

The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

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Why Feedback Backfires When Accountability Is Important

Business owners or team leaders know people must follow through to achieve goals for the organization to be successful. People who are being held accountable consider it a punitive action. Some managers, unfortunately, use accountability as a weapon. People do not respond well to punishment. It may, in the short term, produce some results. However, for the long term it's not a very reliable way of motivating and getting a commitment from the people that are responsible for your success.

For example, I recall a small organization that relied on catching people making errors to improve their performance. A method to achieve this was to have senior people review the notes from client interactions that had been recorded by other members of the team. In a staff meeting, one by one the CEO called out the client's name so the senior reviewer could announce the mistakes made by their teammate. Interestingly, the CEO was the biggest offender with insufficient documentation. He didn't change his behavior because he thought he was above it all. People didn't work harder to excel. They worked hard not to be caught making a mistake.

Doing business this way comes at a high cost. You have a team of people who are unmotivated and, in some cases, may even sabotage your effort. So here are some ways that giving negative feedback to promote accountability is counterproductive. People are unmotivated and set on sabotaging your efforts. People create alliances with others within the team or within the organization to undermine your efforts. People not following the processes don't achieve results because they're not following the process, or they might not know what the process is. In some cases, they refuse to use the process because they consider it a waste of time.

The boss or the team leader knows best and can inform and correct an employee by giving negative feedback is a prevailing thinking pattern. In the industrial age, people were employed as a set of hands to carry out specific tasks. Employers didn't want them to show up as thinking and feeling employees. That kind of management has seen its better days. When you hire someone to work for your company to help you achieve the corporate goals, being aligned with your values, vision, and mission bodes well for success.

7 Reasons Employees Are Not Accountable for Achieving Organization Goal:

1. The person you hire is not aligned with the values, mission, and vision of the organization.

7. There is no consistent way of delivering results when it's important to have a process or a checklist to follow.

Accountability Starts During the Hiring Process

Holding people accountable to achieve their individual goals that support the company starts with the hiring process. First, you hire people that are qualified or can be trained to fill a role. Most importantly, they are aligned with your values of the company. Can they honor their values and be motivated in the work they do to support your organization? They understand the strategic plans for the company. They understand where the company is going. They understand where they fit in the success of the organization.

Once you hire the best candidate it's important to engage them as quickly as possible into the organization. Do they clearly understand their contribution to the organization? Do they see the importance of their achieving their goals to help the rest of the team? It's an interdependent situation. When you are part of a team what you do matters to the rest of the team.

If you were not confident that someone you hired could produce the work, it would be pointless to hold them accountable to produce results. What to do when an employee falls short of the mark?

Prevent Failure in the First Place

The ideal scenario is to prevent failure from happening in the first place. Organizations that have a robust coaching program have a higher success rate of employee retention and performance. A coaching relationship is a nonjudgmental one. The coach's major role is to provide support and guidance. The coach helps their client discover for themselves what they can do to improve.

Giving feedback to point out errors corrects the mistakes. However, it doesn't do much to foster excellence and employee development. Engaged employees who are using their strengths hold themselves accountable much of the time.

Contrast employee coaching with annual reviews and feedback. In the article, "The Feedback Fallacy," by Marcus Buckingham and Ashley Goodall (Harvard Business Review March-April 2019 issue), they state that the person giving feedback is the "source of the truth." "I know what's the right way to do something and I'm going to tell you how to improve." Buckingham goes on to say that pointing out their shortcomings and gaps impairs learning. It does not enable learning. This conversation with Buckingham and Goodall about feedback and why it is ineffective gives a deeper understanding.

Recently I was invited to submit an application to be a speaker at a conference. Once I completed the application, I shared it with my colleagues for input. They didn't say this doesn't work. Instead, they said "My reaction to this overview statement is that it is too long. I would shorten it to include language that the potential audience understands." I appreciated the input, took it to heart, made the changes, and am speaking at the conference. Instead of feeling judged, I felt supported and encouraged by my colleagues.

In conclusion....

With clarity about the values, mission, and vision for your company, hire people whose strengths fit the role you expect them to fill. To do this, you need to have the job description and role clearly stated. Provide ongoing coaching that calls them out when you see them doing something excellent. Share your reaction to something you see them doing that works or doesn't work. "When you changed your tone and pitch in your presentation, that kept my attention. You lost me when you read the text on the slide." Provide the resources and training to improve their skills. What you give attention to, expands. Focus on excellence and outcomes.





H.R. Allen, Inc, established in 1979 in Charleston, SC, is a full service Electrical and Mechanical Contractor with offices in Charleston, Columbia, Greenville, Conway, SC. Each office provides electrical service while Charleston provides mechanical services as well. H. R. Allen, Inc. is also licensed as an electrical contractor in Georgia and North Carolina.

The firm's principals, Herbert R. Allen, Sr., P.E. and Herbert R. Allen, Jr., P.E., have a combined sixty plus years experience in the industry. Our staff of more than 200 full time employees includes several key people who have been with the company since its inception in 1979. These senior managers, superintendents and project managers provide a wealth of institutional, technical knowledge and field experience making H.R. Allen, Inc. a leading provider for electrical and mechanical services in South Carolina.

During the firm's 44 years of operations, we have completed hundreds of projects totaling more than \$950 million. Examples of their work include manufacturing plants, schools, nursing homes, waste water facilities, hospitals, data centers, and indoor/outdoor lighting systems.

Associate Member



JMP Equipment Company is a 65-year-old 100% employee owned (ESOP) manufacturers' representative specializing in the sales and application of HVAC, industrial and plumbing equipment. We have 13 sales offices located within North Carolina, South Carolina, Georgia, Tennessee, Florida, and Alabama. Our mission is to promote and provide engineered products and solutions for energy efficient systems that maximize the productivity of people and buildings. We strive to be the foremost provider of engineered solutions in the country from the viewpoints of our customers, vendors, and employees. Today, we represent nearly 50 product lines, bringing you industry-leading solutions for energy-efficient hydronic, air, steam, and condensate systems.

HYFAB, a sister company of JMP Equipment Company, is a complete hydronic packaged solutions provider for your chilled water, hot water, steam, or plumbing system. With over 40 years experience packaging equipment, HYFAB can be your single source for a thoughtfully engineered and energy efficient packaged system. Our hydronic, plumbing and steam packages can be custom designed to meet specific job site requirements. HYFAB not only offers you single source responsibility for integrating components from many manufacturers, they also offer a controlled cost solution, design and application assistance along with

Every action you take on an excavation site could have negative ramifications on the safety of yourself or others. Digging in an area without first locating underground utilities could cause serious disruption of service and maybe even an electrocution or explosion. Entering a trench that does not have a properly constructed protective system could result in you being caught in a sudden cave-in. And entering an excavation containing a hazardous atmosphere could prove to be deadly as well.

Because of these and other hazards associated with excavation work, the Occupational Safety and Health Administration, also called OSHA, requires [companies/organizations] like ours to designate someone at the excavation site to be responsible for performing critical functions to help ensure the safety of our workers. And that person is known as the “Competent Person.”

Here is an overview of just a few of the major duties performed by the Competent Person at an excavation site: The Competent Person analyzes the soil and other conditions at the excavation site to determine whether or not we must utilize some form of protective system such as sloping, shoring or a trench box to prevent workers from being caught in a cave-in when we are working inside certain excavations.

* **The Competent Person** determines that any protective system we do utilize is adequate in terms of strength and suitability for the excavation where it is being utilized and that it is properly installed, moved, and removed throughout the course of the job.

* **The Competent Person** also conducts regular inspections of the excavation sites, protective systems, and equipment in use to identify any hazards that may develop while we are working in an excavation. This may even include evaluating certain excavations for the presence of a potentially hazardous atmosphere or evaluating whether unexpected events like a heavy rain storm or a broken water pipe have created a hazardous condition that must be addressed before we resume work.

* And last but certainly not least, **The Competent Person** has the authority from his or her employer to remove workers from areas whenever any hazardous situation arises until the hazard have been corrected or removed.

However, the Competent Person cannot always be everywhere on the jobsite nor can they see everything that is going on. When you do see a potential problem, be sure to take steps to ensure the safety of yourself and others, and then inform the Competent Person or your supervisor of what you’ve seen.



Congratulations—It's A Boy!!!

Chase Jordan (NextGen) and LaSha Hull announced they had a baby boy (born two months early)

Jameson Michael Jordan

11/22/2023

3 lbs. 6 oz / 16 inches long



Mary Owens	12/5	Waikup Electrical Construction, LLC	Wife of Randall
Jim Rabon	12/9	Honorary Life Member	
Fae Sox	12/10	Widow of Honorary Life Member Wyman	
Tiffney Cullum	12/13	Cullum Constructors, Inc.	Wife of Chris
Nancy Cullum	12/16	Cullum Mechanical Construction, Inc.	Wife of Furman
Steve Barwick	12/18	Barwick Plumbing Company	
Furman Cullum	12/19	Cullum Mechanical Construction, Inc.	
Carol Forsberg	12/24	Wife of Honorary Life Member Ned	
Katrina Shealy	12/25	Wife of Honorary Life Member Jimmy	
Sandra Merritt	12/27	Wife of Honorary Life Member Ray	
Johnny Richards	12/27	Gatch Electrical Contractors, Inc.	
Chris Cullum	12/29	Cullum Constructors	

We would like to announce your Birthday too! If you would like to be listed, please call 803-772-7834.

Anniversaries

Mr. & Mrs. Lewis Caswell	12/20	Honorary Life Member	Naomi
Mr. & Mrs. Randy Harley	12/22	Honorary Life Member	Terri

Notes of Thanks

Thanks to each of you that texted, prayed, called and sent flowers or made a donation in memory of my mother, Mary Madina Hollar. Losing her was difficult for each of us and we appreciate each of you being there for us. Please keep us in your prayers.

Anne, Bill and Casey Campbell

I wanted to say thank you to each of you who took time to call, text, email, sent cards, flowers, prayers etc. following my recent surgery. It really meant a lot to know you all were thinking of me. I am recovering slowly but getting better daily. Thank you all again for everything!

Mona Flowers

WELCOME NEW MEMBER(S):

Caroline Chillers, LLC 114 Greiner Road, Lexington, SC 29077

Christmas

Christmas Fun Facts You May Not Know

The best Christmas traditions of all are the ones we've been doing for decades or even centuries—like decorating a Christmas tree, kissing under the mistletoe or sipping your favorite eggnog by a warm, cozy fire. But have you ever stopped to wonder where these customs come from or how they got started? Do you know how the tradition of Christmas trees began? (Hint: It started way back in the 16th century!) Or why we set out milk and cookies for Santa on Christmas Eve? Read on to have deeper understanding of why certain traditions happen every year!

1. The first Rockefeller Center Christmas tree was actually small. Construction workers placed the first small, undecorated tree at Rockefeller Center in 1931. These days, the famous tree features more than 50,000 multicolored LED lights—that's nearly five miles of lights!
2. An estimated 85% of American kids believe in Santa Claus. And the average age when children stop believing is eight, according to the 2018 international Exeter Santa Survey. Bonus fact: During the months of November and December, Santa receives around 32,000 letters daily from these believers!
3. The Friday and Saturday before Christmas are the busiest shopping days of the year. Move over Black Friday! According to recent statistics, the top ten busiest shopping days in the US account for nearly half of all holiday retail traffic including the weekend before the big day. As for the entire holiday shopping season, the NRF estimates sales reached \$936.3 billion in 2022.
4. Candy canes date back to 1670. According to History.com, the choirmaster at the Cologne Cathedral in Germany gave the red and white sugar sticks to young singers to keep them quiet during the Living Creche tradition on Christmas Eve.
5. Tom Hanks played six different roles in "The Polar Express." In addition to voicing the conductor, Hanks also played Hero Boy, Father, Hobo, Scrooge and Santa Claus.
6. Why does Santa live in the North Pole? The famous political cartoonist Thomas Nast established Santa's official residence as the North Pole in several illustrations in the 1800's according to NPR. At the time, there had recently been a series of expeditions to the Arctic and the North Pole was thought of as a mythical, magical place.
7. "Xmas" isn't a recent term. The word actually dates back to the mid 1600's and gets its roots from the Greek letter X (it actually stands for "Chi") which is the first letter in the Greek word for Christ.
8. The original Elf on the Shelf was named Fisbee. The Elf on the Shelf was inspired by the creators own toy elf, Fisbee, who they grew up with in the 1970's. They told HuffPost the Fisbee "would report to Santa Claus at night and be back in a different position in our house the next day."
9. Why do we kiss under the mistletoe? This popular kissing tradition may have its roots in Norse mythology. The History Channel reports that Frigg, the goddess of love, promised to kiss anyone who passed under the berry-laden plant after it saved her son's life. It wasn't until the 18th century that the Christmas custom picked up steam in England.
10. Santa Claus is based on St. Nicholas of Myra. The history of Santa Claus dates all the way back to the third century, to a Turkish monk named St. Nicholas who was famous for helping the poor and sick. Dutch immigrants eventually brought the story of the man they called "Sinter Klaas" to New York where his legend continued.

is actually called “A Visit From St. Nicholas.” It’s more commonly known as “Twas the Night Before Christmas” because of its famous first line.

14. Jingle Bells was the first song played in space. On December 16, 1965, the classic Christmas song was broadcast during NASA’s Gemini 6A space flight by astronauts Walter Schirra, Jr. and Thomas P. Stafford according to Guinness World Records. Jingle Bells was originally a song about Thanksgiving in 1857.
15. How did the tradition of Christmas trees begin? Germany started the Christmas tree tradition in the 16th century when Christian families set up trees in their homes and decorated them with lighted candles according to the History Channel.
16. Coca Cola played a big role in shaping the image of Santa. In 1931, Coca-Cola commissioned the artist Haddon Sundblom to paint Santa Claus for the company’s Christmas ads. Inspired by the 1823 poem “A Visit from St. Nicholas,” the artist created the warm, jolly character we all know today, complete with rosy cheeks, a white beard and twinkling eyes.
17. Which fairy tale helped inspire gingerbread houses? Although gingerbread houses date back to the 1600s, the tradition became widespread in Germany after the story of Hansel and Gretel was published in 1812.
18. The tallest Christmas tree ever displayed was in Seattle, Washington. It measured 221 feet tall.
19. Buying all the gifts from the “12 Days of Christmas” would cost you a ton of money. The most expensive being “Swans a Swimmin” - about \$6,300.
20. Christmas came from the words Cristes Maesse meaning “mass of Christ.”
21. Rudolph the Red Nosed Reindeer got his start as an advertising gimmick for Montgomery Ward in 1839.
22. Paul McCartney earns \$400,000 a year from his “Wonderful Christmastime” song, which is widely regarded as the worst song he ever recorded.
23. Toys for Tots was founded in L.A. 5,000 toys were collected during the first drive in 1947. A handmade doll was the first donation.
24. Bing Crosby’s version of “White Christmas” is the highest selling single of all time.
25. December 25th was likely chosen because it coincides with the pagan festival Saturnalia where there was partying, gambling and gift giving.
26. It only took six weeks for Charles Dickens to write “A Christmas Carol.”
27. The top six Christmas tree producing states are Oregon, North Carolina, Pennsylvania, Michigan, Washington and Wisconsin.
28. The city of Vancouver, Canada claims to be the birthplace of the first “ugly Christmas sweater” party.
29. The first Christmas celebrated on American land was in 1539 in Tallahassee, Florida. There were no trees or presents just a religious mass.
30. The concept of caroling had nothing to do with Christmas. Medieval carols were liturgical songs in the 12th century, while traveling to different homes came from a tradition in England of wishing good fortunes to your neighbors in exchange for gifts.
31. The reason we give presents during Christmas is to symbolize the gifts given to Jesus by the three wise men.

DEVELOPMENT

TRAINING SNAPSHOTS



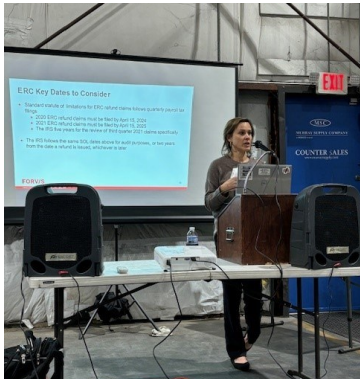
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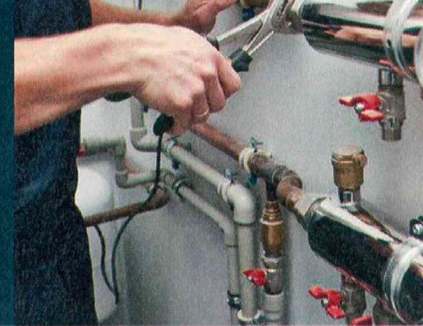
Rigging & Signaling



Coastal Area Meeting @ Reece Plumbing, Charleston, SC 11/28/2023



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Area Meetings & Upcoming Events

Piedmont Area

Tuesday, January 16, 2024 at 6:00 pm
Hosted by: Yandle-Witherspoon Supply
Location: 45 Brookfield Oaks Dr. Ste. 300, Greenville, SC
Speaker: TBA
Program: TBA



Midlands Area

NOTE CHANGE IN DATE: Tuesday, January 9, 2024 at 6:00 pm
Hosted & Sponsored By: Ferguson Enterprises,
Location: Quaker Steak & Lube, 2154 S. Beltline Blvd., Columbia
Social outing - come enjoy food, fun and bowling with the Midlands
Chapter of MCASC!!



Pee Dee Area

Thursday, January 11, 2024 at 6:30 pm
Hosted by: City Plumbing Company
Location: Roger's BBQ, 2004 W. 2nd Loop Road, Florence, SC
Program: "Expanding the Mechanical Contracting Trades at Florence
District 1 Schools"
Speaker: Scott Szalwinski, Electricity Instructor, Advantage Academy
Pick A Winner for Education—Winner Of Drawing Was Mark Matz



Coastal Area

Tuesday, January 23 at 5:30 pm
Hosted by: Atlantic Coast Electric Supply
Location: 332-A International Circle, Summerville, SC
Speaker: Charles L. Appleby, IV, Sr. Advisor, Coordinating Council,
SC Dept. of Employment & Workforce
Program: "SC Workforce Development Information"



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highlighted in the next issue of

"The Tool Box"

Associate Member



Mechanical Member



Update Your

Outlook

Let us know if we need to
update your Outlook
or if you know some-

MCASC Vision Statement

The Mechanical Contractors Association of South Carolina (MCASC) will be the leading construction association in South Carolina for specialty contractors and suppliers in the electrical, mechanical (HVAC), and plumbing fields by serving its membership, the industry, and the Community in a vibrant and harmonious fashion.

MCASC Mission Statement

The Mechanical Contractors Association of South Carolina (MCASC) will provide its membership with:

- current business/technical information and support
- a proactive political/legislative agenda
- a joint industry collaboration to improve relative business practices
- an ongoing effort to offer training opportunities for both professional and craft personnel
- educational scholarships for deserving students