

NAWSRC FOUNDATION *news*

AUGUST, 2005

A Newsletter for the Waterproofing
and Structural Repair Industry

NAWSRC 24TH ANNUAL CONVENTION AUGUST 3-5, 2005 MEMPHIS, TN

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Firing Family Members	2	The NAWSRC Education Program for our Annual Meeting in Memphis, August 3-5, 2005 is "Power Training". The Program kicks off with our "Strength Building" Non-Compete/Geographic Specific Roundtables. The Roundtables will cover: Increasing Performance of Sales, Strengthening your Marketing Muscle, Production Endurance Training, and Coaching Calisthenics of Administration. You will learn more about operating your business from this three hour session than you can from any other source.
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We have engaged three of the most qualified, dynamic speakers. W. Tom Witherspoon is the recognized expert in the Structural Repair industry. His seminar, "Axial Load Testing for Piers, Piles, and Helical Piers" is an intense seminar of special interest for every business in the Structural Repair Industry.

Jay Odice, of the International Captive Alliance Group, is the Program Administrator of the NAWSRC Insurance Program. Jay will report on the progress of the program and the benefits which it will provide.

Award winning motivational speaker Garrison Wynn is our keynote speaker. In his presentation, *Getting Great Results Turning Talent Into Performance*, he helps people learn how to make the jump from being great at what they do to understanding and developing the qualities it takes to be chosen for the job. He gets them to understand why their products, services, or leadership styles—or those of their competitors, are selected.

**See You In
Memphis!**

Vendor Trade Show in Memphis

The 24th Annual Convention of the NAWSRC will sponsor the Waterproofing and Structural Repair Trade Show August 3-5, 2005.

New vendors and new technologies for our industry will be presented in the vendor showcase.

In keeping with our "Power Training" theme,

our trade show is called "Specialized Gear."

The scheduled times when the Trade Show will be open are Thursday morning from 8:00 am until 9:00 am, Thursday afternoon from 4:30 - 5:00 pm, and Friday morning from 8:00 am until 10:00 AM. Suppliers will also be available during the

scheduled breaks of our meeting and, of course, by appointment.

A \$200 cash drawing will be held during our luncheon on Friday. To participate and be eligible for the drawing, your scorecard must be validated by each of the vendors.

Sometimes Even A Family Member Has To Go

All you owe him or her is an opportunity, not a guaranteed job for life.

Are family members in your business driving you crazy? The Bates Motel might still be in business if Norman Bates had been willing to get rid of Mom!

The time to decide what to do about family members joining or leaving the business is before they arrive. Once they're involved in the business, everything gets more complicated.

The point is that family can be both a blessing and a curse to any business. During one of my free half-hour phone consultations, I asked the contractor I was speaking with if there were any special situations affecting the business, either good or bad, right now. He calmly said, "Well, I don't know if this counts but I'm going to fire my daughter after this phone call!" No, it wasn't because of anything I said!

Statistics clearly show that as each new generation arrives to run the family business, there is a dramatic rise in business failure. I believe it's because there's not enough planning. The planning I'm talking about ensures that each new family member won't skip any of the steps they need to be productive members of the company and knows what role he or she will be filling.

As a young boy, my dad had us do everything from sweeping floors to stuffing statements and more. I didn't appreciate it at the time, but I soon did. The message was clear: You haven't earned the right to be a boss until you've proven you can do everyone else's job at least as well, if not

better. And, how else do you really know what can and can't be done by someone else?

Having been brought up through the business this way, I felt confident explaining to a potential new tech that this is a great place to work if you value education and are looking for support in the field. But if you're looking to hide and don't want to learn, please save us both some grief and leave now. I also made it clear that they wouldn't be doing any work that I hadn't done myself or going anywhere I hadn't gone. But if I had done it, I expected them to do the same.



I worked with my two brothers and we never wanted or received preferential treatment. We were driven to find our place and excel. That should be the standard you hold any employee to.

But, have you noticed at some companies family members get a free pass? What's that telling the rest of the staff who had to go through the process and prove themselves every step of the way? It says the rules and the system are only meant for those

people whose last name is different than the owner.

No Preferential Treatment

I believe that any new family member needs to be trained at many different tasks and jobs. An organizational chart is essential for this process. I know that communicating with your staff about the impending arrival of family members and what, if any, impact it'll have on them is needed to preserve company morale.

The best companies plan ahead by creating a senior management team that works as a group to make sure the new family member

is being methodically trained and developed. And, most importantly, that the family member is being held to the same standards of performance as any other new employee. We need this independent review. It's got to be based upon objective measurements and clear job definitions to avoid petty jealousy.

You're the boss, and it's important that you are treating everyone fairly. Are the dress standards the same for all? Does

Continued on page 7

Detecting and Preventing Embezzlement

Embezzlement is different from ordinary theft or larceny because the criminal is someone in your own company whom you trust.

Methods used by embezzlers are limited only by the imagination. Being aware of some of their methods of operation is important in preventing your company from falling prey to embezzlement.

When an owner or manager suspects thefts, the investigation should immediately be turned over to the police or a reliable firm of professional security consultants. Professional undercover investigation is among the most effective ways to secure such evidence.

No one wants to run a business like an armed camp; however, by setting up a built-in control system, administering the system tightly, and auditing it frequently, you can prevent embezzlement attempts and, at the very least, you will have a means to collect evidence that may expose a crime.

Changes?

Please inform NAWSRC Headquarters of any address changes or corrections.

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FOUNDATION^{news}

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Common Embezzlement Scams

- Simple Embezzlement – cash is received and the employee pockets it without recording the transaction.
- Lapping – the temporary withholding of receipts, such as for payments on accounts. Lapping is a continuing scheme that usually starts out with a small amount of money, but can run into thousands of dollars before being detected.
- Payroll Fraud – embezzler adds the names of relatives or fictitious relatives to the company payroll, thus enjoying several salary checks each week instead of one.
- Fraudulent Sales – Sometimes when a company becomes so large, the owner-manager can no longer exercise personal surveillance of accounting activities, and opportunities arise for a dishonest employee to set up a dummy supplier and falsify documentation of fictitious purchase transactions. Similarly, purchasing agents sometimes have frauded their companies by accepting kickbacks from suppliers from purchasing goods at inflated prices.

Ten Embezzlement Stoppers

- Check your prospective employees backgrounds.
- Know your employees to the extent that you may be able to detect signs of financial or other personal problems.
- Make sure that an employee in a position to mishandle funds is adequately bonded.
- Spot-check your accounting records and assets to satisfy yourself that all is well.
- Prosecute employees who are caught stealing. Settling for restitution and an apology is inviting theft to continue.
- Make a dependable second check of incoming materials to rule out the possibility of collusive theft between drivers and receiving personnel.
- Control keys to padlocks.
- Control receiving reports and shipping orders (preferably by sequential numbering) to prevent duplicate or fraudulent payment of invoices, or padding or destruction of shipping orders.
- Set a good example. An employer who sets examples of loose business behavior, such as dipping into petty cash, fudging on an expense account, or using company funds for personal items, will find employees rationalizing dishonest actions with the attitude "if it's okay for the boss, it's OK for me."
- Separate duties of employees. No one should handle a transaction from beginning to end.

Lori Everson
Baltimore, MD

SAFETY FIRST

Extend Your Knowledge of Extension Cord Safety

As the name suggests, extension cords extend or expand our work area. They provide electricity for construction workers to run portable power tools and equipment where no power sources are available. Extension cords are the umbilical cord of the construction industry. However, they also present tripping, fire, shock and electrocution hazards when improperly used.

Keep these safety tips in mind when you use extension cords:

- Inspect extension cords before each use. They should be free of exposed wiring and any other damage.
- Never use a defective extension cord. Remove defective cords from service immediately.
- Use three-wire extension cords with a working grounding conductor.
- Look for a UL or FM label, which indicates that the cord design has been tested for safety hazards.
- Make sure cords are rated for hard or extra-hard usage.

- Ensure that the wire sizes of extension cords can handle the load without heating up.
 - Do not overload extension cords by plugging too many tools into the same cord.
 - Use a Ground Fault Circuit Interrupter (GFCI) when using extension cords outdoors.
 - Never file or cut the plug blades or grounding pin of a cord so it can plug into a socket.
 - Place extension cords in such a way as to prevent tripping hazards.
 - Do not run extension cords through walls, ceilings, or floors.
 - Never attach extension cords to any surface using nails or staples.
 - Remember that extension cords are designed for temporary use.
 - Unplug extension cords when they are not in use.
- Choose the right cord, inspect it, run it carefully, and then put it away properly. You can avoid hazards by thinking carefully and then acting safely.

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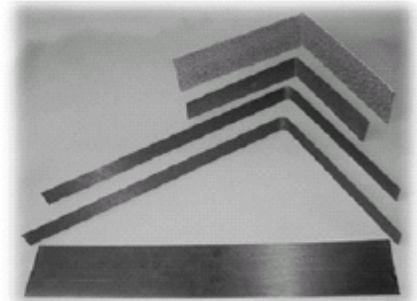
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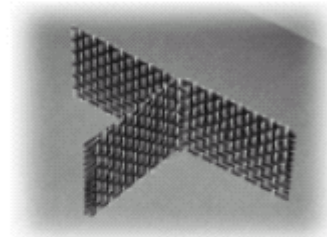
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The Basement Guys™ Honored

Advanced Foundation Solutions, "The Basement Guys™," was recognized with the 2004 Angie's List Super Service Award®.

The Basement Guys received the award by achieving and maintaining a superior service rating in the basement waterproofing category on Angie's List throughout 2004.

Angie's List, a national Web-based homeowners resource, allows members to rate local service companies in various categories. Companies are judged on price, quality, responsiveness, punctuality and professionalism.

"We are pleased to continue to maintain a superior rating by our customers. Customer service and satisfaction are our top priorities," said President Luke Secret. "This award reinforces that our employees are doing an excellent job in servicing our customers."

FOR SALE-300 NAWSRC business cards with association name, address, and phone number. Printed Robin Bryan Culver, CWS President-\$5.00/OBO 410 913-3332 EXT. 106

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Continued from page 2

a family member miss days? Or show up late? Well, your employees might not tell you how they really feel, but you can bet they're taking note.

An operations manual with written standards as an objective measurement that all family members are judged by is also what you need. You want to be tracking statistics to measure how well they're doing the work they're assigned. Use proper delegation to hold them accountable for bringing in work and projects on time and within budget.

Does any of this sound unfair? No! So, it's only your fear that prevents you from enforcing your policies and procedures, right? The only unfair practice would be your unwillingness to hold family members accountable to the same standards of a nonfamily member. Maybe it's time you stepped back and took a look at why you went into business in the first place.

Family as employees may give you 110 percent and have loyalty beyond reproach. Or, they may just want to get by on their family ties, and the fact that they know Grandma would come down hard on you for being too tough on her little Tommy.

Can you fire a family member, and then re-hire them over and over? Sure, but are second chances only for family members? If so, it undermines the morale of the many others hard at work for you. Remember, all you owe a family member is an opportunity, not a guaranteed job for life.

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Knowing When to Walk Away

Robin Bryan Culver
Baltimore, MD

Baltimore is an old city with lots of stone foundations. This morning, a contractor called to ask for a waterproofing estimate. He started the conversation by saying that he had dug out the basement about a foot and a half and had run into water. Imagine that! He asked how soon someone could be there to give him an estimate. I told him that no one from my company would do an estimate for him based on the information that he had just given. He said that there were three other companies that he had called who had already given estimates on installing drain tile inside his basement. Again, I told him, "Thank you for the consideration, but my company is definitely not interested in bidding on your job."

Why not? I know that the area in Baltimore where the house is located consists of houses built in the mid 1800's, with field stone foundations and rubble footers. Anyone who lives in areas where stone foundations are common can tell you that rubble footers are only 9-12 inches deep. So, when Mr. Know-It-All-Rehab-Contractor removes the thin coating of concrete (called rat cap here in Bawlmer, Hon) and digs out the basement 18", and then wants a drain tile system installed, I let the other waterproofing companies here in Baltimore rush out and compete for this job.

I've learned both from experience and from NAWSRC seminars that I want this job to be somebody else's. And, I want the responsibility for undermining the foundation of this house to be someone else's. My advice to Mr. K-I-A-R-C? Be sure that you are listed as the loss payee on the certificate of insurance from whichever company that you

employ, and be sure that the liability limits on the policy will actually pay to replace/repair the foundation of this house in a historic part of Baltimore.

Baltimore is also an old city with lots of waterfront houses. Most of these started out as summer shore homes that have been razed to make way for new high-end waterfront houses. I am lucky enough to live in one of these. But there are still some houses that were once summer shore homes that have had addition after addition added on to the original house to make it modern enough for families who want space and conveniences like indoor plumbing.

One such house is just three doors away from my house. The woman and her two sons who live in the house were constantly getting sick and their allergies have gotten progressively worse. They were living with six true HEPA air purifiers in the 900 square foot house.

This week a crane and seven dumpsters came in and demolished this house in one day. It looked as if "Extreme Home Makeover" was right here in our neighborhood. Why? The house was sinking and loaded with mold. There were too many foundations and too many



types of foundations to even think about piercing the house. Remember that this is waterfront property and even though our houses are 25 feet above the water level of the river, there is still plenty of ground water. And, just to complicate things, she discovered that the discharge from her sump pump, in the crawl space of the original structure, was broken and

instead of it carrying water out to the bulkhead area of the river, it was dumping the sump discharge right under her house and had undermined the concrete block piling foundation. They have had to move to an apartment until their new house can be completed. No one in Baltimore is going to give up waterfront property, even at the expense of building a new home.

Sometimes you just need to know when to walk away. I walked away from the job with the stone foundation because I am a specialist who knew about the liability. My neighbor walked away from the "sick, sinking" house that she has invested in and worked on since she moved here three years ago, because she relied on the structural engineering specialists that told her the only way that she could keep her family well and safe was with a new house. RBC

Knowing When to Stay

Robin Bryan Culver
Baltimore, MD

As President of the NAWSRC, the past two years have been two of the most interesting in my life.

It has been an honor to serve as the first woman President in the 24 year history of the Association. The reputation that we had as a "Good Old Boys Club" was put to rest in July, 2003 when the Board of Directors elected me. There was much more responsibility to this office than I had expected.

The responsibility that I disliked the most was being privy to the details of grievances that consumers filed against our members. Just the fact that we have an active Grievance Committee is disturbing on so many levels.

But, even more disturbing than complaints filed by consumers are the complaints filed by members against members. As an Association we are limited in our ability to police companies who violate our Code of Ethics. One of the tools which we have found that motivates members to settle their differences is to remove their contact information from the NAWSRC website. This shows just how powerful our website is.

This brings us to some of the more positive accomplishments that have happened in the past two years. The revamping of the website to make it more up to date and more user friendly was one of the more visible accomplishments. To think that we needed to revamp the website after only four years shows how quickly technology, especially computer technology, is changing our society.

We have three new members of the Board of Directors, Stan Marko, Tony Valentine, and John Aiple. These three members represent one quarter of our twelve member Board.

We held our first membership campaign, "Each One Reach One" and celebrated when Mary Alice Trotter of Trotter Company won for bringing the most new members to the Association.

The NAWSRC Charitable Trust - Cathy Ilieff Scholarship Fund awarded its first scholarship.

A new dues structure was instituted to include a \$400.00 meeting credit for each company membership per year.

The Education Committee, chaired by Past President Mike Trotter, set up our first Non-Compete/Geographic Specific Roundtables. These proved to be so successful that I expect them to continue for many more meetings.

One of the most exciting programs to be instituted in the past two years is the Captive Insurance Program. It took less than a week for Past President Alan Chandler to get commitments for the \$65,000.00 feasibility study. This program will prove to be one of the biggest benefits to our membership and will strengthen the Association.

No one appreciates the quality communication and support that the Association receives from our Executive Director Claudia Clemons, and our Associate Director Linda Jones, and Management Alliance, our management company, more than I do. I have been so lucky to have their guidance during my two terms. We signed a contract with Management Alliance, so we will have their skilled leadership for the next five years.

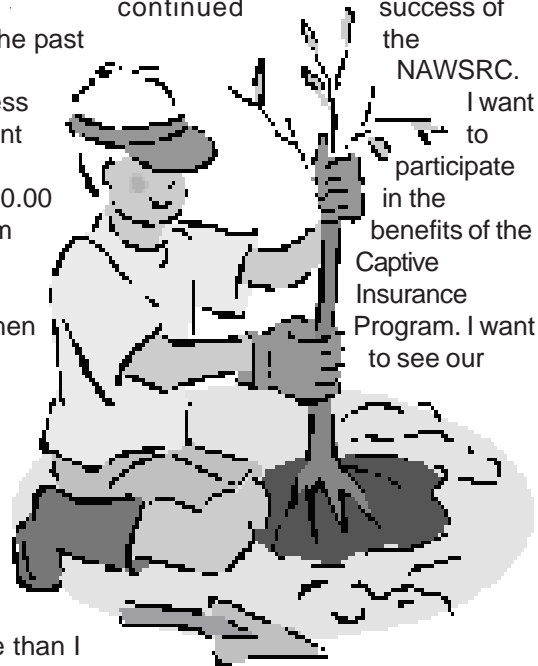
My first term started out in Canada, then we went to Orlando, Cincinnati, Las Vegas, and now I end my office in Memphis.

We added 25 Certified Specialists to our growing list of people who have accomplished their exams.

There are so many members who have assisted me during my two terms, but there is one member who works for the NAWSRC almost as hard as he works for his "real" job. Todd Jackson has been an awesome friend and Chairman of the Membership Committee. He has encouraged so many companies to join. He sells advertising for our newsletter. He recruits the vendors for the Trade Show at our Annual Meetings. He has made my job so much easier.

This is not a goodbye column to the Association. In fact it is far from that. I want to be around to see the continued

success of the NAWSRC. I want to participate in the benefits of the Captive Insurance Program. I want to see our



membership grow. I want to be part of our Education Program, and continue to learn about our industry and how I can make my company better. I want to stay and watch the seeds that have been planted during the past two years bloom.

Thank you for trusting me and for two wonderful years. RBC

Cool Tools for Being a Better Leader

Jim Ball of The Goals Institute

One of the best lessons I learned from my father was that it is easier to get any job done when you have the right tools.

One time when he was opening a small convenience store, he decided to put in a new linoleum floor. However, first the old linoleum had to come up. Four of us began with two blow torches to heat the linoleum, four hand scappers that would normally be used for scapping paint off house siding, and one long-handled ice chipper that we normally used to chip thick ice off the sidewalk.

About fifteen minutes into the job we realized that there were actually two layers of linoleum to remove since one had been glued over top the other. "Oh man," my brother said, "this is going to take forever."

My father walked over to assess the situation. He got down on his knees and pried up the two layers of linoleum with a screwdriver. He shook his head and said, "We're definitely going to need a bigger hammer."

"We are going to need a bigger hammer" was my father's standard line whenever he encountered a job or task that required better tools or resources than those he had been using.

A Unique Bigger Hammer

My father left and an hour later returned with a commercial floor sander he had rented from a local equipment rental store. He also had several boxes of the most heavy-duty sandpaper belts I had ever seen. The sandpaper grains were the size of small rocks and they were glued onto the belts with

a clear bonding epoxy that was an eighth inch thick.

My father put a belt on the sander, turned the sander on, and got it revving to high speed. He looked at us, smiled, and lowered the sanding belt onto the linoleum. The sandpaper ripped down through the two layers of linoleum instantly.

The only little problem my father had was that the tar-based bonding glue holding the linoleum to the concrete floor got so hot when the sander hit it that it caught on fire. It was exciting for a minute when tar balls of fire started shooting out of the back of the sander at my father. He did not see the humor in this that we did.

In about an hour my father had ground off all the linoleum on the floor. I was amazed at how fast it went.

Taking Time to Think

While what I learned about removing linoleum that day has not helped me in business, the underlying concept of stopping, thinking, and quickly getting the right tool for the job has.

As Thomas Carlyle wrote, "Man is a tool-using animal. Nowhere can you find him without tools; without tools he is nothing, with tools he is all."

The challenge with this concept in business is that leaders, managers, and front-line associates are so busy working that they forget to take time to stop and think about the tools that they are using to do their work.

The world is full of leaders and managers who have great skills and abilities, but who are

underperforming and underachieving their potential simply because they are not using the right or best tools available for the jobs they have at hand.

The "tools" I am talking about here are the tools that individuals can use for any leadership or management role or function you might imagine. Some examples would be tools for setting and achieving goals, motivating performance, developing a culture of excellence, coaching associates, and providing feedback. It has been our observation that when leaders and managers upgrade the tools they use to do their jobs, they immediately upgrade and speed up their results, often substantially.

The mathematician and inventor, Archimedes of Syracuse, Sicily put this into perspective over two thousand years ago when he wrote, "Give me a lever long enough and a fulcrum on which to place it and I shall move the world."

This same principle applies to leadership and management.

The Leader's Toolbox

In our quest to help leaders and managers optimize their results and achieve their potential, we packaged into a kit the best tools and instructions we know of for leading and managing others to produce exceptional results. We call our kit "The Leader's Toolbox."

The Leader's Toolbox contains 10 powerful yet simple leadership tools and related instructions and illustrations. Leaders can use our tools "as is" or adapt each of these tools to their situations to

Continued on page 13

New Law Bad News for ID Thieves

Any time a company does business with a customer or client, there's a good chance that confidential information is exchanged. For example, an invoice might include such things as a driver's license number and address. A job application might list a Social Security Number and date of birth.

A new law holds companies responsible for the proper destruction of those private records. According to the new disposal provision of the Fair and Accurate Credit Transactions Act (FACTA), which went into effect June 1, 2005, any personal client or employee records that are being discarded must be destroyed. Whether it's a household employing one person, such as a nanny, or an organization that employs thousands, all documents, disks, CDs or DVDs containing personal information must be destroyed prior to disposal.

It's all part of an effort to fight identity theft, which has become the fastest-growing crime in America, claiming 25 million victims over the past five years. In particular, the provision is aimed at eliminating one prime source for identity thieves: the Dumpster.

"The ultimate goal of the law is to keep personal information out of the hands of crooks," says Tena Friery, research director of the Privacy Rights Clearing House, a nonprofit consumer education and advocacy group based in San Diego.

Shredding documents is an effective way of destroying files. The bottom line is that any personal documents being discarded can't be read or reconstructed. Companies that don't meet the law can be subject to lawsuits from the states or victims. "Any business should become familiar with this law," says Friery.



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immediately improve their leadership skills and results.

Adaptation of Our Wizard Kit Tool at Purnell Furniture Services, Inc.

In our Leader's Toolbox seminar and workshop, one of the ten tools we provide and explain is something we call a "Wizard Kit." This kit comprises several samples of tools that leaders can use to recognize, reward, and motivate desired behaviors and exceptional results.

After being in our program, managers with Purnell Furniture Services, a furniture delivery and warehousing company, went back to their company and created several unique reward and recognition tools to motivate on time, quality performance by the company's crews.

One tool they created is "WOW" bags. These stand for What Outstanding Work and they contain a variety of unique gift items and fun prizes. When a crewmember does a great job, he or she may find a WOW bag in their truck or at their desk the next morning.

Another tool the Purnell leaders created is a stack of WOW Envelopes.

Each WOW Envelope contains a cash bonus ranging from a few dollars to a hundred dollars. When a crew hits targeted performance levels or does something exceptional, the crew gets a "pull" from the stack of envelopes for their own on the spot bonus. As a team, they can pull an envelope containing two \$1 bills, two \$5 bills, two \$10 bills, two \$20 bills, two \$50 bills, or two \$100 bills.

Linda Lee Malone, one of the individuals from Purnell who attended our workshop says, "The envelopes are absolutely amazing with the excitement and chemistry they created." She said that they began this technique with crewmembers and now have

expanded it to include managers as well. She said, "Even managers get excited and pumped up when all they win is a couple of dollars. In fact, Bob, the manager who championed the WOW envelope idea won a pull the other day and his team won \$2. He thought it was great. It was fun to watch him pull."

The WOW bags and envelopes are two simple, but effective examples of how individuals can adapt sample tools to their use immediately. Just like my father adapted the floor sander to our job of removing the linoleum, Bob adapted our Wizard Kit tools to create new, inexpensive, innovative, and effective tools that he and others at Purnell are now using to do a better job of leading and managing others.

The Moral of the Story

The moral of the story is that whether you are a good or great leader or manager currently, you can be a better leader or manager and you can produce greater results through those you are leading if you will just take the time to think about the tools you are using and improve them.

William Faulkner wrote many years ago, "The tools I need for my work are paper, tobacco, food, and a little whiskey." My tools as a writer include the paper, the food, and the whiskey. The hammer that I have added to my tool bag is this computer.

A question worth pondering is, how much better a job could you and those you are leading be doing with better tools?

I'd love to hear about any unique leadership tools you or others at your organization have created to do your job well and the results you have experienced. Just send me an email at jimball@goalsinstitute.com.

Captive Insurance Update

We are pleased to advise you that at the recent meeting of the task force on an alternative insurance market, our consultant, ICAG informed us that they had received enough responses to the survey to develop financial models. These models were presented and discussed, and everyone was in agreement that we should continue to the next stage.

The survey confirmed two major areas of concern – neither of which is a surprise to anyone. The first is that almost all of the policy forms issued by a cross section of the insurance industry, are extremely inadequate for firms in our business. The second concern is the fact that along with the inadequate forms, we're being charged premiums much higher than our losses indicate. We therefore anticipate significantly lower net costs for an alternative program.

The next stage involves evaluating prospective reinsurers for the program.

The best way to demonstrate the excess premiums we're paying is to furnish the reinsurance market with accurate and complete loss information over the last 5 years.

Our consultant is working with the firms who returned the survey to get this necessary information in its entirety from their agents and companies.

We would like to have as much data as possible to present and so if you have not yet returned the survey, we urge you to do so. We believe that once you submit your survey, you'll be in a better position to participate in this financially strong alternative program.

We also encourage you to attend the Memphis meeting where a comprehensive update on the program will be made.



Training Basics

Ellen Rohr

Show your team the right procedures and hold them accountable.

You know, you have to train your employees, right? Training is a funny word; it gets used a lot, especially by frustrated business owners. But few people know what it means. Does it mean “motivating”? Does it mean “confidence building”? Does it mean hitting employees with a newspaper or dangling a carrot?

One of Funk & Wagnals’ definitions of the word train: To make obedient or capable of performing tricks, as an animal.

Yikes!

Funk & Wagnals also offers this definition: To render proficient or qualified by instruction and drill.

Now that is a good working definition of training.

Training will not make all your problems disappear. Training is not the answer to every question. Training isn’t, by definition, motivating. Training won’t turn your technicians into super sales machines. Training provides the information necessary to do the job. (Whether or not the job is done well, or done at all, is something else.)

As a small-shop owner, one of your responsibilities is making sure that you, and the people who work for you, have the information necessary to do the job. The job may be selling, installing, filling out paperwork, etc. You are the trainer.

Do you have any idea what you are doing? Fear not; I am here to help!

Bare Bones Basic Training

Consider the U.S. Marine Corps. Its slogan: “We’re looking for a few good men.” (And a few good women!) Notice that the Marines don’t require candidates to have weapons handling experience, foreign language skills or be in excellent physical condition. They are looking for good people, and then they will train those people to the USMC standards to do all kinds of specialized tasks.

In this column, you’ll learn bare bones basic training. The better your training program, the less skilled your prospective employees need to be. In other words, the more and better training you do, the more choices you have when it comes to building your team — and getting things done.

If you don’t have a formal training program, then you must depend on finding employees who already know how to do the job you are offering. That really reduces your hiring choices. Also, you can be put into the uncomfortable position of being held hostage by your employees:

“Oh, I can’t lose Jody! She is the only employee here who knows how to operate our accounting software! I’ll just pretend I didn’t notice that she came to work 45 minutes late.”

You are not living up to your values when you lower your standards. Your integrity is on the line. You are looking for a few good men and women. You can train them. Start by learning basic training.

Responsibilities Vs. Procedures

Developing an organizational chart and creating position descriptions is important. Essentially, position descriptions list the responsibilities for each position. Responsibilities are WHAT to do. Procedures are HOW to do it. For each listed responsibility, there should be one or more procedures. Procedures are the curriculum for your training program. Procedures are lists of behaviors that you are teaching your team members to DO.

Level One & Level Two Training: Level One is the training you provide so that team members can perform their assigned procedures to the minimum acceptable level. Level One training ends when your employee can do the procedure well enough to be held accountable for it.

Level Two is the training you provide to enhance your employees skills and abilities beyond the minimum levels. Level Two training is for increasing performance and efficiency.

For example: You could teach me how to do a free throw shot in basketball. I could learn what line to stand behind and which hoop to aim at when I throw the ball. That’s Level One training on the procedure. I could sign off on that after a few minutes of training.

To get good at shooting free throws, I may need to try holding the ball in different ways. I may need to practice shooting the ball 50 times in a row. That’s Level Two training.

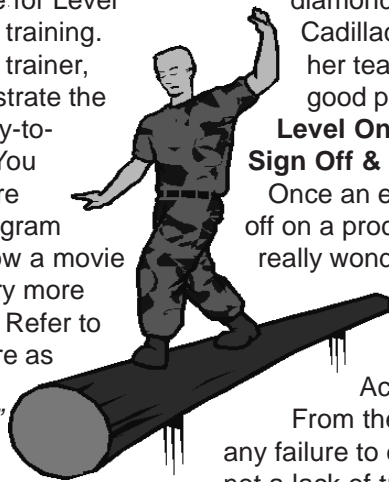
Depending on the procedure, you would decide whether or not to offer Level Two training. For instance, the "Procedure for Turning on the Warehouse Lights" requires no additional training. When it comes to selling procedures, a salesperson is well served to continue Level Two training — forever!

Start by making sure all your team members are trained on the procedures — Level One. Then, add the Level Two training.

The Training Process

These are the bare bones basic steps of the training process. The process is the same for Level One and Level Two training.

- *"I'll do it."* As the trainer, explain and demonstrate the procedure. Use easy-to-understand words. You can do the procedure yourself, draw a diagram to illustrate it or show a movie of the procedure. Try more than one approach. Refer to the written procedure as you go.
- *"Now, you do it."* Ask your trainee to demonstrate the behaviors and duplicate the procedure. Take as much time as you need to make sure that he can do the procedure and explain the reasons for doing it.
- *Role play. Now, act it out together.* Take turns playing the customer. This will help you both see how the procedure serves the customer. Role play is a dress rehearsal before the actual performance.
- *Real world.* Send your trainee out into the world. Observe the required behaviors in real time — at the shop or in the field. Ride along and catch your trainee doing the procedure correctly.
- *Sign off.* Sign off on the procedure when you and your trainee are both comfortable with his understanding of the procedure and his ability to perform it. Both of



you should initial and date the procedure. File a copy in his employee file.

Use the sign-off step to mark the end of the training process. As people learn new skills, make sure they are acknowledged — with a handshake, a diploma or a standing ovation at your next company meeting. Mary Kay Ash, founder of Mary Kay Cosmetics, understood that people are hungry for praise. Her company has grown to multibillion dollar sales by praising the representatives for every accomplishment along the way. From personal notes to

diamond rings to pink Cadillacs, Mary Kay showers her team with rewards for good performance.

Level One Training Sign Off & Accountability

Once an employee has signed off on a procedure, something really wonderful happens. The team member now is responsible for getting it done. Accountability begins.

From the point of the sign off, any failure to do the procedure is not a lack of training, but a lack of willingness. While he may improve his skills through Level Two training, as of the Level One sign off, he is expected to perform the behaviors to acceptable standards. And he should be held accountable.

You have the right and the responsibility to require team members to play the game your way. Hold them accountable. Good people like accountability.

Measure the effectiveness of your training by tracking performance and by keeping score. Do the numbers improve? Are you reaching your goals? Are team members performing the procedures as intended? Does the training program support your mission, vision and values? If so, you know you are on the right training track!

Cell Phone Warnings Are Phony



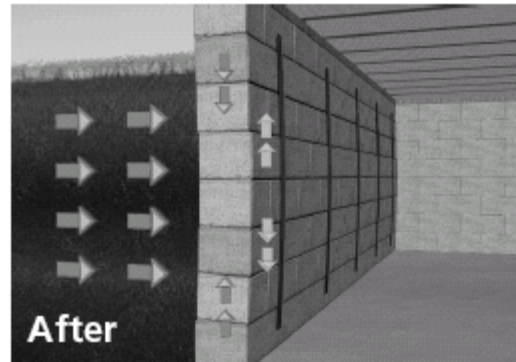
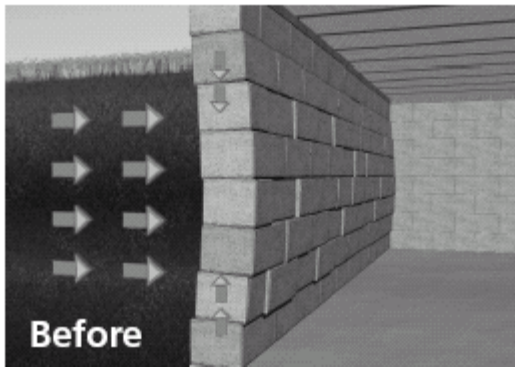
"Important — not a joke! Just a quick reminder... In 31 days, cell phone numbers are being released to telemarketing companies and you will start to receive sales calls. You will be charged for these calls. Call the national Do Not Call list from your cell phone or register online. It only takes a minute of your time. It blocks your number for five years. Please pass this on to everyone you know."

If you have been on the internet recently, you have probably seen this phony warning that has been passed around by countless emailers, creating a nationwide panic among cell phone users. Like most "warnings" you receive in your email box, this is untrue. You can, in fact, register your cell phone on the Do Not Call list online at www.donotcall.gov, or by calling 888-382-1222; however, there is no evil plot to publish a directory of cell phone numbers for telemarketers.

Did anyone question the validity of this message before sending it along to their entire email list? Did someone ask "31 days from when?" or even simply "what does this mean?" Perhaps before forwarding such messages, a little research could be done. Check out websites like www.snopes.com, www.scambusters.org, and www.truthorfiction.com to determine the validity of these types of emails before filling your friends' and associates' email boxes with them as well.



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