nothing	Copilot Masterclass	10
Want real capability across the membership over time	The AI Mastery Program	14
Need a general session or opening keynote	State of AI in Construction	16
Membership is remote or spread across a wide territory	Any 90-minute live webinar	13

This table is a starting point, not a prescription. The real answer comes from a fifteen-minute call. Tell me about your members and what they are working through, and we will find the right fit together. If nothing here fits, I will say that too.

THE SAME DECK FOR EVERY AUDIENCE DOESN'T WORK.

So the deck gets rebuilt every time. Yes there are slides. They are built around your specific room. That isn't a courtesy. It's the reason the content lands.

WHAT GETS CUSTOMIZED

Trade. Electrical, mechanical, plumbing, sheet metal, general contracting, or a mixed room. The examples change to match.	Roles. An owner-focused delivery and a field-focused delivery of the same program are different sessions.
Member problems. An intake form before the event captures what your members are actually stuck on. Those become the examples.	Documents. Where permitted, real project documents from your market instead of a sanitized sample.

SIX STEPS, START TO FINISH

- 1 Discovery call.** Who is in the room, what they are dealing with, what the event needs to accomplish.
- 2 Agreement and date hold.** Straightforward speaker agreement, signed electronically.
- 3 Intake.** A short form to your members captures their specific challenges ahead of time.
- 4 Build.** Content customized to the audience, trade, and problems that came back.
- 5 Delivery.** Live, on site or on Zoom.
- 6 Follow-up.** Evaluations processed and results shared with you.

"The training was very well received. It was great to see such strong participation and enthusiasm throughout the session."

CHAPTER EXECUTIVE, NECA

LET'S TALK

READY TO BOOK A HANDS-ON PROGRAM?

Tell me about your members, your event, and what they are stuck on. We will work out together which program fits, what it costs, and what your members walk out with. If nothing in this catalog is right for your group, I will say that instead of selling you the closest thing.

WHAT A FIRST CONVERSATION COVERS

- Who your members are and what roles are in the room.
- What they have already tried with AI and where it stalled.
- What a good outcome looks like, and what the investment looks like.



CARL BRITTON, JR.

Founder, Iron Thread Consulting

Class B General Contractor
20 years in construction
15 years in technology
Three-time published author

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SCHEDULE A CALL

Dates for the back half of 2026 and into 2027 are booking now.



Programs delivered for 31 NECA, MCA, SMACNA, AGC, PCA, and BTEA associations across 15 states. Full list on page 2.