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# The Tool Box

*Serving the Electrical, HVAC & Plumbing Industries Since 1912*

## Putting Leaders to the Test

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As a college student, I was a volunteer on Joe Biden's initial race for U.S. Senate. I recalled him saying something like, "If I'm elected, come see me in Washington." Twenty or so years later I did just that. I put Biden to the test.

It was after a speaking engagement in Washington, D.C. I was about to head to the airport when I spotted the majestic Capitol dome in the distance. I remembered Biden's promise. I had the cabbie to take me over to the Senate Office Building wherein the Delaware senator's receptionist dutifully passed along my request.

Moments later a smiling and familiar figure appeared. The senator shook my hand and barely slowed down long enough to usher me to accompany him over to the Senate floor where he needed to cast a vote. We visited on the tram back and forth, and shortly we were back at his office, whereupon he thanked me for my service and disappeared.

Brief though it was, Biden passed my little test. He kept his word. He walked his talk. It was just that simple, yet I never forgot it.

I recall that incident from long ago because right now because it seems that leaders everywhere are being put to the test.

Constituents, employees, and everybody else is asking tough questions about the competence and character of leaders.

As an innovation coach and public speaker, I've had a 35 year ringside seat to observe leadership in action. Working in 54 countries, and in every state and with businesses and trade groups of every size and industry, I've seen examples of great leadership that inspired me no end. I've worked with top teams of businesses in Rome, Charlotte, Bangkok and Abu Dabi. I've observed leadership in mobile phone companies in Bahrain, staffing companies in Kansas City, energy companies in Kenya, and direct selling companies in Peru. And lately, as we all have, I've seen dysfunctional and self-serving leadership at the national level that has disgusted me and made me fearful for future generations.

**Never has there been such an urgent need for leadership as right now. Many of the readers of Innovation Trends are CEOs and senior leaders of large organizations. This is my call for you to step up to the plate: your company, your country needs you to lead.**

**HAPPY LABOR DAY!**

And as leaders, you and I face three distinct challenges going forward:

- Can we build trust where trust is lacking?
- Can we anticipate change and think ahead of the curve?
- Can we execute skillfully and turn vision into reality?

Let's examine these one-by-one:

### **The first thing leaders must do is build trust.**

From the White House to the schoolhouse to the state house and to businesses and nonprofit organizations large and small, followers are asking those in leadership positions: are you the "real deal" and can I trust you? Do you have my back? And can I trust you to keep me and my family and my community safe? Can you steer and navigate this organization to a better place, or will you stand idly by as it is disrupted by forces you don't understand, and don't have a strategy to counteract?

### **The second thing leaders must do is to anticipate future threats and opportunities.**

This week I'm interviewing Rick Sorkin, CEO of Jupiter Intelligence, a climate risk startup with headquarters in Silicon Valley, and whose business booked ten times as many contracts in the first quarter of this year as it did in the prior year. "I think that the pandemic was a bit of a near death experience," Sorkin told the Washington Post. "Once people got past [it], they were like, 'Oh, what else is there like this that we're not worrying about?'" Climate change is at the top of that list.

By using advanced computer modeling, Jupiter forecasts the likelihood of a wildfire disaster, or the threat of a flood engulfing your chemical plant. Jupiter offers a whole new level of insight into what might previously have been considered "unforeseen" risks. Post Covid/Post Jan 6 everyone instinctively realizes we are living in a period of ever-broader "unsustainable" risks. Today's leaders can no longer kick cans down the road. They must lead, for their anticipation skills are on full display.

All leaders need to develop and use better tools and methods to help anticipate threats, but also, as Jupiter is doing, to position, wherever and whenever possible to translate them – using creativity and innovation thinking – into opportunities.

### **The third thing that leaders need to do is to execute successfully and turn vision into reality.**

I once interviewed Warren Bennis, the late leadership guru and former president of the University of Cincinnati. Professor Bennis believed in the adage that great leaders are not born but made, insisting that "the process of becoming a leader is similar, if not identical, to becoming a fully integrated human being," as he put it in an interview with the New York Times. Both, he said, were grounded in self-discovery.

Yet it was Bennis's definition of leadership that I recall now, as being particularly appropriate to the times we are living in. Leadership, as Bennis saw it, is "the capacity to translate vision into reality."

And that vision-to-reality transformation is what we need to study now, to celebrate now, and to strive to get better at. Instead of "just getting by" or muddling through, true leaders develop a vision of where they want to take the organization. They study the trends, they look back to be guided by history, and they inform themselves consciously and consistently as to where today's trends are headed, and they take risks and make investments, rather than merely "kicking the can down the road" for future leaders to deal with.

#### **Robert B. Tucker**

Robert B. Tucker is a global futurist and innovation keynote speaker with a client list that includes over 200 of the Fortune 500 companies. President and founder of The Innovation Resource, Tucker is an internationally recognized pioneer in the field of innovation, Tucker's highly interactive presentations lead audiences on a guided tour inside the world's most creative companies. Through stories and examples, Tucker shows leaders how to tap the mindset, skillset and toolset of innovation to embrace change, discover opportunity and avoid obsolescence. Known for his in-depth customization, Tucker provides today's leaders with practical strategies, cutting edge insights, and inspiration to take action once back at the office.

## Mechanical Member



### **R. C. Jacobs, Inc. - Georgetown**

R. C. Jacobs, Inc. was originated in 1964 by Roy and Judy Jacobs, D/B/A Jacobs Plumbing & Heating, and incorporated in and by the laws of the State of South Carolina in 1974.

The company has an in-house service and parts department with certified technicians that are available 24 hours a day. We also engage in residential, commercial, industrial, and governmental mechanical construction throughout North and South Carolina. Our trades are plumbing, heating, air conditioning, and fire protection services. We hold an unlimited state license in all of the above classifications, and are a member of the Mechanical Contractors Association of South Carolina and the South Carolina Heat Pump Association.

R. C. Jacobs, Inc. has a work force of approximately seventy-five field personnel, plus eleven office employees.

The Corporation's experienced accounting personnel is located at 1824 Seitter Street in Georgetown, SC.

***R. C. Jacobs, Inc.***  
***Plumbing, Heating & Air Conditioning***  
***P.O. Box 2836***  
***1824 Seitter Street***  
**Georgetown, South Carolina 29442**  
***Phone: (843)527-2404***  
***Fax: (843)546-0179***

## Associate Member



The JMP Equipment Company was founded in 1958. Our mission is to promote and provide engineered products and solutions for energy efficient systems that maximize the productivity of people and buildings. We strive to be the foremost provider of engineered solutions in the country from the viewpoints of our customers, vendors and employees. We have 12 offices in 6 states covering the Southeast United States. The company has grown as an employee-owned sales organization over the years, emphasizing the application of hydronic systems while providing superior customer service. With more than fifty years' experience and the representation of more than 40 product lines, the JMP Equipment Company has the expertise and products to provide integrated hydronic, steam and condensate systems.

HYFAB, sister company of the JMP Equipment Company, is a complete hydronic packaged solutions provider for you chilled water, hot water, steam or plumbing system. With nearly 40 years of packaging equipment combined with 60 years of hydronic system experience, HYFAB can be your single source for a thoughtfully engineered and energy efficient package. Our hydronic and steam packages can be custom designed to meet specific job site requirements. Each design is pre-engineered and produced with a 3-D CAD program and a Building Information Management (BIM) file. HYFAB not only offers you a single source responsibility for integrating components from many manufacturers they also offer a controlled cost solution, design and application assistance, quick shipment and factory testing.

# “Tool Box Talks” - Safety Tip

TOOLBOXTOPICS.COM

## What Are the Dangers of Power Tools?

Appropriate personal protective equipment such as safety goggles and gloves must be worn to protect against hazards that may be encountered while using hand tools.

Workplace floors shall be kept as clean and dry as possible to prevent accidental slips with or around dangerous hand tools.

Power tools must be fitted with guards and safety switches; they are extremely hazardous when used improperly. The types of power tools are determined by their power source: electric, pneumatic, liquid fuel, hydraulic, and powder-actuated.

To prevent hazards associated with the use of power tools, workers should observe the following general precautions:

- Never carry a tool by the cord or hose.
- Never yank the cord or the hose to disconnect it from the receptacle.
- Keep cords and hoses away from heat, oil, and sharp edges.
- Disconnect tools when not using them, before servicing and cleaning them, and when changing accessories such as blades, bits, and cutters.
- Keep all people not involved with the work at a safe distance from the work area.
- Secure work with clamps or a vise, freeing both hands to operate the tool.
- Avoid accidental starting. Do not hold fingers on the switch button while carrying a plugged-in tool.
- Maintain tools with care; keep them sharp and clean for best performance.
- Follow instructions in the user’s manual for lubricating and changing accessories .
- Be sure to keep good footing and maintain good balance when operating power tools.
- Wear proper apparel for the task. Loose clothing, ties, or jewelry can become caught in moving parts.
- Remove all damaged portable electric tools from use and tag them: “Do Not Use.”

U.S. Department of Labor  
Occupational Safety and Health Administration  
OSHA 3080

## Happy Birthday Members!

Gina Hinds	9/1	Smith, Kesler & Company	Wife of Steve
Tom Frisby	9/3	Honorary Life Member / The Frisby Group	
Stan Harbourt	9/3	H. R. Allen, Inc.	
Mike Richardson	9/4	Atlantic Electric Company	
Jake Shealy	9/5	Shealy & Sons Electric (Retired)	
Lisa Simpson	9/7	Wife of Honorary Life Member Al	
Ned Forsberg	9/9	Honorary Life Member	
Renee Locklair	9/9	Jennings-Dill	Wife of Andy
Robert McWilliams	9/12	Columbia Cooling & Heating Co. Inc.	
Pete Bailey	9/15	C. R. Hipp Construction Co., Inc.	
Tom Brock	9/15	Past State President	
Wayne McCartha	9/18	McCartha, Cobb & Associates	
Paul Roesel	9/20	The Sack Company	
Tommy Walkup	9/20	Walkup Electrical Construction, LLC	
Donna Whatley	9/21	Greenville Mechanical, Inc.	Wife of John
Roddy Allen	9/23	H. R. Allen, Inc.	
Mitch Clark	9/24	RepSouth	
Del Laquiere	9/24	Triad Mechanical Contractors, Inc.	
Lisa Rabon	9/25	Wife of Honorary Life Member Jim	
Stephanie Karr	9/27	Yandle-Witherspoon Supply	Wife of Chris
Debbie Williams	9/29	Cashion Electricians, Inc.	Wife of John
Wanda Edwards	9/30	Wife of Honorary Life Member Gerald	
Darlene McGee	9/30	Honorary Life Member	
Bob Miller	9/30	Miller HVAC Service	

*We would like to announce your Birthday too! If you would like to be listed, please call 803-772-7834.*

## Anniversaries

Mr. & Mrs. Ned Forsberg	9/1		Carol
Mr. & Mrs. Al Hitchcock	9/4		Nancy
Mr. & Mrs. Todd Soderlund	9/12		Kristi

## Thinking of You

Mrs. Phyllis Epting	SAMCO
Mr. David Gregg	Honorary Life Member

# Condolences

Henry & Brenda Poplin  
For the loss of his Step-Father  
B & L Electric Company, LLC  
Willard "Willie" Gould  
August 14, 2021

John Williams & Family  
For the loss of his brother  
Cashion Electricians  
Dr. Eddie Meek Williams, III  
August 17, 2021

Bill & Anne Campbell  
For the loss of her sister  
Gateway Supply Co.  
Melissa Hollar Cooper  
August 18, 2021

## 8 fascinating facts about the Labor Day holiday

**1. The idea first became public in 1882.** In September 1882, the unions of New York City decided to have a parade to celebrate their members being in unions, and to show support for all unions. At least 20,000 people were there, and the workers had to give up a day's pay to attend. There was also a lot of beer involved in the event.

**2. The New York parade inspired other unions.** Other regions started having parades, and by 1887, Oregon, Massachusetts, New York, New Jersey, and Colorado made Labor Day a state holiday.

**3. How did the Haymarket Affair influence Labor Day?** On May 4, 1886, a bomb exploded at a union rally in Chicago's Haymarket Square, which led to violence that killed seven police officers and four others. The incident also led to May 1 being celebrated in most nations as Workers Day. The U.S. government chose Labor Day instead to avoid a celebration on May 1 and New York's unions had already picked the first Monday in September for their holiday.

**4. Two people with similar names are credited with that first New York City event.** Matthew Maguire, a machinist, and Peter McGuire, a carpenter, have been linked to the 1882 parade. The men were from rival unions; in 2011, Linda Stinson, a former U.S. Department of Labor's historian, said she didn't know which man should be credited - partially because people over the years confused them because of their similar-sounding names.

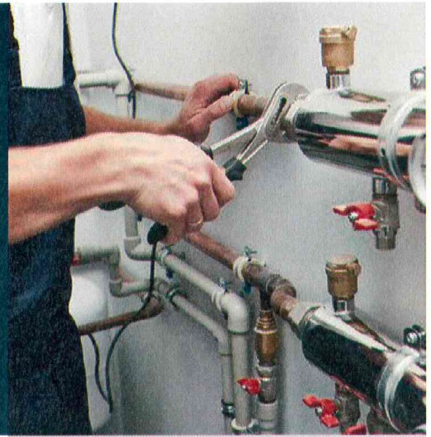
**5. Grover Cleveland helped make Labor Day a national holiday.** After violence related to the Pullman railroad strike, President Cleveland and lawmakers in Washington wanted a federal holiday to celebrate labor - and not a holiday celebrated on May 1. Cleveland signed an act in 1894 establishing the federal holiday; most states had already passed laws establishing a Labor Day holiday by that point. Sen. James Henderson Kyle of South Dakota introduced S. 730 to make Labor Day a federal legal holiday on the first Monday of September. It was approved on June 28, 1894.

**6. The holiday has evolved over the years.** In the late 19th century, celebrations focused on parades in urban areas. Now the holiday is a celebration that honors organized labor with fewer parades, and more activities. It also marks the perceived end of the summer season.

**7. Can you wear white after Labor Day?** This old tradition goes back to the late Victorian era, where it was a fashion faux pas to wear any white clothing after the summer officially ended on Labor Day. The tradition isn't really followed anymore. EmilyPost.com explains the logic behind the fashion trend - white indicated you were still in vacation mode at your summer cottage.

**8. Labor Day is the unofficial end of Hot Dog season.** The National Hot Dog and Sausage Council says that between Memorial Day and Labor Day, Americans will eat 7 billion hot dogs.

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# **MARK YOUR CALENDARS**

## **Area Meetings & Up Coming Events**

It is our plan to begin having Face-To-Face Meetings in October depending on the Virus.  
**Take Care & Stay Safe!**

### **Piedmont Area**

**Board decided not to have a face to face meeting in September**

**October 19, 2021 Area Meeting TBD**

15<sup>th</sup> Annual Piedmont 2022 Clays for Education Sporting Clays Tournament

Friday, April 29, 2022



### **Midlands Area**

**Board decided not to have a face to face meeting in September**

**October 7, 2021 Area Meeting TBD**

11<sup>th</sup> Annual Midlands Nine At Night Golf Tournament

Date: TBD

Location: TBD



### **Pee Dee Area**

**Area Meeting October 14, 2021 Location TBD**

14<sup>th</sup> Annual Pee Dee Blast Sporting Clays Event

Friday, September 17, 2021

Back Woods Quail Club, Georgetown



### **Coastal Area**

**Board decided not to have a face to face meeting in September**

**October 26, 2021 Area Meeting TBD**

Coastal 13<sup>th</sup> Annual Inshore Fishing Tournament

Friday & Saturday, May 13-14, 2022

Location: TBD







## ***2021-2022 RECRUITMENT CHALLENGE!!***

*Effective NOW through May 31<sup>st</sup>, 2022!*

**ALL MEMBERS ARE ELIGIBLE TO COMPETE FOR A CHANCE TO WIN:**



# **TWO COMPLIMENTARY**



## **Registrations to the 2022 Summer Convention!**

**We are counting on you to break out your networking boots and inform prospective members about the benefits of being part of the Mechanical Contractors Association of South Carolina!**

We look forward to welcoming our new members and as a reminder; here are some of the benefits we continue to provide:

- an ongoing effort to offer free training opportunities for both professional & craft personnel  
(Participation in our training program means "WE pay YOU to be a member!")
- a proactive political/legislative agenda
- current business/technical information & support
- a joint industry collaboration to improve relative business practices
- development of industry related career opportunities & work force development
- networking opportunities
- Group Health Insurance Program

**Help us to continue to enhance the future of the construction industry in South Carolina!**



P.O. Box 384, 29202  
1504 Morninghill Drive  
Columbia, SC 29210

Phone: (803) 772-7834

Fax: (803) 731-0390

E-mail: [mflowers@mcasc.com](mailto:mflowers@mcasc.com)

[www.mcasc.com](http://www.mcasc.com)

*Serving mechanical contractors  
in South Carolina since 1912.*

### Executive Board & Staff

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Congratulations to our Associate &  
Mechanical Members who will be  
highlighted in the October issue of

## "The Tool Box"

Associate Member



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who does!

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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 Associations objective for this mission is to enhance the future of the Construction Industry in South Carolina.