

Executive Coaching and Mentoring Tools for Construction Talent

By Tim Tokarczyk and Stefanie Putter, FMI

Today's construction leaders are facing greater uncertainty and more radical transformation than at any other point in our history. The world we live in has become increasingly complex and interconnected. The amount of information we are required to process is often overwhelming. Our attention continually is drawn to short-term firefighting, rather than longer-term strategic thinking. Competition is increasing, forcing us to rethink the way we do things and explore opportunities for competitive advantage. Furthermore, most experts anticipate an increasing labor shortage that will create a severe lack of skilled talent for many construction organizations.

There are myriad challenges facing the industry, and yet there are great opportunities available as well. Technology is transforming the way we do business, and new innovations will continue to bring exciting change to the industry. Firms that think more strategically will be able to capture opportunities lost on less sophisticated clients. Organizations that attract and develop talent better than their competitors will find ample opportunities to add the highest performers to their teams. To succeed in this challenging environment, companies will need to develop effective leaders throughout their organization, not just at the top. Great leadership will help organizations navigate through obstacles and achieve key goals and objectives.

Some of the most effective ways to build self-awareness, increase performance, develop leadership skills and improve effectiveness are through executive coaching and mentoring. Executive coaching is increasingly being used by top leaders to help improve their ability to lead. Mentoring is likewise an essential tool for leadership development. By partnering a more experienced, internal resource with a less experienced one, both reap benefits and will grow and develop as a result of that relationship.

EXECUTIVE COACHING

Executive coaching is a one-on-one collaborative relationship between an external coach and a coachee that focuses on shifting a coachee's knowledge and behavior. Because executive coaching is an individualized process, the specific benefits will somewhat depend on the goals set by the coachee. However, there are several benefits that all those who engage in executive coaching can expect. First, executive coaching helps increase self-awareness. Executive coaches provide an outside perspective - they have no personal agenda, other than to help the coachee develop and meet the agreed-upon goals. Executive coaches offer feedback, ask key questions and help the coachee take a closer look at his or her strengths and weaknesses. As leaders, we all have blind spots - areas we need to develop, but of which we are unaware. Executive coaching can help remove those blind spots and help leaders obtain a more well-rounded and accurate view of their current level of performance.

Executive coaching also helps with accountability. Many leaders in the construction industry struggle with this important leadership skill. Accountability can be a challenge due to busy schedules, tight deadlines and the constant pulling of attention to

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Have
A
Merry
Christmas
And
A
Happy
New Year!!



Mechanical Member:

HAYES & LUNSFORD ELECTRICAL CONTRACTORS, INC.

Hayes & Lunsford Electrical Contractors, Inc. was established in **1926** by Van Hayes and began as an electric motor repair shop. An electrical wiring department was started in the mid 30's to meet the need for wiring systems as many of our industrial customers began modifying and expanding their plants.

In December 2012 Starr Electric Company purchased Hayes & Lunsford Electrical Contractors as a wholly owned subsidiary and now has offices in Greenville, SC; Columbia, SC; Asheville, NC; Charlotte, NC; Greensboro, NC; Raleigh, NC and Fayetteville, NC.

Our mission is to provide customers with superior service in all areas of our business process and operations by maintaining an unwavering commitment to the highest quality service and performance. Our goal is to continuously improve our processes and augment our status as one of the Southeast's leading commercial/industrial electrical contracting companies with a long history of service excellence.

Hayes & Lunsford Electrical Contractors, Inc. is licensed in North Carolina, South Carolina, Tennessee and Georgia specializing in Commercial, Healthcare, Industrial, Institutional and Design-Build projects within house engineering.

Hayes & Lunsford Electrical Contractors, Inc.
PO Box 27062, Greenville, SC 29616-2062
Phone: (864) 416-0142 Fax: (864) 297-3199
Website: www.hayesandlunsford.com

DECEMBER BIRTHDAYS

Jeanne Condon	12/9	Ferguson Enterprises, Inc.	Wife of Mark
Jim Rabon	12/9	Honorary Life Member	
Fae Sox	12/10	Honorary Life Member	Wife of Wyman
Chris Kirkland	12/10	W. N. Kirkland, Inc.	
Harvey Kirkland	12/12	Honorary Life Member	
Tiffney Cullum	12/13	Cullum Mechanical Construction, Inc.	Wife of Chris
Michelle Smith	12/13	Eck Supply Company	Wife of Charlie
Nancy Reed	12/16	Cullum Mechanical Construction, Inc..	
Steve Barwick	12/18	Barwick Plumbing Company	
Furman Cullum	12/19	Cullum Mechanical Construction, Inc.	
Carol Forsberg	12/24	Metro Electric Company, Inc.	Wife of Ned
Sandra Merritt	12/27	Honorary Life Member	Wife of Ray
Johnny Richards	12/27	Gatch Electrical Contractors, Inc.	
Wells Whaley	12/27	Whaley Foodservice	
Chris Cullum	12/29	Cullum Mechanical Construction, Inc.	
Merry Hendricks	12/30	National Power Corporation	Wife of Jim Hendricks
David Paul	12/31	Sanitary Plumbing Contractors, 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**THE TEN COMMANDMENTS OF GOOD SAFETY HABITS**

In most everything we do, we find a "trick" to make the process easier and faster. After we develop these tricks, they become work habits in our everyday activities. Developing everyday safety habits can keep you injury free through the year. Here are ten safety habits to live by:

1. *Set Your Own Standards.* Don't be influenced by others around you who are negative. If you fail to wear safety glasses because others don't, remember the blindness you may suffer will be yours alone to live with.
2. *Operate Equipment Only if Qualified.* Your supervisor may not realize you have never done the job before. You have the responsibility to let your supervisor know, so the necessary training can be provided.
3. *Respect Machinery.* If you put something in a machine's way, it will crush it, pinch it or cut it. Make sure all guards are in place. Never hurry beyond your ability to think and act safely. Remember to de-energize the power first before placing your hands in a point of operation.
4. *Use Your Own Initiative for Safety Protection.* You are in the best position to see problems when they arise. Ask for the personal protective equipment or additional guidance you need.
5. *Ask Questions.* If you are uncertain, ask. Do not accept answers that contain, "I think, I assume, I guess." Be sure.
6. *Use Care and Caution When Lifting.* Most muscle and spinal injuries are from overstrain. Know your limits. Do not attempt to exceed them. The few minutes it takes to get help will prevent weeks of being off work and in pain.
7. *Practice Good Housekeeping.* Disorganized work areas are the breeding grounds for accidents. You may not be the only victim. Don't be a cause.
8. *Wear Proper and Sensible Work Clothes.* Wear sturdy and appropriate footwear. These should enclose the foot fully. Avoid loose clothing, dangling jewelry, and be sure that long hair is tied back and cannot become entangled in the machinery.
9. *Practice Good Personal Cleanliness.* Avoid touching eyes, face, and mouth with gloves or hands that are dirty. Wash well and use barrier creams when necessary. Most industrial rashes are the result of poor hygiene practices.
10. *Be a Positive Part of the Safety Team.* Willingly accept and follow safety rules. Encourage others to do so. Your attitude can play a major role in the prevention of accidents and injuries.

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

Birth Announcement

Francis Leverne Hill IV
Born November 16, 2013
Proud Grandparents: Frank & Debbie Hill
Hill Plumbing & Electric Co. Inc., Sumter

Condolences

Mrs. Laraine Owen & Family
Carrier Enterprise, Columbia
On the loss of her Husband
R. Steve Owen

Upcoming Events!!!

5th Annual Midlands Area Nine at Night
Thursday, April 3, 2014
Charwood Country Club, W. Columbia, SC

Welcome New Members

Piedmont Area:

Midlands Area:

Erlinda McCoy - BarMack Contracting, Inc.
Columbia

Pee Dee Area:

Coastal Area:

Happy Anniversary

Mr. & Mrs. Lerwis Caswell - 12/20

Mr. & Mrs. Randy Harley - 12/22

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short-term firefighting. Leaders set goals for themselves in good faith, but the constant chaos of everyday work can prevent them from following through on objectives. Executive coaches can help with accountability. Working with the coachees, they will set specific goals with clear timelines. If the leader does not follow through, the executive coach will follow up by discussing obstacles that got in the way and help the individual focus the required attention to see the goal through to completion.

Another common benefit of executive coaching is the insight that coaches can provide. The executive coach brings an outside perspective and offers an objective viewpoint that can be essential for leaders to hear. It is a common belief that the higher up you go in an organization, the less likely it is you will receive real, honest feedback. Executive coaches can provide alternative viewpoints and ask questions that many internal employees would be uncomfortable asking. Many coaches have expressed that this was one of the keys to their coaching experience.

In recent years, executive coaching has become more and more accepted as an essential leadership development tool. Many leaders throughout the construction industry, especially at the senior executive level, have found coaching to be an effective means of developing themselves and their ability to lead others.

MENTORING

Although executive coaching is an effective external tool for leadership development, there are also ways to leverage the internal resources of your organization to develop better leaders. One of the best methods to achieve this is through mentoring. Mentoring is a relationship between an experienced person and someone less experienced for the purpose of giving advice and support. Many organizations today are moving toward more structured, formal mentoring programs. While informal mentoring is beneficial, formal mentoring programs provide the framework and process needed to maximize the potential of this relationship. In formal programs, less experienced employees are paired with more experienced employees for a specific duration (typically six months to a year). The mentoring relationship focuses on an investment by more senior employees in the development of less experienced workers. While the emphasis of this relationship is to develop the mentees, the mentors themselves greatly benefit as well.

To create an effective mentoring program, the selection of mentors is crucial. The best mentors will have the following characteristics:

- Seniority
- Vast knowledge of the organization
- Interest in developing others
- Alignment with organizational values
- Extensive experience
- Respect in the organization
- Willingness to devote the required amount of time to mentor

Organizations with less effective mentoring programs often make the mistake of assigning mentors without considering the above characteristics. Many companies that take this route wind up with unmotivated, confused mentors who are unable to develop their mentees effectively. This is one of the main reasons that mentoring programs fail. To avoid this common pitfall, organizations need to take care selecting the best mentors.

Similarly, not every junior employee makes a good mentee candidate. Some of the essential characteristics for mentees, who are high potentials, new employees or first-time supervisors, include:

- Desire to advance
- Strong work ethic
- Openness to learn
- Willingness to make changes and take advice

Mentees likewise need to be excited about the prospect of having a mentor in the organization. The goals of the mentoring program should be clear - mentors provide guidance and help mentees speed up their development. Mentors should not be assigned to “fix” or “save” an employee. In organizations that have gone this route, having a mentor is seen as a negative and an indicator to the rest of the organization that the employee is “broken”. The best mentoring programs are focused on high potentials or those new to the organization or role. Mentoring is about helping less experienced employees more quickly develop and achieve their full potential in the organization.

Successful mentoring conversations are structured around the individual development needs of the mentees. As such, most conversations will focus on cultural fit or strategic fit (or both). One of the biggest reasons why employees struggle is due to a misalignment on cultural issues. Mentoring can help employees more quickly learn how to operate

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and act in the unique culture of the organization. This is especially helpful for new employees, who see their own development quickened by having a mentor with whom to discuss the organization's culture. This is why mentors must understand and embody their organizational culture, so they can impart their cultural knowledge to their mentees.

The second key conversation is around strategic fit, which is often focused on the day-to-day tasks that an individual is expected to perform. For example, does performance meet or exceed the required level for employees to be a strategic resource for the organization? Many mentees are performing at a high level, but they have not yet reached their peak level of performance. Pairing mentees with an experienced mentor can help speed up their development so they can more effectively fit into the overall strategy of the organization.

CONCLUSION

Throughout the construction industry, leaders are struggling with a multitude of challenges - increased competition, changing technologies, difficult clients and timelines, personnel issues and more. In such turbulent times, it is easy to put our heads down and focus only on the immediate issues in front of us. Great leaders, however, recognize that it is during the difficult times when it is most important to pull back from the daily tasks and think strategically about the organization. To prepare your company not just for today and tomorrow, but also for the long term, leadership development will be essential. There are many avenues to pursue for developing your leaders, such as training, consulting, attending conferences, reading, etc. Organizations also should consider executive coaching (having an external resource working one-on-one with key leaders) and mentoring (pairing up internal experienced employees with less experienced ones) as leader development tools. The organizations that invest the necessary time and resources in developing their people will reap the benefits of having a higher-performing, more aligned and fulfilled workforce. In such challenging times, strong talent can often be the difference between those companies that go out of business and those that endure.

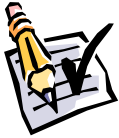
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"Contractor Review" Class For Licensed Electrical Contractors

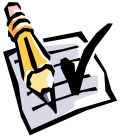
The Columbia Electrical Council is planning a one (1) day class Thursday, February 20, 2014 from 8:00 AM to 5:00 PM. The Course will be entitled "Contractor Review" By Tim Walker. This class will meet the continuing education requirements for Licensed Electrical Contractors that hold a license in NC, VA, GA, and OH. It will cover both 2008 & 2011 code changes, 70 e refresher, 210.26 panel location and clearances. They have extended an invitation to MCASC Members that are interested in participating. If you are interested, please contact Henry Poplin at (803) 603-6966 or hpoplin@blelectric.com



Season's Greetings!
MCASC would like to extend
our appreciation to all of our members
for their support during the past year.
We wish everyone
A Happy and Prosperous New Year!!



MCASC 2013 COURSE REGISTRATION



COMPLETE AND FAX OR MAIL TO MCASC
 P.O. BOX 384, COLUMBIA, SC 29202
 TELEPHONE #: 803-772-7834 FAX #: 803-731-0390
 EMAIL: mflowers@mcasc.com WEBSITE: www.mcasc.com

NAME: _____

COMPANY: _____

ADDRESS: _____

PHONE: _____ **FAX:** _____

CITY: _____ **STATE** _____ **ZIP** _____

EMAIL ADDRESS: _____

NAME ON LICENSE: _____

LICENSE NO.: _____ **STATE:** _____

Payment Method

- ☐ Please Invoice
☐ Check Enclosed for \$ _____

NOTE:

All Courses Will Be Held At
 The MCASC State Office Training Facility
 1504 Morninghill Drive, Columbia, SC

NOTE:

WE OFFER A DISCOUNT
 IF YOUR COMPANY REGISTERS THREE (3)
 OR MORE FOR THE SAME COURSE.
 SEND 3...THE 4TH IS FREE

NOTICE:

ANYONE FAILING TO WITHDRAW FROM A COURSE
 TWO WEEKS PRIOR TO ITS START WILL BE BILLED
 FOR THE ENTIRE COST OF THE COURSE.
 NO EXCEPTIONS.

PLEASE PLACE A CHECK BESIDE EACH COURSE YOU WISH TO REGISTER FOR:

AL & GA APPROVED

- ☐ Collections In The
 Construction Industry

Instructors: Dan Brailsford &
 Chuck McDonald

November 20, 2013 – Columbia

Time: 9:00 AM - 4:00 PM

Member: \$175.00

Non-Member: \$225.00

AL & GA APPROVED

- ☐ Legal Update Labor &
 Employment Law and
 Legal Update Benefits Law

Instructors: John Creech & Brian Black

December 11, 2013 - Columbia

Time: 9:00 AM - 4:00 PM

Member: \$175.00

Non-Member: \$225.00

Associate Member: **ELLIOTT DAVIS**

In construction, close attention must be paid to constant shifts in numerous financial aspects of your business. Elliott Davis' Construction Practice provides a comprehensive range of accounting, tax and business advisory services to general contractors, subcontractors, architectural and engineering firms, and specialty contractors. We bring clients valuable insight and a unique full-scale perspective based on in-depth knowledge and first-hand industry experience.

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- Management succession planning
- Mergers and acquisitions
- Obtaining bank financing and restructuring existing debt
- Purchase vs. lease analysis
- Stock transfer and change of ownership
- Strategic business planning for construction companies

Congratulations to our next Associate & Mechanical Members who will be highlighted in the upcoming issue of "The Tool Box":

Carolina Filters, Sumter - Associate Member

Meetze Plumbing Company, Inc., Irmo - Mechanical Member

DECEMBER 2013 - JANUARY 2014 MONTHLY AREA MEETINGS

MIDLANDS AREA

Thursday, January 9, 2014 @ 6:00 PM
Location: 10009 Broad River Road, Irmo
Hosted By: Meetze Plumbing Company, Inc.
Sponsored By: United Rentals

No Meeting or Event Planned For December

Topic: "Legislative Update"

**Speaker: Senator Katrina Shealy
SC State Senate**

PIEDMONT AREA

Tuesday, January 14, 2014 @ 6:00 PM
Location: Demetre's, 1384 E. Main St., Duncan
Sponsored By: W. N. Kirkland, Inc.

No Meeting or Event Planned For December

Topic: "Economic Development: Past, Present & Future"
**Speaker: Brian M. Nash, Director of Business Development
Spartanburg Economic Futures Group**

PEE DEE AREA

Thursday, January 16, 2014 @ 6:30 PM
Location: 2293 Syracuse Community Rd., Darlington (Jack's Barn)
Sponsored By: City Plumbing Company of Florence

No Meeting or Event Planned For December

**Topic: TBA
Speaker: TBA**

COASTAL AREA

Friday, December 6, 2013 @ 7:00 PM-11:00 PM
Location: Renaissance Charleston Historic District
68 Wentworth Street, Charleston
Sponsored By: The Coastal Area MCASC

Christmas Party

**Buffet Dinner, Cocktails, Camaraderie & Dancing
Bring An Unwrapped Toy For
Toys For Tots**



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Columbia, SC 29210
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***Serving mechanical contractors in
South Carolina since 1912.***

MCASC Executive Board & Staff

Richard Miller, Jr., President
Mike Kirkland, Vice-President
Allen Goff, Treasurer
Lee Richardson, Secretary
Derek Eager, Associate President
Mona Flowers, Managing Director

Mechanicals make it happen -
Be part of the best!

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.