



The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

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Why You Need A Personal Innovation Strategy By Robert B. Tucker, Innovative Resources

2017 is only a few weeks away, so it's not too early to polish up your personal strategic plan. Yesterday I delivered the keynote address to 500 credit union executives here in Maui and that was my message. "To Lead Ahead of the Curve" you've got to plan ahead of the curve - or face getting hammered by rapid, unrelenting change.

In a time of Moore's Law Exponential Change, it's more important than ever to plan - even when so much is uncertain. What seldom gets discussed (by all the gee whiz futurists out there), is how convulsive change - technological, political, social, demographic, environmental - can hammer people's lives. Eliminate their jobs. Isolate us from one another.

As a futurist and innovation coach, what I see happening is that individuals are being disrupted because their organizations are being disrupted. Hewlett Packard is laying off another 30,000 workers, as it copes with product commoditization and cloud computing. Publishing giant Pearson is cutting 4000 editorial staffers as it attempts to tackle a "storm" in the markets it serves. Such statistics are mere abstractions unless you witness your good friend Joe in Boston coping with sudden dislocation after being shown the door in the latest round of layoffs. Then it becomes real.

The challenge is to avoid personal obsolescence, and to thrive amidst the churn. And that's why I believe in developing a Personal Innovation Strategy — a written out game plan to keep you on course and adding value no matter what's going on in your life right now.

Here are four key components to building one:

- 1) Invest in your future every day. A Personal Innovation Strategy is a well thought out set of goals, habits, and daily actions that insure your relevance over time. Set both short and longer-term goals. Make it a point to learn something new every day. Ask questions, and take notes. Every day take at least fifteen minutes to "think ahead of the curve" and to strategize and invest time in contemplating your future. Ready yourself to assume new responsibilities, either in your present position or within an entirely new context. Build skills: communication skills, social skills, writing skills, functional skills. Volunteer. Say yes when asked to be on a new project team. Be willing to experiment and try new things. Always be thinking about finding your next opportunity. Develop your Innovation Skills (see below) because this set of skills puts you on the path to becoming more and more difficult to replace. Invest in your future every day.
- 2) Identify where you are and where you want to go. If you're serious about taking control of your life, start by visualizing and fantasizing into the future as you most want it to be. Let your imagination go. How do you want life to work for you? What's the view over the breakfast table? Sketch out a portrait of your life on a day in the future five and ten years out. Ask yourself: how is what you are doing in your job and in your life today helping you

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13th ANNUAL STATEWIDE MEETING

PHILLIPS MARKET CENTER
STATE FARMER'S MARKET
WEST COLUMBIA

WEDNESDAY
MARCH 15, 2017

REGISTRATION FORM
SEE PAGE 6



“Tool Box Talks” - Safety Tip

November 17, 2016

OSHA issues final rule updating walking-working surfaces standards and establishing personal fall protection systems requirements

WASHINGTON - The U.S. Department of Labor's [Occupational Safety and Health Administration](#) today issued a [final rule](#) updating its general industry [Walking-Working Surfaces](#) standards specific to slip, trip, and fall hazards. The rule also includes a new section under the general industry Personal Protective Equipment standards that establishes employer requirements for using personal fall protection systems.

"The final rule will increase workplace protection from those hazards, especially fall hazards, which are a leading cause of worker deaths and injuries," said [Assistant Secretary of Labor for Occupational Safety and Health Dr. David Michaels](#). "OSHA believes advances in technology and greater flexibility will reduce worker deaths and injuries from falls." The final rule also increases consistency between general and construction industries, which will help employers and workers that work in both industries.

OSHA estimates the final standard will prevent 29 fatalities and more than 5,842 injuries annually. The rule becomes effective on Jan. 17, 2017, and will affect approximately 112 million workers at seven million worksites.

The final rule's most significant update is allowing employers to select the fall protection system that works best for them, choosing from a range of accepted options including personal fall protection systems. OSHA has permitted the use of personal fall protection systems in construction since 1994 and the final rule adopts similar requirements for general industry. Other changes include allowing employers to use rope descent systems up to 300 feet above a lower level; prohibiting the use of body belts as part of a personal fall arrest system; and requiring worker training on personal fall protection systems and fall equipment.

Under the [Occupational Safety and Health Act of 1970](#), employers are responsible for providing safe and healthful workplaces for their employees. OSHA's role is to ensure these conditions for America's working men and women by setting and enforcing standards, and providing training, education, and assistance. For more information, visit www.osha.gov.

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12216 Pinegate Court, Pineville, NC 28134-9139
Telephone (704) 277-5673 Fax (704) 900-8241

Congratulations

MCASC would like to congratulate Mr. Randy Harley, Metro Electric Company, Inc., Charleston on his retirement and being named an Honorary Lifetime Member of the Association.

Anniversaries

Mr. & Mrs. Frank Hill - 1/14
Mr. & Mrs. Henry Poplin - 1/25
Mr. & Mrs. Joe Strickland - 1/29

Birth Announcements

Cashion James Wells
Born 11/19/16, 8 lbs. 14 oz., 20 1/2 ins.
Proud Grandparents: John & Deb Williams
Cashion Electricians, Inc., Columbia

Zoe Leigh Buchanan
Born 11/25/16, 8 lbs., 15 oz.
Proud Great Grandparents: Duwayne & Sylvia Jacobs
R. C. Jacobs, Inc., Georgetown

Welcome New Members

Coastal	Bobby Fernandes Hard Hat Workforce Solutions North Charleston
Pee Dee	Steven Hayes D & L, Inc. Darlington
Piedmont	Al Carr Epting Distributors, Inc. Charlotte, NC

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create the future as you most want it to be?

- 3) Dig deeper. Do a deep dive into the business side of your organization. Study up on your customers. Figure out how your company's business model is holding up in today's world of disruption and change. What are the analysts saying about your company, and possible threats on the horizon. Talk to people. Take an interest in what they do and how they feel about the future. Size up your company's culture. Is it attracting go-getters or is it tolerating incompetence and infighting and bureaucracy? Are people encouraged to take risks, or is risk taking punished? Don't allow yourself to be disrupted because your company gets disrupted and you didn't see it coming. The signs were there all along.
- 4) Develop new skills. Over and above your functional and technical skills. The most valuable skills you can add to your repertoire are ones I call I-Skills – short for Innovation Skills. If you've heard me speak live, you've heard me say this: Whatever your position or industry, your ability to innovate – to find new and better ways to get the job done, to discover opportunity where others see only problems, to get new things done, to be entrepreneurial, to energize and motivate people around you, to build the buy in and gain consensus to move forward – these skills, which I write about in the book, Innovation is Everybody's business – these skills give you a personal competitive advantage that can never be outsourced. And they will serve you well in the years ahead. I wish you great success.

Robert B. Tucker is an innovation speaker based in Santa Barbara, California.

Visit *The Innovation Resource website* (www.innovationresource.com) to find more articles on this topic written by futurist and innovation coach Robert B. Tucker.

Four Ways To Fail Forward Faster By Robert B. Tucker, Innovative Resources

If you're a "high potential" manager in a good-sized company these days, expect to get The Call. It'll be your chief knocking on your door with an important assignment. He or she will be calling upon you to lead an initiative to jumpstart growth. That's suddenly the driving necessity right now. It's as if, all at once, Wall Street institutional investors have become impatient, and companies are realizing that cost-cutting alone is not going to cut it.

But before you say yes to an initiative that will cost you nights and weekends with your family over the next twelve months, hold on for just a minute. My strong suggestion is to ask yourself some important questions regarding the issue of "failure" in your firm. These questions could give you an insight into what you're up against in terms of the innovation challenge, and whether you say yes, or wiggle out of it.

(Continued on page 5)

Upcoming Events

Winter Conference & Statewide Meeting

Wednesday, March 15, 2017
The Phillips Market Center
State Farmers Market
West Columbia



8th Annual Midlands Area Nine at Night

Thursday, March 30, 2017
Charwood Country Club
West Columbia, SC



The Charleston Slam 9th Annual Inshore Fishing Tournament

Captain's Meeting - May 19, 2017
Graybar Electric Co., Inc.
Tournament - May 20, 2017



The 172nd Semi-Annual Summer Convention

July 27-30, 2017
The Venetian Resort Hotel Casino
Las Vegas, NV



10th Annual Pee Dee Blast Sporting Clays Event

Friday, September 15, 2017
Back Woods Quail Club, Georgetown



(Continued from page 4)

Your biggest obstacle to success is not a lack of growth opportunities. It's liable to be from your company's prevailing culture as it relates to risk-taking, and that forbidden word "failure." So, here are four questions to ponder before saying yes to your CEO:

1. Does your organization realize that failure in the innovation arena is different than in the execution realm?

Operationally excellent companies are good at one thing above all else – execution. Inevitably, they are determined to eliminate failure. A production line that goes down is failure. A product batch that has a slight color blur in the packaging is a failure and somebody's fault. Tolerating or "celebrating" failure in this context is an invitation to chaos. But in the innovation realm, failure is another matter. It is to be expected. It is a way of thinking about unsuccessful experimentation. Think of Edison trying mightily to find the perfect filament for his electric light bulb. Three thousand "failures" and then success. But the innovation immature organization doesn't get this. It wants to punish failure of all types, and unless there's enlightenment, it will bring down the attempts to innovate.

2. What happens to people associated with failure in your organization?

Are they marched off to Siberia, or are they promoted? Are they celebrated for their bravery or sanctioned for their mistakes? I was once called in to a major tech company to ferret out a rumor that people in one of the divisions had been punished for failure. When I started asking around, nobody had any real evidence of an actual instance, an "urban legend." Apparently just the whiff of punishment was causing an onslaught of risk adverse behavior. Senior management wanted to get to the bottom of it and did, by holding an Innovation Day and emphasizing the need for innovation (and discussing failure).

3. How advanced is your senior management team's knowledge of driving growth through innovation?

Experienced entrepreneurs and "intrapreneurs" know that constant experimentation, fast prototyping and fast learning are the only way to innovate. They instinctively relate to Soichiro Honda, founder of Honda Motor Company, who once said: "To me, success can only be achieved through repeated failure and introspection. In fact, success represents the one percent of your work which results from the ninety nine percent that is called 'failure'." But those who have never been involved in innovation projects, those who have not studied innovation in school or read up on the topic, are painfully ignorant of this fact. In many companies that I am privy to being on the inside, the chief is as ignorant of the elements of innovation as anyone else. If you accept The Call in a company with an uninformed leader, know that a big part of your challenge will be educating your senior team to these realities.

4. Does your organization hide failures or worse, assign blame?

Think back to projects and initiatives that didn't work out. What happened? Innovation-adept organizations get "failures" out in the open. Their leaders get involved when projects are going off the rails. They coach and pitch in and give support. They analyze what went wrong, and why. They don't point fingers and punish people. If an organization covers up, others can't learn. And worst of all, it sends a signal to the entire culture: avoid risk-taking at all costs. Lesson: True failure occurs when the organization doesn't learn from other people's failure.

If you have trouble thinking of people in your company who would be considered "risk-takers" what does that tell you? Rule of thumb: an organization must reward failures, not just successes, by praising and honoring people who take risks. If treated as outliers, this gives you an insight into the behaviors your company has asked for previously. As we all know, behavior that gets rewarded gets repeated, and your taking on the innovation challenge means you're inevitably going to need to reform the culture too. In order to form a successful innovation initiative that moves the growth needle, you're first going to have to deal with cultural inertia and even dysfunction.

Okay, so having now cautioned you about some of the pitfalls to leading an innovation initiative, I hope you'll say yes to your chief even if conditions aren't perfect (they never are), even if you sense that your "risk-adverse culture" is worse than ever, and that your chief really doesn't understand innovation. Over the years, innovation leaders have told me that this experience was one of the highlights of their career, even if it was tough going at times, filled with setbacks and fending off the "corporate antibodies." In the final analysis, if you haven't failed at something lately, you must not be trying hard enough.

Robert B. Tucker is an innovation speaker based in Santa Barbara, California.

Visit [The Innovation Resource website \(www.innovationresource.com\)](http://www.innovationresource.com) to find more articles on this topic written by futurist and innovation coach Robert B. Tucker.

MCASC 13th Annual Statewide Meeting

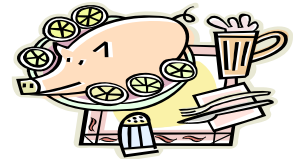
Registration Form

March 15, 2017

The Phillips Market Center

Located At The State Farmers Market,

Off 3483 Charleston Highway, West Columbia 29172



I. REGISTRATION FORM:

FAX OR MAIL TO THE MCASC STATE OFFICE – (803) 731-0390 or P.O. Box 384, Columbia, SC 29202

Name: _____ Name: _____

Name: _____ Name: _____

Name: _____ Name: _____

Company: _____

Address: _____

City/State/Zip: _____ Phone No.: () _____

Number Attending Meeting/Dinner _____

II. MEETING FEE:

MEMBERS: Same As Monthly Area Meeting \$25.00

AGENDA

- 5:00 – 5:30 PM MCASC Called Open Business Meeting
- 5:30 – 6:00 PM Sign-In For Members & Guests
- 6:00 – 7:00 PM Cocktail Reception
- 7:00 – Until Welcome By MCASC President Stan Harbourt
Keynote Speaker – Attorney General Alan McCrory Wilson
Dinner & Closing Remarks

III. BILLING INFORMATION:

Member Companies Will Be Invoiced By Your Local Area Treasurer

IV. DEADLINE TO REGISTER: MARCH 8, 2017

**Associate Member:
BLANCHARD CAT POWER SYSTEMS**

Blanchard Machinery Company's history began in 1952 when the Joseph L. Rozier Machinery Co., a LeTourneau Dealer, moved its operation from the Midwest to central Florida to represent the Caterpillar product line in Orlando. The decision to make the move to Florida was built on the speculation of future growth in the area - speculation that was, of course, fully realized.

Mr. Rozier remained active in the company until his passing in the 1970's, when Mr. Rozier's son-in-law, G. Robert Blanchard, took the helm. In 1982, seeing a promising opportunity for Caterpillar products in South Carolina, Robert Blanchard established Blanchard Machinery Company. Robert Blanchard remained active in the South Carolina dealership until 1996, when his son, Joe Blanchard, was appointed President.

In 1996, when Joe Blanchard became President of Blanchard Machinery Company, the company was comprised of two divisions, Heavy Construction and Power Systems. Blanchard Machinery has since grown to encompass six divisions, 14 locations, and numerous Cat and non-Cat product lines.

Our divisions include Blanchard Compact Equipment, Heavy Equipment, Blanchard Power Systems, Ironmart, Pioneer Recycling & Forestry, and Blanchard Rental Services. Blanchard Power Systems supports contractors, engineers and end-users by supplying complete Electric Power solutions. Caterpillar Marine Engines are sold and serviced by Blanchard Power Systems and we continue to fully support Cat Truck and RV engines through our Blanchard Truck Centers.

Cat offers both a diesel and natural gas generator line, as well as a transfer switch, switchgear and UPS line. Blanchard Power Systems assist you from inception of the project with generator sizing and design through the life of the product by completely supporting the end user. We offer preventative maintenance agreements, and a range of extended warranties. It is now possible to warranty a diesel set for 25 years through Cat's ESC Advantage program!

Blanchard Machinery's history is one of opportunity, and we remain well positioned to meet the demands and requirements of our customers, and future growth. It is our privilege to serve our customers in South Carolina and abroad, remaining true to our philosophy of earning customer loyalty by providing the highest quality products and superior service.

Blanchard CAT Power Systems
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Sara Cox: 843-412-6824
Brady Porth: 843-514-0848
Phone: (843) 871-2001 Fax: (843) 285-2854
www.blanchardmachinery.com

**Congratulations to our next Associate & Mechanical Members who will be
highlighted in the upcoming issue of "The Tool Box":
Fleetmatics, Charlotte - Associate Member
Bobby Belt Plumbing Company, Inc., Easley - Mechanical Member**

JANUARY 2017 MONTHLY AREA MEETINGS

MIDLANDS AREA

Thursday, January 5, 2017 @ 6:00 PM
Location: 7402 Fairfield Road, Columbia
Hosted By: Walker White, Inc.

**Program: Panel Discussion On
Drawings, Specifications & Communications
Moderated By: Jeff Griffin, Midlands Area President
Joint Meeting W/Columbia Contractors
ASHRAE & NAWIC**

PIEDMONT AREA

Tuesday, January 10, 2017 @ 6:00 PM
Location: 288 Fairforest Way, Greenville
Sponsored By: Trane U. S., Inc.

**Topic: Considerations Of Succession
Planning For Mechanical Contractors"
Presented By: John Barnes, CFP, President & CEO
Pendleton Street Advisors**

PEE DEE AREA

Thursday, January 12, 2017 @ 6:30 PM
Location: Jack's Barn, 2293 Syracuse Community Rd., Darlington
Sponsored By: City Plumbing Co. of Florence

**Topic: "Winning The Workers Comp Audit"
Presented By: Graham Gardner, C.I.C.
Vice President
HUB International Southeast Limited**

COASTAL AREA

Tuesday, , January 24, 2017 @ 6:00 PM
Location: 4981 Dorchester Road, N. Charleston
Sponsored By: C. R. Hipp Construction, Inc.

**Topic: "His Vision For The Future Of Charleston"
Presented By: Mayor John Tecklenburg
City of Charleston**



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*Serving mechanical contractors in
South Carolina since 1912.*

MCASC Executive Board & Staff

Stan Harbourt, President
Duwayne Jacobs, Vice-President
Bob Miller, Treasurer
Allen Goff, Secretary
Michael Hunter, Associate President
Mona Flowers, Managing Director

Mechanicals make it happen -
Be part of the best!

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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.