



The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

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PPOIC

By Tom Frisby, The Frisby Group

Years ago I was giving a seminar in Los Angeles to a large group of contractors. I mentioned the term "management" a few times in some vague manner and finally one of the attendees said: Can you quantify the elements of management for me? I have studied law, engineering, finance and management and yet I stumbled about. I gave a couple of stupid answers and then asked the members of the audience to give me what they considered were the major components of "management". Actually, everyone also sorta stumbled around also giving very broad and theoretical responses.

That evening I was wandering about my hotel and noticed one of the ballrooms nearby had a sign that read: "Welcome to One and All". I eased into the back of the room and was enthralled by the speaker who, coincidentally, was telling the attendees what "management" was all about. The speaker hit it on the head and for many years I would use his acronym in all of my seminars and then I guess I bored myself or figured that I had become too sophisticated to use an acronym that came from the founder of Famous Amos Cookies. How could a company that sold franchises to Mom and Pops around the nation who baked and sold great chocolate chip cookies have anything to offer the complex world of construction? Yet for over twenty-five years I preached this acronym, companies organized around it and I have just realized that those who did are still in business and are successful. Maybe they would have been anyway but . . . well, here goes. Perhaps this will challenge you a bit to see if you are as smart as a cookie seller. The acronym is PPOIC. At one time I had cards made which hung over the desks of presidents, project managers, field supervisory personnel across the nation and some in other parts of the world.

This was brought to my attention by an attendee at a seminar I gave many years ago. He is just retiring as the president of a large and profitable construction company and he called to thank me for that card which he had just taken down from the wall in front of his desk. He said he would carry it with him in retirement.

To flesh out the acronym:

- P- People
- P-Planning
- O-Organization
- I- Implementation (Execution)
- C- Control

People. Load the bus with good people with potential. Train them. Enable them before you empower them. Develop targets and performance goals. Establish a work place environment where they are comfortable in exchanging ideas and submitting suggestions for improvement. Recognize that others outside your company are "people" too and treat them with respect and courtesy. Make people relationships part of your culture.

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**DON'T DELAY
BOOK TODAY!!!
(SEE PAGE 6)**

**SUMMER
CONVENTION**

**CHÂTEAU ÉLAN
WINERY &
RESORT**

BRASELTON, GA

AUGUST 2-5, 2012



Mechanical Member:
H.R. ALLEN, INC.

H.R. Allen, Inc. with headquarters in Charleston, SC, is a full service electrical and mechanical contractor. H.R. Allen, Inc. was established in Charleston in 1979. Since that time, H.R. Allen, Inc. has grown to have a statewide presence with offices in Charleston, Columbia and Greenville. H.R. Allen, Inc. maintains an average of 250 employees, many of whom have been with the company for twenty (20) or more years.

Rod Allen is the President of H.R. Allen, Inc. The Greenville office is managed by Brian Violette and the Columbia office is managed by Erik Violette.

H.R. Allen, Inc. has a major emphasis of healthcare facilities and has completed many significant projects throughout South Carolina. In the thirty-one (31) years since H.R. Allen, Inc. was established we have completed projects totaling in excess of 650 million dollars.

H. R. Allen, Inc.
2675 Rourk Street, PO Box 31898
Charleston, SC 29417-1898
Office: (843) 747-4100 Fax: (843) 747-5238

JANUARY BIRTHDAYS

Alice Gatch	1/3	Gatch Electrical Contractors, Inc.	Wife of Jimmy
Rudy Cullum	1/5	Cullum Mechanical Construction, Inc.	
Ute Holcombe	1/6	Summerville Mechanical, Inc.	Wife of Carlton
Steve Brewer	1/7	Easley Mechanical	
Adrienne Whaley	1/9	Whaley Foodservice	Wife of Wells
Susi McWilliams	1/12	Columbia Cooling & Heating Company, Inc.	Wife of Robert
Frank Wilson	1/12	City of Spartanburg	
Sharon Bailey	1/13	C. R. Hipp Construction, Inc.	Wife of Pete
Mary Pat Minor	1/13	G-M Mechanical Corporation	Wife of John
Paul Prevatte	1/17	Honorary Life Member	
Wyman Sox	1/20	Honorary Life Member	
Brett Burkett	1/21	Burkett Systems	Son of Tommy
Bob Jacques	1/21	Hajoca Corp.	
Cathy Kirkland	1/21	W. N. Kirkland, Inc.	Wife of Mike
Roger Griggs	1/21	Roger's Computers Service, Inc.	
Terri Harley	1/23	Metro Electric Company, Inc.	Wife of Randy
Charlie Smith	1/25	Eck Supply Company	
Scott Arledge	1/28	Smith & Stevenson, Inc.	
Dan Brailsford	1/30	Robinson McFadden	MCASC Legal Counsel
Bill Self	1/30	Self's Heating & Air Conditioning, Inc.	

Happy Birthday Members!
We Would Like To Announce Yours. If you would like to be listed,
please call the Birthday Hotline at 803-772-7834 or Email to mflowers@mcasc.com

“Tool Box Talks” - Safety Tip

Electrical Hazards

Shocking Fatality

A laborer recently died because of an electrical shock he received while using an ungrounded drill. In this case, the shock didn't kill him, but it did cause him to lose his balance and he fell from a 20 foot scaffold and hit his head on a slab of concrete.

Shock Injuries

Every year people die or are injured from electrical shocks. You can receive an electrical shock anytime part of your body comes into contact with an electrical source. If it does, you can get hurt in three ways:

- From nerve shock which could cause your lungs or heart to stop.
- From the heating effect of the current which can cause severe burns.
- From secondary injury caused from normal body reaction to the shock. If you touch something that is hot or gives you a jolt, your body may move back involuntarily. This could hurt if you are on a ladder.

If you are standing on a dry, clean, nonmetallic floor, chances are that you will have enough resistance and shouldn't get a severe shock. But you can never tell whether the work area or floor is sufficiently clean and free of conductive objects, like nails or metal scrap.

If your work surface is wet or covered with metallic objects, and if you are sweaty, your body resistance may be so low that a shock as low as 30 volts could kill you. The only effective way to minimize shocks is to keep electrical equipment in good condition so that live current is fully contained.

Some points to remember:

- Make sure, not only that the electrical equipment is grounded, but also that the electrical service is grounded.
- Don't use electrical tools that do not have a grounded plug unless they are double insulated and were not manufactured with a ground pin.
- Don't use electrical tools while standing on or in contact with metal ladders or work platforms.
- Inspect flexible electrical cords and connections for damage before you use the equipment.
- Don't perform work on or close to energized electrical equipment unless the power is locked out and you are qualified to do this type of work.
- If you see defective electrical tools or service cords, take them out of service and report them at once.
- Be alert for the electrical hazards that others may create for themselves and you. If you see hazards, let your supervisor know about them.

PinPoint Safety, LLC - Mel Rosas, formerly, RSS Safety, LLC
12216 Pinegate Court, Pineville, NC 28134-9139
Telephone (704) 277-5673 Fax (704) 900-8241

Thoughts Worth Pondering

It's not hard to make decisions when you know what your values are.
Roy Disney

I had chosen to use my work as a reflection of my values.
Sidney Poitier

(Continued from page 1)

Planning. Strategic planning; that is where is the company headed. What does it take to compete successfully? Tactical planning; that is what are the actions necessary to implement the strategic plan. Project Planning, Daily Planning.

Organization. Once there is a plan, organize. Organize how your company will perform (policies and procedures), how the home office will support the field, how accounting will be tied into the field, material handling on the project.

Implementation. Once there is a plan, and you are organized to implement it, then EXECUTE. Do it. Plans and a nickel get you a five cent cigar without the commitment to implement the plan and then the actual execution.

Control. There must always be checks and balances to assure that which has been planned has been properly executed and if necessary, the plan must be altered to assure success. Part of control is a learning process from our mistakes to assure that we do not repeat them. (The Frisby Learning Curve is that contractors have learned how to repeat . . . their . . . mistakes. Wanna make some money in your company? Look back over the last several years and kick around the mistakes that have cost you money and ten to one, you will find a pattern.)

I wonder how many contractors start the day thinking: What are the things I need to do regarding the people I work with today? Get input from them? Give them a pat on the back? Instruct them on how to improve?

And how many say: What planning do I need to do today; what needs better organization; let me review the daily reports to see if we are really executing and let me take a look at the labor cost report to see what our trends are.

And what lessons have we learned and what are some of the things we need to do to improve?

PPOIC. It works. Worked for Famous Amos. Might work for you.

Upcoming Events!!!



**3rd Annual Midlands Area Nine At Night
Scholarship Benefit**
Thursday, March 8, 2012
Charwood Country Club
222 Clubhouse Drive, W. Columbia, SC



MCASC Summer Convention
August 2-5, 2012
Château Élan Winery & Resort
Braselton, Georgia

Welcome New Members

**No New Members This Month!!!
Please Keep Recruiting!!!**

Happy Anniversary

**Mr. & Mrs. Frank Hill - 1/14
Mr. & Mrs. Henry Poplin - 1/25**

Birth Announcement

**Samara Rose Pokorney
Born 12/3/11, 8:18 PM
Proud Grandparents: Tom & Tori Brock
Boykin Contracting Group, Inc., West Columbia**

Condolences

**Mr. & Mrs. Jim Brewer & Family
Easley Mechanical, Easley
On the loss of her mother
Margaret Haltiwanger**

**Mr. & Mrs. Lee Richardson & Family
Atlantic Electric Company, Charleston
On the loss of her father
Donald Louis Gammache**

Why the Big Deal About Values?

Ann Elliott, The Berkana Company

Defining the values of an organization is the conventional wisdom today. Increasingly it is becoming more common for organizations to state values in their literature, collateral and marketing material. However, are they living it?

Does it confound when you have an experience that seems contrary to the stated values of an organization? For example, “respect” appears frequently as a corporate value.

Recently I received a parking ticket and decided to go pay the fine immediately. As I waited at the window to hand over my money, I noticed some rules posted just above the window in the counter. (I do not know if these are organizational values or something that the staff holds as important to them.) One of the rules related to being respectful. I assumed that meant respectful of the staff that collects payments, keeps records and writes receipts. After all, they do not issue the fines. I was the only customer, probably the very first customer of the day. While the staff conversed amongst themselves behind the window, they completely ignored me. Finally, without saying a word to me, the clerk took my money, updated the records and gave me a receipt. The transaction took only a couple of minutes. As I made my way to the door, I concluded that respect goes both ways.

How do the experts define “value”? Random House says value is “attributed or relative worth, merit, or usefulness.” The optimum scenario is when people working in an organization have personal values that align with the values of the organization. You can do your best work together and you can serve your customers at a higher level.

Start here to check your alignment. Identify the values of the organization where you are working or leading. Are the corporate values expressed in the way employees, customers, suppliers and vendors are treated? Employees joining the workforce in the 21st century want to be associated with companies that have values similar to theirs. High turnover often is a symptom that personal and corporate values are out of alignment.

Not only can you lose good employees, you can lose customers, too. When companies tout excellent customer service as a value, for example, but deliver poorly, customers take their business to other providers.

Next, identify clearly your personal values. Only when you know your values can you align them with corporate values or see that they are not aligned.

What are your top personal values? The following are my top three personal values:

- Authenticity - “Be yourself; everyone else is already taken,” says Oscar Wilde. From a lazy, practical point of view, I get better, faster results operating from the real me. I also enjoy working and being with others that have the same value.
- Resourcefulness - Using the skills, experience, talent and relationships that I have, I can find the solution or the answer to whatever I need. Reconfiguring and looking at things from different perspectives, what seemed impossible or unreachable are possible.
- Courage - Taking actions to move ahead in spite of fear, I even surprise myself with what I can accomplish. I built a new website <http://runyourbusinessonpurpose.com> recently despite intimidating technology. So there. Now I am learning the art of webinars and teleseminars. When I launch my new program in 2012, I will invite you to participate.

As the end of the year has passed and you take stock of what you have accomplished and what targets you missed, it is an opportune time to revisit what you value most. Express the values that are true for you without trying to measure up to the expectations of others. Choose what is true for you. Living to please someone else is exhausting.

Would your life be different, if you lived your values? What kind of behavior would your friends, family, colleagues and customers experience, when you operate from your core values? If your business operates from its core values, would your business do things differently?

Use your personal and corporate values as a guide to make value based choices. Values are an inside job. They are a big deal and they matter.

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Ann Elliott is a leadership expert and founder of The Berkana Company LLC, a business coaching company. She works with successful businesses that are leaving money on the table. Her clients experience measurable results in efficiencies, productivity, profitability, and teamwork. She speaks professionally at conferences, corporate retreats and workshops. To schedule her for your next event, visit the website and contact Ann at <http://www.berkanacompany.com>

Mechanical Contractors Association of South Carolina Summer Convention
Thursday, August 2, 2012 thru Sunday, August 5, 2012
Reservation Form



Château Élan Winery & Resort

100 Rue Charlemagne
Braselton, Georgia 30517
Telephone: 678-425-0900 or 1-800-233-9463
Fax: 678-425-6004
Email: reservations@chateauelan.com

Please complete this form to confirm your overnight accommodations.
Mechanical Contractors Association of South Carolina has secured a block of Run of House rooms from August 2nd through August 5th, 2012 (see below for rates). Please Call, Email or Fax the completed form to Reservations at Chateau Elan to confirm booking.
Rate is good pre and post convention dates based on hotel availability.

Name _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

E-Mail _____

Arrival Date _____ Departure Date _____

Number of Adults _____

Room Preference:

- Run of House (1 king or 2 doubles, \$169.00 + tax) _____
- King Corner Suite (\$219.00 + tax, limited availability) _____
- Two Bedroom Villa (\$339.00 + tax, limited availability) _____
- Three Bedroom Villa (\$439.00 + tax, limited availability) _____

Note: Two & Three Bedroom Villa's Are Approximately 1 Mile from Hotel
(Complimentary Shuttle Service Is Available.)

Credit Card Number _____

Expiration Date _____

Name on Card _____

Signature _____

All rooms are non-smoking. Changes or cancellations must be made at least 72 hours prior to arrival. If cancellations are not made 72 hours in advance the credit card will be charged the first nights room and tax. Applicable room taxes are currently 12%.

Associate Member:
HEAT TRANSFER SALES OF THE CAROLINAS

Heat Transfer Sales of the Carolinas is a stocking manufacturers' representative of hydronic HVAC and engineered plumbing equipment used in commercial, institutional, and industrial facilities. Heat Transfer Sales was founded 40 years ago in Greensboro, NC and quickly expanded to include offices that serve all of the Carolinas. We are committed to providing superior customer support and pride ourselves on helping our customers with solutions to their ever changing needs in the HVAC and Plumbing industry.

All of our offices are staffed with seasoned outside sales professionals – most with over a decade of experience in engineered HVAC and plumbing systems. They help you evaluate system requirements, anticipate changes in demand, and finally select the best equipment for the job. Even when our outside sales associates are on the road, you can always speak directly with someone who is familiar with your project. Our inside sales associates work closely with our outside sales team and are always available to answer your questions regarding stock, order status, product selection, and more.

When pump or other equipment failure threatens your operation, we can help. Our toll-free parts line and parts experts make it easy and convenient to get the part you need - when you need it. With a full inventory of parts, we usually ship your part the same day you order it. Our in-house shop service can also repair or rebuild an existing pump, saving you the expense of new equipment. For emergencies, our customers can also access us by a 24-hour pager number. Pump technicians are always on standby and can rebuild or repair a pump if necessary - even if it's the middle of the night. For after hours support, please dial **336.294.3838**.

Much of the equipment our customers need is stocked and ready to ship. Our 17,000 square foot warehouse offers immediate access to a variety of pumps, boilers, air control, and specialty items. We can often ship an order in 24 hours or less. Heat Transfer Sales offers more in-stock equipment than any other supplier of its kind in the Carolinas.

Please visit our website for more information: www.heattransfersales.com

Heat Transfer Sales of the Carolinas
223 Siloam Road, Suite B, Easley, SC 29643-8284
Office (864) 420-1559 Fax (864) 297-6668

**Congratulations to our next Associate & Mechanical Members who will be
highlighted in the upcoming issue of “The Tool Box”:
Hajoca Corporation, Taylors - Associate Member
Johnson Controls, Inc. , Greenville - Mechanical Member**

JANUARY 2012 MONTHLY AREA MEETINGS

MIDLANDS AREA

Thursday, January 5, 2012 @ 6:00 PM

Location: MCASC State Office, 1504 Morninghill Dr., Columbia

Sponsored By: Innovative Solutions

**Topic: “SC Chamber Initiatives To Include Current Issues
Impacting Businesses & 2012 Legislative Priorities”**

**Speaker: Otis Rawl, President & CEO
South Carolina Chamber of Commerce**

PIEDMONT AREA

Tuesday, January 10, 2012 @ 6:00 PM

Location: Demetre's, 1384 E. Main St., Duncan

Sponsored By: W. N. Kirkland, Inc.

**Topic: “Managing Multiple Projects
With Computerized Scheduling”**

**Speaker: Dr. Sharon Sanders & Sumant Kulkarni
P & S Consultants**

PEE DEE AREA

Thursday, January 19, 2012 @ 6:30 PM

Location: 2293 Syracuse Community Rd., Darlington

Sponsored By: City Plumbing Company of Florence

**Topic: “CM-at-Risk And
The Subcontractor”**

**Speaker: Dan Brailsford, Esquire
Robinson McFadden**

COASTAL AREA

Tuesday, January 24, 2012 @ 6:00 PM

Location: 4981 Dorchester Road, N. Charleston

Sponsored By: C. R. Hipp Construction Company, Inc.

**Topic: “Charleston Metro Chamber Initiatives for 2012.
What's Happening In Your Community”**

**Speaker: Bryan S. Derreberry, President & CEO
Charleston Metro Chamber of Commerce**



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www.mcasc.com

*Serving mechanical contractors in
South Carolina since 1912.*

MCASC Executive Board & Staff

Tom Brock, President
Lee Richardson, Vice-President
Richard Miller, Jr., Treasurer
Jim Brewer, Secretary
Gerald Edwards, Associate President
Mona Flowers, Managing Director

Mechanicals make it happen -
Be part of the best!

FIRST CLASS
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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
- the development of industry related career opportunities

The Association's objective for this mission is to enhance the future of the Construction Industry in South Carolina.