

Future Shock: Maintaining the Balancing Act

**By Paige Ferguson, Staff Consultant FMI Corporation
& Michael Magnum, Senior Consultant, FMI Corporation**

Leadership is a balancing act that's not dominated by black-and-white answers, but by the right combination of "gray" to succeed.

In a previous issue of The FMI Quarterly, we discussed several premises that leaders should be aware of when striving for success in our tumultuous industry. Those premises were leading indicators versus lagging indicators, adaptability versus efficiency, learning versus knowledge and systems versus goals. In this continuation of the article "Future Shock: When Good Is No Longer Good Enough," we will expand on the dichotomies that leaders face and show how to overcome them.

If you are familiar with the leadership guru Jim Collins, you may remember his theory of the "tyranny of the or" in "Built to Last: Successful Habits of Visionary Companies." In this book, he and co-author Jerry Porras discussed leaders' tendencies to look at two options and automatically assume that you must choose one or the other. The insightful commentary discussed the benefit of considering how both options could work. For example, many people find themselves asking whether it is better to have a successful career or a good family life. Instead, they need to consider how to do both.

At times, the need to base decisions on these two-pronged, either/or options limits our ability to truly make the best choice to move forward. Below we focus on the comparison and contrast of stillness versus stimulation and innovation versus repurposing — ideas that address the business balance achievable through combining options. Throughout this article, the reference to balance is not meant as a 50/50 split, but that the split is a manageable one — whether 80/20 or any other — which will offer the best results. The sets of opposing forces that we explore are manifest in numerous ways within our industry, and we encourage you, as a leader and in your business, to revisit your approach to each.

Stillness vs. Stimulation

We are barraged with messages virtually 24/7. The average person checks multiple personal mobile devices (phones or tablets) around 150 times each day! Our ability to think and act strategically is under siege like never before. The constant stimulation and feeling of being "busy" has created a whirlwind of adrenaline, which can lead to an unnerving sense of unease if we aren't constantly doing and going. The instant gratification of sending off an email, taking the immediate call or completing a to-do list trumps the delayed gratification of thinking about a challenge for an hour. We default to the realm of urgency more than any other.

Yet, it is the silent, still times that allow for greater depth of creative and innovative thoughts for our businesses. True leaders recognize that the things most worth doing take time. In a world where we are constantly pulled from one task to another, leaders must forcibly carve out quiet time to contemplate their decisions.

For the construction industry, the work that we do succeeds or fails by the clock. On virtually every hard-bid tender, a contractor's failure to submit its proposal by the

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**Friday
November 7, 2014**

Piedmont Area

**Golf Outing
Oyster Roast
Low Country Boil**

**Hejaz
Shrine Club**

Mauldin

Sign Up Today!!!



Mechanical Member:
SHEALY & SONS ELECTRIC COMPANY, INC.

Shealy and Sons Electric Company, Inc. was founded in 1956 by George Lanier Shealy after years of building his reputation as a professional service provider. Lanier worked with Columbia Electric Repair prior to deciding to branch out on his own and build a legacy for his family. In 1958 Jimmy, Lanier's oldest son joined the company as its' first full time employee after serving in the US Army where he served 6 months active duty and 9 years in the reserves. A few years later his youngest son Jake joined Shealy and Sons after returning from his two year tour of duty in the US Navy. A few years after the business got going, Mrs. Shealy "Mae" or Nanny as she was affectionately called, joined the business helping out with the phones. She was also known to bring in breakfast and lunch on a regular basis.

Together this family team built a strong business providing wiring and temperature control work. Today the business continues to offer commercial and industrial electrical service primarily in the Midlands area of South Carolina.

Mrs. Mae passed away in 1992 and Mr. Lanier then retired in 1998 and later passed away in 2006, but the company continues to thrive under the leadership of the second generation. Jimmy and Jake are co-owners and have continued the tradition of Shealy and Sons Electric with the same integrity their father felt was so important from the company's beginning. "Our customers are our most important Asset", says Jimmy Shealy. "We treat them the way we expect others to treat us."

Shealy and Sons Electric, just like every business, has taken a hit during the economic downturn but currently averages 15 employees and is still working out of their West Columbia office. They believe in honest, competitive pricing and quality service for their customers no matter how large or small the job.

Jimmy Shealy is married to Senator Katrina Shealy and they have 3 daughters, 5 grandsons and 2 great grand-daughters.

Jake Shealy has 2 sons and 2 granddaughters and 1 grandson.

Shealy & Sons Electric Company, Inc.
P. O. Box 4253, West Columbia, SC 29171-4253
Phone: (803) 794-2322; Fax: (803) 794-2736

NOVEMBER BIRTHDAYS

Cathy Richardson	11/3	Atlantic Electric Company	Wife of Joe
Mike Swindall	11/4	Ahern Rental, Inc.	
Lewis Caswell	11/5	W. O. Blackstone & Co., Inc.	
Mike Kirkland	11/8	W. N. Kirkland, Inc.	
Kristi Soderlund	11/8	Elliott Davis LLC	Wife of Todd
Taylor Brewer	11/10	Easley Mechanical	
Rusty Smith	11/10	Johnson Controls, Inc.	
Karen Linden	11/15	Central Controls, Inc.	Wife of Albert
Mel Rosas	11/16	PinPoint Safety	
Albert Linden	11/23	Central Controls, Inc.	
Jim Brewer	11/25	Easley Mechanical	
Randy Jones	11/25	The Chapman Company	
David Gregg	11/26	C. R. Hipp Construction, Inc.	
Nancy Hitchcock	11/26	C. R. Hipp Constr., Inc.	Wife of Al
Brenda Gibbs	11/27	Bear Mechanical Services, LLC	Wife of Fred
Michael Hunter	11/28	Ferguson Enterprises	
Sandra DeAntonio	11/29	Transworld, Inc.	Wife of Raymond

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
TOTALLY PREVENTABLE DEATHS

Opinion: Probably did not perform lock test of quick disconnect bucket - Mel

WORKER STRUCK BY EXCAVATOR BUCKET, DIES

OSHA issued two serious safety violations after two workers were injured, one fatally, after being struck by an excavator bucket while installing stormwater drainage in a trench at the intersection of 18th and Grant Streets in Holdrege, Neb., on July 17, 2014.

OSHA cited Van Kirk Sand and Gravel, which operates as Van Kirk Brothers Contracting, and has proposed fines of \$14,000 for the two serious violations. An OSHA violation is serious if death or serious physical harm could result from a hazard an employer knew or should have known existed.

OSHA's inspection found that one of the employees sustained puncture wounds from the bucket after it disconnected from the excavator and rolled into the trench from a height of about 4 feet. He died from his injuries later that day. The second employee suffered contusions and abrasions in the incident and has since returned to work.

"No one should lose their life on the job. Tragedies like this are preventable, if companies choose to protect their employees from known hazards," said Bonita Winingham, OSHA's area director in Omaha. "Employers have a responsibility to protect their employees, and Van Kirk Sand fundamentally failed to do that."

The company was cited for failing to train workers in the recognition of unsafe conditions and to teach them how to access emergency medical services from a job site. It took the rescue squad more than 11 minutes to arrive on scene.

The Sutton-based company has 15 business days from receipt of its citations and penalties to comply, request an informal conference with OSHA's area director, or contest the findings before the independent Occupational Safety & Health Review Commission.

Opinion: Probably not wearing seat belt that would have kept him inside of the cab - Mel

SPARKS, Md. —A 64-year-old worker injured by a piece of construction equipment Wednesday afternoon has died.

The worker was injured around 3 p.m. in the 600 block of Belfast Road in the Sparks area, according to Baltimore County emergency officials.

Police said Thursday that Michael Ray Mathews, 64, of Freeland, was using a mini steamroller to flatten a dirt pile when part of the dirt pile collapsed, causing the steamroller to roll over and trap Mathews.

Another worker at the site had to use another piece of equipment to lift up the steamroller so Mathews could be rescued, officials said.

Mathews was taken to St. Joseph Medical Center, where he died.

Baltimore County police and Maryland Occupational Safety and Health officials are still investigating the incident. It's unclear so far for whom Mathews worked.

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

Upcoming Events

Piedmont Area MCASC
Golf Outing, Oyster Roast & Low Country Boil
Friday, November 7, 2014
Hejaz Shrine Club, Mauldin

6th Annual Midlands Area
Nine at Night
Thursday, April 2, 2015
Charwood Country Club
W. Columbia, SC

Welcome New Members

Piedmont Area:

Midlands Area:

Pee Dee Area:

Coastal Area:

Birth Announcement

Condolences

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appointed time — even if by mere seconds — results in a disqualification. Similarly, public agencies often specify the hours a contractor can access the work zone with substantial penalties enforced for violations (i.e., lane rental provisions in highway improvement projects, etc.) Therefore, the urgent matters are constantly falling within the stimulation category. A piece of us enjoys this constant go, go, go mentality. It makes us feel important and needed.

The truth is that without a break, a mental pause, time for reflection and a step back from the urgent, we will not get to the breakthrough and strategies that will propel our companies to perpetual success. Organizational leaders from Silicon Valley companies like Apple, Google or Intel incorporate the discipline of allowing time to think into their schedules.

This applies to more than just tech giants and innovative companies. Creating quiet time or a time for meditation (not the “ommm” kind, but the kind that clears your mind of the constant clutter of thoughts) gives a sense of stillness. In turn, it is with a clear mind that we can focus on:

- Envisioning the bigger picture for the business. (Where are the markets taking us? How are we staying ahead of these changes?)
- Addressing challenging situations that we are facing. (Who am I grooming to continue our organization’s success?)
- Reflecting on our own leadership. (Where are my blind spots? Whom do I have that is strong in my areas of weakness?)

Stillness also allows for self-awareness. In a recent study by the Korn/Ferry Institute, stock prices for companies that had a higher percentage of self-aware employees outperformed those with fewer self-aware employees over a 30-month period.

The amount of time devoted to stepping away mentally from the day to day needn’t consume hours of your time. It may be just focusing on clearing out all of the thoughts racing around between your ears for a single minute. Flushing out this continuous stream of consciousness for five minutes will probably be a challenge at first. After you have had an opportunity to clear your thoughts, focus on one challenge or area of growth. Create three actions that you will take because of this time. The benefits of giving yourself time to reflect will not only open up greater opportunities for your business, but also help you grow personally.

This is counterintuitive to how most leaders operate. When faced with overwhelming challenges, most leaders speed up their work pace. The assumption is that you have to move faster to get more done. It reflects the prevailing culture of the construction industry: high task focus, prioritization of effort and action to drive achievement, expectation of extended work hours in deadline situations, etc. In reality though, the best leaders recognize that sometimes you have to slow down to speed up.

Innovation vs. Repurposing Ideas

The idea of innovation is enticing and encourages us to act differently — perhaps by adding flair through technology all while simultaneously disrupting (in a good way!) our industry. Webster defines innovation as “a new idea, device or method; the act or process of introducing a new idea, device or method.” For such a simple definition, the concept of innovation is much more complex. To be innovative requires time, energy and resources. Being innovative requires an investment of resources with little immediate return, but with a high return expected over the long term. How do you know when it is in your organization’s best interest to invest resources to be innovative or to continue to repurpose past ideas or methodologies?

Innovation trumps repurposing when the area is a core differentiator and when it fits into the business’s overall strategy. Repurposing is the better option when efficient and effective operating systems already exist.

An example would be investing in new software. If this software is key to a new project-design element, or if it provides an opportunity to enter an adjacent market, innovation would be an option. Innovation does not always have to be transformative. If your business plan mimics one of a successful

Creating Time for Stillness:

- Make an appointment with yourself for 15 minutes.
- Sit in silence for the initial five minutes, clearing your head of your daily cares and calming the heart and mind.
- Next, focus on one challenge or area of growth for the next five minutes, jotting down your ideas as they come to mind.
- In your last five minutes, identify three action items from your reflections.
- Repeat on a daily or weekly basis.

Innovation is your best option when:

- It aligns with your organizational values.
- It creates a key differentiator for your business.

company in your industry, it may be illogical to try to reinvent what already works. One can argue that given the widespread use of BIM in the construction industry, it would be a rare general contractor that could wisely justify developing a new modeling tool from scratch. A far simpler (and safer) approach would be to merely survey industry peers' experience with commercially offered software packages.

The important item to assess when considering innovation is whether it's core to your business, if there are substitutions that would work as well or better than investing time to innovate, and if it will be a differentiator to the business.

Twenty years ago the notion of wireless communication applications in the construction industry was limited to two-way radios and simplistic mobile phones. A few pioneers thought it possible to use satellite links to capture heavy equipment telematic data (i.e., GPS, engine run hours, pressure levels, etc.) on remote construction projects. In that season, many contractors developed and applied this innovative technology to lower operating costs by radically improving equipment uptime and associated productivity. Today, virtually every OEM and many rental houses have a proprietary system rendering innovation (for contractors) ill-advised and inefficient.

Although there is no formula for innovation, many great resources are available to determine areas to innovate and how those align with your strategy. One source that provides distinct areas for innovation in a business is "Ten Types of Innovation: The Discipline of Building Breakthroughs" by Larry Keeley and Helen Walters. Another treatment is found in "The Innovator's Dilemma" by Clayton Christensen.

The Great Balancing Act

Leadership is a balancing act that's not dominated by black-and-white answers to questions, but by finding the right combination of "gray" to succeed. In our industry, it is not budget or quality, design or construction, nor leading or managing. What truly matters is the fusion of these complimentary elements.

Physically, our cerebellum is the part of the brain that controls our balance; we know when it is off because we stumble, experience headaches or even fall down. In business, we should have checks in place that also signal when this balance is misaligned. A lack of organizational strategy could indicate a dominating amount of time spent in stimulation mode. A stale bottom line might necessitate reassessing if you need to innovate or repurpose parts of the business. Whatever the indicator, business also has a balance. We hope that leading indicators from "Future Shock: When Good Is No Longer Good Enough" can assist in detecting your company's areas that need attention. The next step is to create the stillness necessary to identify and address those needs and adapt accordingly. ■

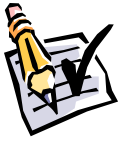
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C. R. HIPPI CONSTRUCTION RECEIVES SAFETY AWARD

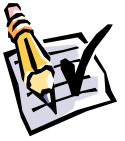
CR Hipp Construction, Inc., Charleston, SC was recently recognized for outstanding Safety achievements by Turner Construction Company for their performance on a project inside the Final Assembly Building at the Boeing campus in North Charleston, SC. Turner presented CR Hipp Construction, Inc. the Second Quarter Safety Award for 2014, as recognition for participating in a 90,000 man-hour project without any incidents and for outstanding leadership in their overall Safety Program. The Award was presented at a Safety Luncheon inside the Boeing plant attended by Management of CR Hipp as well as the entire crew who worked on the project.

CR Hipp Construction, Inc., is a 52 year old North Charleston, SC mechanical contractor, who specializes in all areas of mechanical contracting, including Plumbing, HVAC, Process Piping, Sheet Metal and Utility installations. Hipp has worked on the Boeing campus in North Charleston since 2009, providing mechanical work in many of the numerous buildings located there. Hipp has an outstanding Safety Program and prides itself in conforming with General Contractors and other subcontractors who work alongside them. CR Hipp Construction, Inc. is proud to be a team player on the work for Turner Construction Company and Boeing.





MCASC 2014 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
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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.

AL & GA APPROVED

- ☐ Surviving An OSHA Inspection

Instructor: Mel Rosas

December 10, 2014 – Columbia

Time: 9:00 AM - 4:00 PM

Member: \$175.00

Non-Member: \$225.00



AROUND
 THE
 STATE
 OCTOBER
 2014



Associate Member:
SUNBELT RENTALS, INC. - LADSON

The Sunbelt Rentals Difference

Sunbelt Rentals, a wholly-owned subsidiary of Ashtead Group plc, is one of the largest equipment rental companies in the United States. Based in Fort Mill, SC, Sunbelt has a network of more than 450 locations nationwide, and serves a variety of customers, including commercial, residential, municipal, specialized service industries, and do-it-yourselfers. Sunbelt's extensive fleet exceeds \$4 billion, and represents the broadest equipment offering in the industry.

Designed to serve distinct customer segments requiring a high level of technical expertise, our specialty divisions offer a diversified product mix, as well as trained experts. Our specialty divisions include Climate Control, Pump & Power, Scaffold, Oil & Gas, and Industrial Resources. Each division offers a comprehensive rental fleet, from 25 ton air conditioners, to 4 million BTU heaters, to 500KW generators, to pipe benders and much more.

Sunbelt Rentals
Sunbeltrentalt.com
1-800-No Sweat
(667-9328)

Sunbelt Rentals, Inc.
176 Acres Drive, Ladson, SC 29456-3502
Phone (843) 797-8881 Fax (843) 797-8882

**Congratulations to our next Associate & Mechanical Members who will be
highlighted in the upcoming issue of "The Tool Box":
Cummins Atlantic, Summerville - Associate Member
Easley Mechanical Services, Inc., Easley - Mechanical Member**

NOVEMBER 2014 MONTHLY AREA MEETINGS

MIDLANDS AREA

Thursday, November 6, 2014 @ 6:00 PM
Location: 517 Spring Street, West Columbia
Sponsored By: Shealy & Sons Electric Company, Inc.

Topic: "Legislative Update"
Presented By: Senator Katrina Shealy

PIEDMONT AREA

Tuesday, November 11, 2014 @ 6:00 PM
Location: 103 Woodruff Industrial Lane, Greenville
Sponsored By: Greenville Mechanical, LLC

**Topic: "Valuable Tax Incentives That
Mechanical Contractors Often Overlook"**
Presented By: Frank Thomas, CPA/ABV/CFF, CVA/CFFA
Thomas, Watson & Dyches, LLC &
Brian Aumuller, Managing Director, alliantgroup

PEE DEE AREA

Friday, November 21, 2014 @ 6:30 PM
Location: 319 Alligator Road, Effingham
Sponsored By: Walkup Electrical Construction

**THANKSGIVING & CHRISTMAS
CELEBRATION**

COASTAL AREA

Tuesday, November 18, 2014 @ 6:00 PM
Location: 4790 Goer Drive, N. Charleston
Sponsored By: Hagemeyer NA

NOTE:
DATE
CHANGE

**Topic: "Valuable Tax Incentives That
Mechanical Contractors Often Overlook"**
Presented By: Frank Thomas, CPA/ABV/CFF, CVA/CFFA
Thomas, Watson & Dyches, LLC &
Brian Aumuller, Managing Director, alliantgroup



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*Serving mechanical contractors in
South Carolina since 1912.*

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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.