



# The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

Volume 11, Issue 169 August 1, 2014

## Building a Culture of Business Ethics in Your Company - Value the Whistleblower!

**Chuck Gallagher**

Roger, a good friend and an ethical individual, was at a business conference last week with a co-worker, Sam, who decided to take a few of his subordinates out for an evening of entertainment – entertainment not sanctioned by the company. The next day, as Sam was preparing to submit his receipts for his expense report, Roger noticed that he was submitting the receipts for his prior night’s activities. More importantly, Roger noticed that Sam’s description on the receipts was inaccurate. Sam flat-out lied on his expense report.

Roger wondered what would be the ethical thing to do. On one hand he could ignore what he saw and just let it pass, rationalizing that it was not his business. Or, he could confront Sam and encourage him to reconsider his choice, suggesting that following the ethics policy of his company would create better consequences. Or, lastly, Roger could comply with the company’s business ethics guidelines and report the ethical lapse.

The question isn’t what did Roger do. The question to consider is: “What would you do?”

If you chose the third option – the one that is expected as part of compliance with most organizational ethics guidelines – you would be labeled a “whistleblower”. Who wants to be called that? Snitch, tattletale and other negative words from childhood come to mind when someone is called a whistleblower. Yet, if your company or association is committed to creating a culture of ethical behavior, the term “whistleblower” is the number one key to ethical success.

### **How Can That Be?**

Statistics indicate that 42% of the time someone “tipping off” an employer about an ethical lapse or potential fraud is the number one way companies maintain ethics and prevent fraud. Amazing as it may seem, internal staff is the best police system for maintaining ethical behavior.

Most are amazed that it is that high; all too often we want to look the other way, or are afraid to confront those committing ethical blunders. It’s easy to understand the hesitancy; many of us are afraid to rock the boat. Often, what we fail to realize is that the person committing an ethical blunder is putting the company in danger. So, how do we create a culture of ethical actions?

**Recognize That Unethical Choices Never Start Large.** The “Unethical Continuum” is a natural progression of what many call a “slippery slope” of human action. This progression allows small infractions to go unnoticed or unreported until the day people or companies are in the midst of a full-fledged ethics disaster. Sam didn’t “intend” to act unethically; he felt that he was doing the right thing by treating his subordinates to something beyond the norm at the company function. His challenge was figuring out who would be responsible for the expense. The challenge with his ethical choice was a common problem: Rationalization.

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**Many Thanks  
 To All  
 The Sponsors  
 Of The  
 Summer  
 Convention  
 At  
 Sawgrass Marriott  
 Golf Resort & Spa  
 Ponte Vedra  
 Beach, FL  
 For A Listing  
 See Page 5**  
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**Mechanical Member:  
MILLER HVAC SERVICE**

Founded in 2006, Miller HVAC Service is a single source for all your Commercial and Industrial HVAC needs – service, planned maintenance, controls, installation, and equipment replacement.

Today Miller HVAC Service is among the largest and most respected mechanical service companies serving the upstate of South Carolina. We are able to respond quickly and efficiently to the needs of every aspect of the HVAC Industry.

Our staff of professionals at Miller HVAC Service, now 20+, strong are among the most qualified in the industry and stand ready to meet your every need. When you hire Miller HVAC Service to take care of your service needs, you are hiring a company committed to safety and a drug free workforce.

We are committed to conducting business in a professional manner and providing creative solutions, responding promptly and effectively by developing lasting relationships with clients, employees, and vendors who share our values. We have grown by taking care of our clients. It is as simple as that.

Our growing list of satisfied clients has learned that Miller HVAC Service is a company you can count on 24 hours a day 7 days a week.

**Miller HVAC Service**  
**306 East Frontage Road**  
**Greer, SC 29615-6913**  
**Phone: (864) 334-3427 Fax: (864) 968-9560**

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**AUGUST BIRTHDAYS**

<b>Richard G. "Jerry" Tuck</b>	<b>8/1</b>	<b>Tuck &amp; Howell</b>	
<b>Hank Garrison</b>	<b>8/2</b>	<b>Aero Service</b>	
<b>Guy Hancock</b>	<b>8/2</b>	<b>H. R. Allen, Inc.</b>	
<b>Tonja Ivey</b>	<b>8/2</b>	<b>Computer Design Consulting Ser.</b>	
<b>Joe Richardson</b>	<b>8/2</b>	<b>Atlantic Electric Company</b>	
<b>Greg Wheeler</b>	<b>8/9</b>	<b>Eastern Industrial Supplies, Inc.</b>	
<b>Cole Granger</b>	<b>8/10</b>	<b>Walkup Electrical Construction</b>	
<b>Bob Hill</b>	<b>8/13</b>	<b>Honorary Life Member</b>	
<b>Jim Maguire</b>	<b>8/13</b>	<b>Eck Supply</b>	
<b>Missy Hunter</b>	<b>8/17</b>	<b>Ferguson Enterprises</b>	<b>Wife of Michael</b>
<b>Buz Teas</b>	<b>8/18</b>	<b>Smith &amp; Stevenson, Inc.</b>	
<b>Allen Goff</b>	<b>8/21</b>	<b>SIFCO Mechanical, Inc.</b>	
<b>Jim Haynes</b>	<b>8/21</b>	<b>Faulkner, Haynes &amp; Associates</b>	
<b>Miriam Allen</b>	<b>8/22</b>	<b>H. R. Allen, Inc.</b>	<b>Wife of Roddy</b>
<b>Raymond DeAntonio</b>	<b>8/22</b>	<b>Transworld, Inc.</b>	
<b>Edward Gibbs</b>	<b>8/22</b>	<b>Bear Mechanical Services, Inc.</b>	
<b>Jimmy Shealy</b>	<b>8/23</b>	<b>Shealy &amp; Sons Electric Co., Inc.</b>	
<b>Judy Minor</b>	<b>8/25</b>	<b>Honorary Life Member</b>	
<b>Bob Duke</b>	<b>8/27</b>	<b>Honorary Life Member</b>	
<b>Cindy Prevatte</b>	<b>8/27</b>	<b>Honorary Life Member</b>	<b>Wife of Paul</b>
<b>Mike Ribbich</b>	<b>8/27</b>	<b>Johnson Controls, Inc.</b>	

*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](mailto:mflowers@mcasc.com)*

**“Tool Box Talks” - Safety Tip**  
**LOCK OUT - TAG OUT**

If you are required to repair or maintain any machinery or equipment, or any electrical power source, start the job by locking out and tagging out all energy sources and starting mechanisms. Locking or tagging out is the only sure way to prevent other employees from accidentally activating the system.

Contact your supervisor when tagging out any piece of equipment or machinery so that he is aware of the situation. Schedule any maintenance or repairs ahead of time with the supervisor to avoid conflicts and any interruptions of the work.

Install your tag out or lock out at the power or ignition source. If a piece of equipment can be activated from more than one location, then additional locks or tags may be required. Make sure that the tag or lock is secure and will not blow off or fall off the machine.

Machines can still be harmful even when they are turned off. Make sure that the machine is not coasting to a stop and watch for moving parts that turn by gravity. Be careful of air or hydraulic pressure lines that have not been bled. Read the manufacturers recommendations for repairs to avoid any hidden dangers such as springs that are under a load that might accidentally be released.

Remember to remove your lock and tags after your work is complete. NEVER remove a lock or tag that has been installed by someone else. If you find a lock or tag out, contact the person who tagged that equipment out and the supervisor for further instructions. NEVER ASSUME THAT SOMEONE JUST FORGOT TO REMOVE THE LOCK OR TAG.

**BE SMART - LARGE JOB OR SMALL, TAG IT OUT FIRST !**

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

**Condolences**

**Mr. Reid Hearn & Family**  
**Former Managing Director**  
**On the loss of his wife**  
**Allyson Kreps Hearn**

**The Dan Raines Family**  
**On the loss of their father**  
**George Daniel “Dan” Raines**

**Mr. Eddie Seastrunk & Family**  
**Seastrunk Electric Company, Inc., Columbia**  
**On the loss of his wife**  
**Rhonda Lathrop Seastrunk**

**Mr. & Mrs. Duwayne Jacobs & Family**  
**R. C. Jacobs, Inc., Georgetown**  
**On the loss of her sister**  
**Janis Beth Ford**

**Welcome New Members**

**Piedmont Area:**  
**Midlands Area:**  
**Pee Dee Area:**  
**Coastal Area: Todd Miller**  
**Milwaukee Valve - Mooresville, NC**

**Happy Anniversary**

**Mr. & Mrs. Tom Brock - 8/4**  
**Mr. & Mrs. Jack Mitchell – 8/5**  
**Mr. & Mrs. Mark Condon - 8/15**  
**Mr. & Mrs. Jimmy Gatch - 8/21**  
**Mr. & Mrs. Chris Cullum - 8/22**  
**Mr. & Mrs. Calvin Meetze - 8/26**  
**Mr. & Mrs. Stan Harbourt - 8/28**

**Upcoming Events**

**166th Annual MCASC Summer Convention**  
**August 7-10, 2014**  
**Sawgrass Marriott Golf Resort & Spa**  
**Ponte Vedra Beach, FL**

**7th Annual Pee Dee Blast Sporting Clays Event**  
**Friday, September 19, 2014**  
**Back Woods Quail Club, Georgetown**

- **Understand the Three Components of Human Behavior that Lead to Ethical Lapses.** When a human makes a choice, any choice, there are typically three components that come together that allow a choice to be made and move forward: (1) need, (2) opportunity and (3) rationalization. While, as employers we have little control of an individual's need, we do have some level of control over opportunity to make ethical choices and how one might rationalize behavior.
- **Be Clear About what Ethical Behavior Looks Like.** Large companies have clearly drafted ethics and compliance policies that employees are expected to understand and follow. The smaller the company, the less likely there will be a clearly written ethics policy. But large or small, the challenge for all companies is communication about what is acceptable and unacceptable. Creating an ethics policy and training it effectively are keys to exposing rationalization and improving ethical behavior within an organization.
- **Train, Train, Train!** Let's be honest: most ethics training is boring! It centers on the rules and never gets to the heart of what motivates human behavior. And, frankly, if we don't understand what starts folks on that slippery slope downward into the unethical realm, then we miss the opportunity to change behavior before it is too late. Effective training should move beyond just what's included in the ethics and compliance policy and cover (a) why people make unethical choices (b) what can be done to prevent unethical choices and (c) what motivates our behavior. Telling someone what to do is far less effective than helping them see the value in consistently making ethical choices.
- **Encourage Accountability.** What keeps people between the ethical lines is shared accountability. We *are* our brother's keeper. If one is to be kept within the ethical lines then we must not only have the road signs (ethics policy), but the practical means to correct behavior. As stated earlier, 42% of the time ethical blunders are reported by co-workers or those who witness the issue. And while "whistleblower" carries a negative connotation, the reality is someone who cares enough to call "foul" to unethical actions is the most valuable ethics asset and organization has.

### When in Doubt, Do the Right Thing!

Ethical missteps are all the same; they will eventually lead to a negative outcome. Little infractions that go undetected or unreported often lead to larger infractions until "unethical" becomes "illegal". Perhaps we should reframe or replace the word "whistleblower" with "ethical partner". One thing is certain: ethical choices are empowered choices and that is certainly one critical component of business success.

### About the Author

Chuck Gallagher is the President of the Ethics Resource Group and an international expert in business ethics. Chuck provides training, presentations and consultation with associations and companies on ethics and creating ethical cultures where people do the right thing, not because they have to, but because they want to! Information can be found at <http://chuckgallagher.com> or Chuck can be reached via email at [chuck@chuckgallagher.com](mailto:chuck@chuckgallagher.com) or by phone at 828.244.1400.

Chuck will have a workshop Saturday morning and will be the Keynote Speaker Saturday Night  
At The Summer Convention August 7-10, 2014

## AROUND THE STATE



# Sun Seekers & Scholars ... Sneak On Down To Sawgrass

MCASC 166<sup>th</sup> Semi-Annual Convention – August 7-10, 2014  
Sawgrass Marriott Golf Resort & Spa – Ponte Vedra Beach, FL  
Many Thanks To The Following Companies For Their Generous Support

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- Piedmont Area MCASC
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- Robinson McFadden
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- Shealy Electrical Wholesalers, Inc.
- Siemens
- Sifco Mechanical, Inc.
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- Tyler Pipe / Wade
- Unitherm, Inc.
- Victaulic
- W. N. Kirkland, Inc.
- Zurn Industries



## **Congratulations CCP-CT Grant Scholarship Recipients**

The CCP-CT Grant & MCASC Are Pleased To Announce The  
CCP-CT Grant's Eighteen (18) Scholarship Recipients for the 2014-2015 School Year.

Nathan Reed Baldwin

Dillan DeCandt

Terry James Johnson

Jared Patten

Colby Alexander Poplin

Hope Laken Snell

Milton Franklin Clark

Joshua Philip Fairchild

Tyler Luker

Jacob Peterman

Matthew Talbot Prosser

James Samuel White

Thomas J. Cullum

Logan Kinney Hearn

Ashlee Moore

Christopher Stephen Pittman

Robert Allen Shehan

Blake Willis

## **Forget Strategy Unless You Are Committed to Execution**

**By Ann Elliott, The Berkana Company**

Without execution, a brilliant strategy is only a brilliant strategy. I am an advocate of brilliant strategies. However, most of the work in an organization is executing strategies not creating them.

Consider a strategy to take care of your car. It is an important part of your job and you want your car to last for a long time.

Now consider the work to execute your strategy - the hours to clean out the garage so you can park your car there. Remember regular oil changes and maintenance are part of the execution. Take into account the consistent effort to keep the interior clutter free. I'll bet your customers that ride with you prefer this too, even if they don't say it.

When there is a significant gap between thinking and doing, it is understandable why many organizations fail to execute strategies.

I heard the office manager of a small firm announce cost saving measures. Her strategy was for all independent contractors to carry personally the notebooks, handouts, recording equipment, and electronics for onsite projects instead of shipping the materials. No question that would save shipping costs.

One project manager said to his colleague, "If she ever had to haul that stuff, she wouldn't suggest such a thing. We look like pack mules, not executives." UPS shipped the materials.

### **More reasons why execution of strategies fails:**

1. People charged with executing the strategy do not understand its value
2. Planners do not listen to what executors learn in the arena
3. It is out of the question to change a strategy, even if it proves ill conceived
4. The results of a strategy are unknown because they are not measured
5. People on the front line do not have the resources to execute the strategy

To improve the success rate of a strategy and its execution, be willing to spend the effort to create good strategies - ones that have a high probability of success when implemented. A bad strategy with flawless execution is a recipe for disaster.

Once the execution begins, consistently take the steps to achieve results. Sometimes it is challenging and the hard work surprises people. By measuring progress, you know if you are succeeding or not. You can make changes to course correct. The strategy may look good on paper and turns out to be impractical in the real world.

Reap the rewards of brilliant strategies with action. The success of your strategy depends upon its execution.

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Ann Elliott is a leadership strategist and founder of The Berkana Company LLC. Successful companies hire her to improve efficiencies, save money and keep happy customers. An experienced facilitator speaker and business coach, she speaks professionally at corporate retreats, conferences and workshops. To schedule her for your event, contact Ann at <http://www.berkanacompany.com>.

**Associate Member:  
TYLER PIPE**

Tyler Pipe was named after our home base in Tyler, Texas. From our inception in the mid-1930s as the country was coming out of the Great Depression and experiencing economic recovery, Tyler was able to adapt to industry change. This resilience is the driving force behind the Tyler of today.

Our iron foundry is located in Tyler, Texas and coupling and gasket manufacturing facility in Marshfield, Missouri. We have distribution centers in: City of Industry, California and Oakland, California as well as Macungie, Pennsylvania. This wide-reaching footprint allows us to serve a variety of customers that span nearly the entire country. Whether you are located on the east coast, the west coast or somewhere in between, Tyler Pipe & Coupling can get your job done. We maintain these facilities with extensive safety precautions and environmental regulations. This has allowed us to create a working environment where positive change is generated for our workers and the communities in which they live.

Tyler produces a wide variety of high-quality products including cast iron no-hub and service weight pipe and fittings. Tyler also manufactures standard no-hub couplings and service weight gaskets. Every Tyler pipe and fitting, coupling and gasket is designed to meet industry standards – often exceeding these standards. Whether it's the no-hub cast iron soil pipe or the hub and spigot gaskets, each of our products meets the stringent requirements set by the American Society for Testing and Materials. This gives us the confidence to tell our customers that when they get Tyler, they're getting the best. That's Tyler Tough.

***TylerPipe.com***  
***800-527-8478***  
***Ryan Miner***  
***Phone (903) 262-6354***

**Congratulations to our next Associate & Mechanical Members who will be highlighted in the upcoming issue of "The Tool Box":  
Love Chevrolet - Fleet Division, Columbia - Associate Member  
R. C. Jacobs, Inc., Georgetown - Mechanical Member**

**SEPTEMBER 2014 MONTHLY AREA MEETINGS**

**MIDLANDS AREA**

Thursday, September 4, 2014 @ 6:00 PM  
Location: 5728 Shakespeare Road, Columbia  
Sponsored By: Walker White, Inc.

**Topic: TBA  
Presented By: TBA**

**PIEDMONT AREA**

Tuesday, September 9, 2014 @ 6:00 PM  
Location: 575 Woodruff Road, Greenville  
Sponsored By: Ferguson Enterprises, Inc.

**Topic: TBA  
Presented By: TBA**

**PEE DEE AREA**

Friday, September 19, 2014 @ 9:30 AM to 5:30 PM  
Location: Back Woods Quail Club, 647 Hemingway Lane,  
Georgetown  
Sponsored By: Pee Dee Area

**7th ANNUAL PEE DEE BLAST  
SPORTING CLAYS EVENT**

**COASTAL AREA**

Tuesday, September 23, 2014 @ 6:30 PM  
Location: 4447 Dorchester Road, N. Charleston  
Sponsored by: Eck Supply Company

**Topic: TBA  
Presented By: TBA**



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www.mcasc.com

*Serving mechanical contractors in  
South Carolina since 1912.*

**MCASC Executive Board & Staff**

Mike Kirkland., President  
Allen Goff, Vice-President  
Stan Harbourt, Treasurer  
Richard Miller, Jr., 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.