

24th Annual Convention A POWERFUL SUCCESS!

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Power Training is what they came for and Power Training is what those attending the 24th Annual Convention of the NAWSRC received.

Our meetings started off with a Board Meeting and Certification Testing, both beginning at 1:00 p.m. on Wednesday. Four candidates sat for exams - three in Below Grade Waterproofing and one in Structural Repair.

The main topic of the Board Meeting was the planning for upcoming meetings. The education program for the January World of Concrete Mid-Year Meeting was discussed and should be decided by the next newsletter. Also, the location of next summer's 25th Annual Convention was tentatively decided. When plans are more concrete this location will be announced to the membership.

On Wednesday evening we gathered for our Welcome Reception and Registration, sponsored by Fortress Stabilization Systems and BasementAnswers.com. The food was plentiful with carving stations, and a beautiful spread of fruit and vegetables. It certainly wasn't necessary for anyone to go out to dinner after the reception. The bartender also seemed pretty busy. But, the best part of the Welcome Reception was meeting new people and greeting old friends.

As our members left the reception, they were given their meeting materials, badges and a special gift of the Power Training sports bag.

Thursday morning started with a Continental Breakfast and our introduction to the *Specialized Gear* of the vendors at our Trade Show. The hallway was filled with our members who were looking for new technologies and new products to improve their businesses. All of the vendors were friendly and anxious to assist and show off the new items which they had brought.

Our Non-compete/ Geographic Specific Roundtables were held for three hours from 9 a.m. until noon. Many tips and tricks were shared to help others with administration, sales, production and marketing. These Roundtables are always one of the highlights of our meetings.



Tom Witherspoon gave our first seminar on "Axial Load Testing for Piers, Piles and Helical Piers." As always Tom's information was outstanding and very well presented. Mr. Witherspoon will soon be Dr. Witherspoon as he is doing his Doctoral Thesis on this subject at Southern Methodist University. Tom will be presenting his first seminar at the World of Concrete in January, 2006.

Next, Jay Odice presented a report on the

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Listening Like A Leader

Garrison Wynn's Seminar August 5, 2005

Our studies of the most effective people in corporate America show that the top 2 percent are effective not because they executed best practices well. They did not make the most phone calls or have the best processes. They simply understood the truth about trust:

People do business with people they like.

They like people they trust.

They trust people who have a detectable level of compassion and competence.

Does it take time to build trust? The truth is that you have known people for five years who still don't trust you, and you've known some for five minutes who do. Our research shows that trust is usually created by showing a detectable level of concern. When people truly believe you are concerned for them, they tend to think you possess good judgment. After all, if you care about them, you must know what you are doing.

So what is the fastest and most effective way to show people that you care and you're competent?

Make sure they feel heard, which is more than just listening. I call it listening like a leader.

You are not a leader unless you have followers; a leader without followers is called a failure. Regardless of your skills, if your staff doesn't feel heard and doesn't trust you, they will always do the minimum. They will watch the clock and be ready to leave at 4:45 every afternoon. They will do just enough each day to avoid getting fired, and they will hope the idea you came up with without their input fails. That's right—you can spend your life delegating to people who want your projects to fail. How smart is that?

OK, you have to listen; I am sure you already know that. The issue

is, how well do people really listen? Most studies show that 75 percent of the world's population does not listen well.

Here is an insight that you won't find in many books, keynote speeches or training programs. As a whole, we don't listen very well and it's not our fault! That's right, I am sure you are used to hearing and reading that all of our communication problems are of our making. However, most experts agree that from birth to 5 years of age, we learn more than we will for the rest of our lives.

Even if you earn 15 doctorate degrees in your lifetime, you still acquired most of your knowledge in early childhood. In those formative years, if a child does not feel heard by the adults in its life, it does not possess good listening skills. The bottom line is that it's hard to listen when no one ever listened to you.

Listening is not hereditary.

It's an acquired skill.

Are we going to blame the parents? No! It's difficult to listen to young children when we are trying to look out for their welfare. When my stepdaughter was five, she asked if she could have a tattoo. I said, "No, because you're in kindergarten—and I'm taking the TV out of your room just for asking that question."

People are more likely to follow your example than to follow your advice. We create better listeners by being better listeners.

Unfortunately, we don't have much evidence of people returning from communication-training programs as better listeners. It doesn't take a lot of research to figure out that poor listeners get very little from seminars on listening.

So we don't listen and it prevents us from being effective leaders. If



we can't do much to improve our listening skills, we have to focus on what we can do in the condition we are in.

The key, then, is to focus on making sure people feel heard. And the first step requires recognizing and recovering from distractions. One day, as I listened to an employee talk about his wants and needs, my mind started to wander. There he was, sharing his core issues, and I'm thinking to myself, "Look at the size of this guy's head!" It was hard to focus. Once I was trying to listen to a prospect on a sales call when I noticed he had red hair, blonde eyebrows and a black mustache. I remember thinking, "It's Mr. Potato Face! Something has to be a stick-on; that's not all him."

After we recover from our own distractions, we have to deal with the real issues at hand. The first of these issues is what I refer to as "the pitch in your head." It can be anything from a preconceived idea that a manager has about an employee, to a practiced presentation that you are dying to spew on your unsuspecting sales victims (prospects, I mean).

Sure, you ask a question just as you were taught to do in your sales or management training program—you know, a question like "Based on

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development program to help potential leaders fulfill their ambitions. Without total respect for a written chain of command and basic human relations training, it's easy to understand why so many really capable employees either fail or quit trying to become bosses.

Begin your training with a shocking attention-getter:

- Do all of you agree that you do not want anyone in your crew who is not proud of their work and of themselves? (Naturally they all say "yes.")
- Do you realize that you cannot have pride without respect?
- Do you also realize that you never criticize or discipline anyone publicly? That is called respect!

Then we ask for anyone who never saw an employee get his butt chewed out in front of the other employees to stand up. As you might have guessed, no one stands up, and they all get my human relations message!

You all know how important it is for any contractor to have a capable foreman in charge of every crew. Do not overlook any potential employee without first giving them a fair opportunity in your foreman development program.

Paul Ridilla
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SAFETY FIRST

PROTECTING YOUR PEEPERS

Over 1 million people suffer eye injuries each year in the United States. Your eyes are two of the most important organs in your body. You need them for work, for play, for reading, for watching your favorite sports team, and for driving. You use them in almost everything you do! It is extremely important to protect them.

At work, many objects can fly into your eyes unexpectedly. Dust particles in the air, sparks from a welder, sawdust from a circular saw, metal slivers and shavings from a grinder, and splashed concrete can all find their way into your eyes. Even stationary objects at eye level, like protruding rebar, pencil rods, or tie wires can cause eye and face injuries.

What can you do to protect your eyes? First, pay attention to your surroundings and be aware of hazards. Second, select the right eye protection. Your choices include spectacles, face shields, welding masks, and goggles. If you wear prescription glasses,

your optometrist can fit you for prescription safety glasses. Or, you can wear goggles or a face shield over your regular glasses. Make sure you choose the eye protection that matches the hazards - don't assume that your safety glasses will protect your eyes from every danger you encounter.

OSHA requires that safety glasses meet the requirements of the American National Standards Institute (ANSI) standard Z87.1-1989: Practice for Occupational and Educational Eye and Face Protection. This standard addresses impact testing, penetration, resistance, flammability, vision requirements, and corrosion tests. Be sure your safety glasses have "ANSI Z87.1" stamped on the frames.

Remember to be aware of potential hazards wherever you work. Use appropriate eye protection whenever necessary. Take care of your eyes--they can't be replaced.

Have a professional eye exam every two years.

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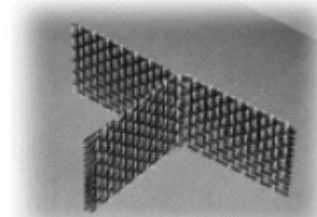
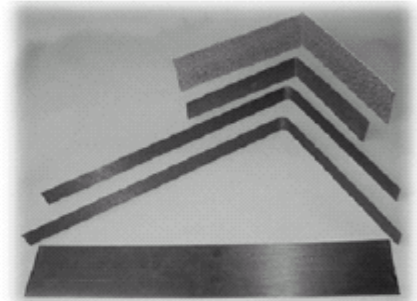
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WOMEN WANTED

Women make most of the major buying decisions in a family, and they would rather buy from other women.

Fellow thickheaded men, I'd like to explore an often-unacknowledged truth with you, and then I'd like to explain why this truth has slowed the growth of basement waterproofing in North America to the speed of concrete for the past 40 years or so. I believe I have it all figured out.

First, I hope we can begin by agreeing that when it comes to making decisions about the really important stuff in life, especially the big buying decisions, there is just one person in charge.

It's Mama.

I think you and I both know this. We learned it at an early age from Mama, and we have had it pounded into our rock-hard skulls by New Mama since the day we married the woman. She decides, or we suffer the consequences for years to come.

If you're a reasonably mature man, you know that this is true.

Now, I also recognize that some of you younger, macho types may think that you have a part in the decision-making process, but that's just because you're young and you've been too busy working to consider your place in the universe. In time, you will come to realize that New Mama has you hypnotized into thinking that you've got something to do with the process of making decisions on

big-ticket items. Trust me; you don't.

Case in point: When you first met New Mama, long before the wedding and the snotty, take-me-here-take-me-there children arrived, you were probably driving a sporty vehicle, weren't you? Sure you were. You were driving that hot car or truck, and you thought that you were as free as a bird. You and your hot ride. So carefree. So happy.

And then along came New Mama.



The funny part is that you bought that hot vehicle (truly the last independent big-ticket buying decision of your miserable life) specifically to lure New Mama. The same New Mama who would take over your future buying decisions. Forever.

Say it ain't so, Minivan Boy.

Now, I can say this because this is an area in which I am expert. I have lived with The Lovely Marianne going on 33 years now, and I know that when New Mama

ain't happy, nobody's happy, so I smile like a silly idiot most days and go along. My suggestions on buying big-ticket items flow around The Lovely Marianne like a gentle breeze. She looks at me and shakes her head sadly. I go back to sitting quietly and watching the birdfeeder.

TLM, however, will listen to other women, and I've come to realize that this is why the waterproofing business hasn't been moving along as it should. We have men out there, doing the work, and then

cleaning up and trying to sell to women. That's what's wrong.

Case in point: TLM and I spent most of last February on Maui. We can get away with this because our business resides in cyberspace. Besides, we were doing a seminar while we were there. And I was writing stuff. Like this column. I

was working. Really.

Anyway, for weeks I tried to get TLM to go snorkeling with me. Neither of us had ever done this before and I thought it would be fun. It looked so peaceful. Besides, she was in the ocean every day because the water is bathtub warm, and you can see your toes, but she wouldn't snorkel with me. The reason? She didn't want to get her eyes wet.

You following this? Me either.

I explained to my sweet wife of 33 years that you get your eyes wet when you're in the ocean and not snorkeling; they stay dry when you are snorkeling. But my words were but a gentle breeze to The Lovely Marianne. She had made up her mind, and when New Mama makes up her mind, one excuse for not doing something is as good as the next. So I sat on the beach and worked.

And then along came Nadine Lessard, beautiful wife of Paul Lessard, Massachusetts Wethead. We were having lunch after the seminar when Nadine turned to The Lovely Marianne and said, "You should snorkel. It's beautiful." TLM said, "OK," and the next thing I know, we're in the store buying the stuff. Now, I hadn't prompted Nadine in any way. This was just one of those moments of pure truth, served across the lunch table.

Women buy what other women are selling.

Women Like To Deal With Women

I asked TLM about this after our snorkeling experience, which was very pleasant. She explained that women are easier to deal with. "I know that if I have a problem I can go back and reason with a woman," she said. "A woman's not going to give me a hard time like a man will. Men are a real pain."

And then I spent some time remembering a couple of cars we had bought. TLM has always handled the car-buying thing because she goes about it as a blood sport. I can't even watch.

She once bought a car from Roxanne down at the local dealer. She drove what she thought was a great bargain, but I noticed that she didn't beat up Roxanne like she had once beat up Ol' Peter at another local dealership. I asked why and she told me that she wanted to have a good relationship with Roxanne in case something

went wrong down the road. "What about Ol' Peter?" I asked. "He's slimy," she said.

The car TLM bought from Roxanne was for herself.

The car she bought from Ol' Peter was for me. Ol' Peter didn't have much flesh left on his bones when TLM was through with him.

But then, if there was ever a problem with my car I was the one who was going to have to deal with Ol' Peter, not The Lovely Marianne. Get it?

Women would rather buy from other women. They make their buying decisions faster, and they're willing to pay more because they want to build a relationship in case there's a problem down the road. Women like to deal with women. Don't believe me? Ask your New Mama.

This brings me to the reason why waterproofing sales have been so anemic for the past 40 years or so. The sale of a waterproofing system is a substantial big-ticket item, especially if you add all the nice options that provide blissful comfort. But the big-ticket item brings out New Mama. Most husbands instinctively just get out of the way, especially if the salesman is a man. The husband steps back and thinks, Say hello to my little friend.

And then New Mama goes to work.

Now, if you're the salesman, you can talk all you want to what's-his-name, but New Mama's making the decision. No husband can live with New Mama if he makes the decision on the new system and the basement isn't dry every moment of the day and night forevermore. What's-his-name steps back because it's a matter of survival for him. There is not an anticipator made that can anticipate the hot flash. The husband knows this so he keeps his big mouth shut. New Mama's calling the shots.

But you don't like that, do you? Most men in this business have

decided that this is a man's business because of all the heavy work. Most figure that since men put in the stuff, men are automatically qualified to sell this stuff, which is just plain dumb.

The man sits with the homeowners, probably knowing instinctively that New Mama is the decision-maker, but nevertheless, he tries to sell to the man. He talks his mumbo-jumbo about piping technology and submersible sump pumps, and all the while this is going on, New Mama is deciding that the man is disrespecting her with all his technical jargon.

And that's the reason why the waterproofing business is stalled.

We need more women. And we need them in sales. A woman can sell waterproofing to New Mama and she can get a better price on each job because New Mama is looking for a long-term relationship with that woman. If something goes wrong, New Mama wants someone with whom she can reason, that being a woman.

Women will talk to New Mamas about feelings instead of variable-speed, primary-secondary pumping. Women will talk about how it's going to feel when it's done.

"You should snorkel," says beautiful Nadine.

"OK," says The Lovely Marianne.

But then, if you're a guy in this business, you probably figure that women are too dumb to sell such wonderfully technical equipment.

Right?

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The Three-Hour Day

Maurice Maio

Once your business has been properly set up with operational programs and effective management techniques, you can reduce the number of hours you spend on the job. I refer to this stage as "maintenance mode" - you maintain the business operations, the business begins to operate more on its systems.

That doesn't mean you can arbitrarily kick back after struggling for years to make the business successful. However, if you have adopted systems that assist you in keeping a tight rein on the company, reducing your time spent at the office is not only possible, it makes a lot of sense.

Employees who are trained and given the authority to do their job will, predictably, do the job well. Since we can't be successful if we spread ourselves too thin by attempting to keep our hands on all the company's activities, we need to train, motivate and manage top-quality and talented employees.

Also, when it comes time to sell the business, we need to be replaceable. How much is the business worth if we can't be replaced? Not much. Preparing a team that can perform the day-to-day operations can pay off at sale time.

Another consideration is the value of your time. Do you intend to spend many more years working from early morning to evening? If you do not, then you need a plan.

I believe that plan can include you working three hours a day in your business.

I am not joking. You can work three hours a day. I'll prove it by telling you precisely what you will be doing during each of those hours. If you accomplish all the actions on the list for each hour (not too difficult to



do) then you can depart the office three hours after you arrive.

When you are running the business in maintenance mode, the activities you complete become more important than the amount of time you spend in the office. However, you must complete all the tasks, and you must complete them in accordance with the planned schedule. Part of that schedule requires you to begin your day promptly at 7 a.m. and then continue to execute the planned activities until 10 a.m. - then depart.

Hour No. 1

If you are only going to work for three hours during the day, then every hour (actually every minute) must count. Not only is your time valuable, but your appearance must carry the necessary impact. So, beginning at 7 a.m., you arrive dressed for success, professionally groomed, and begin your day by greeting your team. You are the leader, the coach and the motivator. Look and act the part.

Activity 1 - Your first activity will be to address your employees. Here you review yesterday's performance: what went well, what needs improvement and who should receive recognition. By assessing the team's performance, oversights are identified and outstanding performance is recognized.

By accomplishing this brief review on a daily basis, shortcomings do not continue until the next formal gathering of employees. Similarly, recognizing exceptional performance by hard-working employees doesn't go unnoticed for weeks or, worse, is forgotten. Excellent performance may not continue unless it is recognized. Recognizing employees serves as an effective motivator to other employees. Everyone likes to be commended, particularly in front of their fellow workers.

Activity 2 - Besides motivating employees by positive recognition, your next activity is to spend approximately 15 minutes conducting what I call a "Power Meeting." Here you motivate the group as a whole. By sharing a positive "quote of the day," you help focus your employees' thoughts on doing their best - while being proud to do so. You have probably read about the power of these simple yet moving messages. They are commercially available. If you can't find some that you like, contact me and I'll share some of the ones we use.

Activity 3 - After the meeting with employees, it's time to review the procedural systems in the office. Are they working? What needs to be changed, added or modified? Keeping up-to-date on what is working and what is not will streamline office procedures and eliminate ineffective ones. You want to make sure all the reports you receive are necessary and provide the data you need to make informed decisions.

Activity 4 - Since the customer's first contact with your business is with your customer service representatives, we always need to keep in touch with how telephone calls are being handled, and answer

any questions CSRs may have. The same with the dispatch department. Since it schedules and directs the technicians, it is valuable to monitor dispatchers' activities. By spending 15 minutes with CSRs and dispatchers, you get a feel for the business they are processing and how they are doing it.

Activity 5 - Often there are issues individual technicians may have. They may need to speak with you (or you need to speak with them), so spend some time, if necessary, talking with technicians. While in the shop, walk through the "replenishment room" to keep contact with the team.

Although it doesn't take much time, an important activity associated with all your other duties is to be certain to smile and wish everyone you see a successful day. That genuine smile conveys many positive thoughts and feelings for the team. It's a definite part of the motivation process.

Hour No. 2

Activity 1 - Communication is a key part of an effective manager's job. So we will have to initiate and respond to written communications frequently. During your second hour there will be e-mails and letters you need to write. Focus on these actions without interruption.

Activity 2 - Next review the financial reports and data so you will be knowledgeable about the financial health of the company. Specifically, you will want to see the accounts receivable, accounts payable, general ledger, inventory reports and especially the cash flow data. Stay in touch with the financial health of the business.

Activity 3 - Marketing requires planning and monitoring, too. So your next action will be to review the performance of your company's marketing efforts and to plan new campaigns as needed. This time is when you will monitor the success of your advertising. Are the ads in the various Yellow Pages books producing the calls and revenue you anticipated? Make adjustments for those underperforming.

Activity 4 - These days it is difficult to conduct business without speaking to professionals that you have a good business relationship with, including accountants, attorneys or other experts in their field. Maybe not everyday, but as needed, now is the time to make these contacts.

Activity 5 - Checks need to be signed by the boss. Your last activity for this hour is to review (first!) and then sign the necessary checks so the employees and vendors get paid and the business continues to move along. While you are signing papers, this time is also set aside for signing letters, authorizations or any other documents that need your attention. The items will vary from day to day, but by addressing these things at the same time you will maximize your efficiency while at the office.

Hour No. 3

Activity 1 - During your last hour at the office you will have time to interview any new hires. Recruiting and hiring the right people is so important these days that you need to be directly involved with the process. See the people who will be representing your company before they are on the job.

Activity 2 - Employees have concerns from time to time about something in the company that particularly affects them or which they would like to discuss. Having an "open door" policy, where anyone can see the boss and voice their opinions or ask questions, serves a very legitimate need. Set aside approximately 30 minutes for this activity. And, of course, make the policy known to everyone in the company.

A few guidelines will keep the time you spend to a minimum and avoid long, drawn-out and unnecessary counseling sessions. First, require concerns to be in writing and submitted in advance so you may review them and prepare for any discussion. Having a forum for concerns doesn't mean that anyone can drop by and gossip or just chat for no reason.

Activity 3 - While you are in the office, more e-mails, letters or messages may arrive. Before you depart at the end of the third hour is a good time to make a final scan of these new communications, responding to the most critical of them. Some days you will have more than others, naturally. However, save 15 minutes of this final hour at the office for your next activity.

Activity 4 - Now, meet with the service manager. Since he or she will know there is a meeting and will be expected to review the performance of the service department, he or she will be prepared to discuss any incidents or actions that need your attention. A routine like this assures the service manager will consistently be ready to share the activities of the department, requiring him or her to stay organized.

It's a real incentive to be prepared to share information if you know a meeting will be scheduled at the same time every day. It keeps time efficiently spent as well.

Activity 5 - One more action: smile and greet those you see as you depart. You have probably accomplished more real work than many of your counterparts at other companies. Your people are on the job, trained, motivated and prepared to operate the company any time you are not there in a professional and effective manner. Congratulations, you did it!

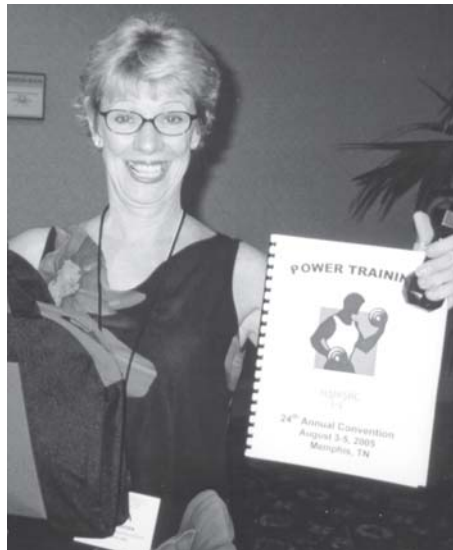
I don't suggest you make all of the modifications to your schedule in one day. Nor is the new plan going to work if the systems needed are not in place, or if the employees are not trained to do their jobs well. When the preparation is completed, though, you are ready for the three-hour day.

Maurice Maio is the president of Maio Success Systems. He specializes in helping businesses with telephone answering techniques, Yellow Page ads and tech training.
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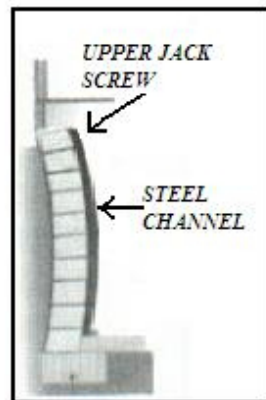
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THEN, PRESSURE IS APPLIED TO THE CHANNEL BY THE UPPER JACK SCREW DEVICE, WHICH IS BOLTED TO THE FLOOR JOIST. AS THE JACK SCREW IS TIGHTENED, THE CHANNEL CONFORMS TO THE WALL, PROVIDING MAXIMUM CONTACT ON THE WALL. ONCE INSTALLED, THE SUPERIOR WALL BRACES ARE GUARANTEED TO PREVENT FURTHER BOWING!

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AND OUR PRODUCT IS PROVEN TO COST YOU LESS AND MAKE YOU MORE MONEY!!

Too Young to Boss? When Did *You* Start?

Give your techs a foreman development program to help them achieve their career goals.

I am always surprised at the attitude of some contractors and their supervisory management teams: "Some day this kid is going to be able to run a job. He just needs to mature a little."

When I ask about the "kid's" age, the answer is generally somewhere between 22 and 25 years old and about half of them are married. My next question is a wake-up call when I ask the contractors, "How old were you when you were mature enough to handle that kind of responsibility?"

This is the response I get: "Sure, I was young, but you gotta remember things were different back in those days. I had responsibilities when I was a kid and that helped make me mature. Kids today don't have responsibility or discipline and they think money grows on trees."

My next question closes the deal. "Were there any kids, back in your good old days, who did not have responsibility or discipline?" My message became clear because they realized that, of course, there were kids their ages who were not responsible "way back then" - just as there are lots of kids now who are definitely responsible and disciplined. I hope you take a closer look at the ambition and ability of these young superstars. You have to accept the fact that every individual is unique. We do not all want the same things and we do not all have the same abilities or ambitions. We also do not face the same challenges or opportunities.

We cannot go backwards and change any of their childhood circumstances, such as:

- Some come from broken homes with a total lack of

discipline and responsibilities or, in some cases, too much responsibility. Many live part-time with two separate families with visiting rights.

- Some kids have to do chores and follow family rules.
- Many young kids have jobs after school, on weekends and during summer months.
- Some play competitive sports in little leagues or on school teams.
- Some went to boarding school and saw very little of their parents.



What You Can Do

Common sense tells you that any of these varying circumstances will definitely affect that kid's attitude and maturity, regardless of his or her natural born ability or ambition. The big question is always, who really tried to help them mature?

This is where you come into the picture!

1. Ideally you are already using a 90-day training program. Your employees who have already been through the program can rapidly determine how much

ambition and ability your "kid" possesses. His much-needed maturity will not be a problem for your candidate.

2. Begin with the responsibility for a specific job or task that he or she must perform alone. If he or she is willing and capable of handling that task, you can then assign a subordinate worker or even a small crew for him or her to supervise.

3. You should always define your rigid chain of command and assure that each of those subordinates realize and accept that kid as his boss. We recommend paying an extra dollar per hour as foreman's pay to eliminate any doubts or confusion.

4. Provide a cell phone for your "foreman in training" to assure convenient communication and guidance.

Do not consider this as a test or trial period. You must think as a team-building coach would and maintain this FDP (foreman development program) for every employee on your payroll, regardless of age or background.

I wish I could share all of my success stories of foremen, superintendents and contractors who I personally started on their supervisory career. Over half of them never dreamed that they could be a boss or that anyone would give them a chance, let alone help them. Naturally, there were also some who wanted that opportunity but would not give enough effort to reach their goals.

Unfortunately, our industry has never adopted a specific foreman

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what criteria are your decisions made?" As they talk and you diligently pretend to listen, the pitch in your head starts to play; and when the prospect says something that strikes a chord in you, triggering how much you know, your pitch finds the pause it was looking for and off you go.

"I know exactly what you are talking about because I have had many people just like you with this exact same situation. As a matter of fact, it was this time last year and they even looked a lot like you."

You then project your opinion, experience or spiel onto the person as a solution to his or her problem.

Instead of feeling heard, the person feels quickly judged, and communication does not take place. It was dead before the spew was finished.

The problem with this scenario is that you rob people of their uniqueness. When you tell them you know exactly what the problem is, they tend to want to show you how unique they are. You actually create your own resistance and prevent your skills and even your empathy from making their mark.

When people are talking, you are thinking about you or about what you can do to help them help you. It's a natural thing for us to do, and it forces us to pitch hard and focus on convincing rather than on gaining agreement.

So what do the most effective people do differently?

They make sure the people they are dealing with feel heard and can retain their uniqueness. If you make people feel important, you will be important to them! But an even bigger realization comes from all of this.

When you focus on how people feel about what they are saying, you increase the level of true concern you have for others. You actually start to become the person you thought you were pretending to be: a true leader!

Continued from page 1

Feasibility Study by International Captive Alliance Group, LLC. This group has studied the insurance policies of 20 of our members.



Their findings are that our members are paying too much for insurance and are

not receiving enough coverage, or the right coverage, or coverage which they think that they are receiving. The study is now over and they have concluded that by banding together our industry can obtain insurance which is specific to the work which we do at a much lower cost than we are currently paying for insurance premiums. There is a certain amount of total insurance premiums necessary for us to be able to negotiate with insurance carriers. It was estimated that we would need commitments from about 20 more companies to achieve this amount.

Visiting with our Suppliers took place at both the lunch break and after Jay's seminar.

Friday morning began again with a Continental Breakfast and our final opportunity to meet with the vendors.

Our keynote speaker, Garrison Wynn, gave a very animated and humorous seminar, "Getting Great Results - Turning Talent into Performance." This seminar on listening is covered elsewhere in this publication. Mr. Wynn was the best motivational speaker that the NAWSRC has had in the past ten years.

Here's What You Said...

This information is from the Meeting Evaluation Forms. Speakers were GREAT! Convention was GREAT! Excellent hotel. Very Powerful meeting. Friendly staff at

hotel. I was empowered by Garrison Wynn. Please continue the interesting seminars. All the buzz in the hallways was the the Roundtables were terrific. Do more "how to" seminars.

Three new Certified Waterproofing Specialists

Congratulations to Michael Hogenson - Standard Water Control, Crystal, MN, Andrew Rehner - The Basement Guys, Columbus, OH, and Brandon Smith - Smith's Waterproofing, Almont, MI, all passed the difficult exams for Certified Waterproofing Specialist.

Early Bird Winner

Congratulations to Keystone Foundation Repair, Inc. - Carlisle, PA for winning the \$385.00 Early Bird Registration Drawing.

Exhibitor Drawing

Congratulations to Barry Forman - Basement Solutions, Florence, KY for winning the \$200.00 Exhibitor Drawing.

Thank You...

To Fortress Stabilization and basementanswers.com for sponsoring our Welcome Reception. To our Specialized Gear Vendors:

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Liberty Pumps

Midwest Diversified Technologies, Inc.

Resch Enterprises and

Wayne Water Systems

To our Speakers:

W. Tom Witherspoon, P.E., CSRS

Jay Odice, International Captive

Alliance Group, LLC

Garrison Wynn, Executive

Speakers Bureau

Our Roundtable Facilitators

John Aiple, CWS, CAWS

Tony Valentine, CWS

Mike Trotter, CWS, CSRS

LEADERS Vs. LOSERS

Jim Matthis

At some point everybody thinks some boss is the worst leader in the world. They see an individual who for one reason or another was put in charge and can't (or won't) manage. Productivity and performance dip as morale sinks to an all-time low. Oh I've had my share, too. I've worked for guys who lost their former job for substance abuse problems only to get caught for shoplifting at the new position. Another who feared the staff and would purposely get them fighting each other so they wouldn't gang up on him.

Someone, though, at some point was fooled into placing them in a position of responsibility over people who depended heavily on their leadership. The other day I got into a discussion with some leaders I meet with on a regular basis about the differences between real leaders and those who are just in a position someone else put them in. The result we came up with is this list of Leaders vs. Losers.

• **Leaders think about the next decade - losers think about the weekend.** A true leader is always thinking several steps ahead of his/her people. Constantly scanning the horizon for new territory to take and opportunities to seize, they see to the fifth and sixth generations of leadership and how to best influence it from where they are. It was said that Alexander the Great wept when he marched his army off the known map for there were no more lands in sight to conquer. Leaders want to leave a legacy. Losers don't want to equip someone else to succeed them. They fear that they will be replaced by someone better. John Maxwell

says, "There is no success without a successor." Losers think about how they are going to spend their weekend relaxing and playing. They spend their time in trivial pursuits wondering what is going to happen to them next. Which brings us to...

• **Leaders make things happen - losers have things happen to them.** It's the difference between "actionary" and reactionary leadership. Leaders see themselves as part of the solution while losers become part of the problem. Leadership is all about making decisions that other fear to make. It's about stepping out on faith or your gut instinct and being willing to take the blame for the results. Loser only want credit for success. Leaders can admit their failures because they use them to learn and move ahead in life. John F. Kennedy earned respect when he came on national television admitting the failure of the Bay of Pigs invasion. It allowed him to move to a higher level of leadership. Today we have many leaders on both sides of the political landscape who won't admit their failures and then they wonder why people are hesitant to follow their guidance.

• **Leaders see the big picture - losers try to get a snapshot.** Leaders look over the whole organization and see its place in the universe. They know their place and constantly try to make the universe a better place through their influence. It is lonely at the top but the view is much better. At the top you can see how one decision affects another and how it will play in your overall vision for the organization. Losers, fearful of

doing too much and making waves take in only sections of the big picture and rarely venture beyond the borders of the mat (much less the frame). There is a *Seinfeld* episode where Elaine's boss, Mr. Pitt is unable to see a 3-d picture because he can't focus his eyes correctly. It is a illustration of the mistakes he is making in running the company Elaine works for.

• **Leaders get close to the ones they want to grow – losers distance themselves from their staff.** Frank Lloyd Wright, the American Architect who re-wrote all the rules of design in the Twentieth Century would always have the newest apprentices move their desks closest to his own. He wanted them to learn from his example and he poured his knowledge into them. Why wouldn't you want the new guy or girl to turn out successful like you? As a result the success ratio of his staff was far above that of any of his contemporaries and in fact, anyone to this day. Losers start the new people at the bottom of the pecking order and force them to work their own way up. Most often "newbies" drop out on the way up the corporate ladder of bureaucracy. If you want someone to succeed, keep them close to you and model the behavior you want them to replicate.

• **Leaders develop healthy relationships with people - losers "date" people looking for the like-minded.** Leaders know that you can't cast vision to people who aren't close to you. If you were going to find someone to dedicate your life to, would you bar-hop until the right person came along, or spend time building relationships

with individuals to deepen the commitment level? Organizations are too full of people dating prospects and failing to build relationships. As my friend Don Hicks in Missouri puts it, "There is a difference between having sales and having clients." Sales leaders develop deep, healthy relationships on which future business can be built. Losers go from one job to the next just trying to stay alive. A friend of mine has a sign in his office that reads: *"I don't have to survive, I can thrive!"* Are you thriving or surviving? The relationships you build will help you to thrive and grow for years to come.

• Leaders inspire - losers perspire (then expire).

You can always tell a leader by the vision she/he is able to cast and the followers it gathers. John Maxwell says if anyone says they are leading but has no followers, they are merely taking a walk! Look behind you once in a while. Is anyone following? Are you able to whip



everyone into motivation by your leading ability? Tenure contributes much to this as the longer you are with people the more they can reflect on what you have done for them and the organization. At this point you have risen to a new level of leadership. Losers inspire no one and eventually run out of steam and have to function on dry hot air. In the last days of the American Revolution when his generals were trying to revolt against congress, George Washington was able to inspire them to put their trust in him and his leadership and fight on.

•Leaders think positive - losers think negative. Most successful leaders know they are in their

position because of the dominating positive thoughts that are in their minds and not their accomplishments. If you are resting on your laurels be careful that they don't wilt under the pressure of your ego. Henry Ford challenged his engineers to develop an 8 cylinder motor in a day that it was unheard of. Time and time again they came back to him saying it was impossible. But Henry would stubbornly say, "Go back and try again." He was convinced that it could be done and nothing would deter him. Eventually he was proved right by the same people that spent their time thinking of ways it couldn't be done. How about you? When a new dream or proposition lands at your

feet, so you think of ways to make it work or ways it won't? A positive attitude will make all the difference.

•Leaders are confident in themselves - losers are insecure.

People who try to hold their position don't hold it for long. Their insecurities become evident and they lose followers. If you are spending your time reinforcing yourself you will quickly run out of support and supplies. The great generals have always been known for the territory they took and battles they won, not the things they did when no one was fighting. Leaders know their strengths and abilities. They know their weak points and how to compensate; how to put the right people in the

right places to cover the gaping holes. They live by the Vidal Sassoon motto: "If YOU look good, WE look good." That way the credit gets passed around. A loser wants all the credit for themselves in a vain effort to reinforce their role as "leader."

•Leaders model - losers "phone it in." Leaders know the way and who the way. They are at the forefront modeling what they want their followers to do. Losers are hiding in the background waiting for someone else to take charge. Mahatma Gandhi and Martin Luther King believed in peaceful resistance, and they led out front. They modeled what they believed in and it still inspires millions today. You never saw them in a room

while their supporters marched or protested. You always saw them out front resisting peacefully - no matter how violent their adversaries became. When Hitler's Third Reich was crumbling he was in a bunker. When times are tough a true leader will model the behavior and

attitude they teach. They become a walking talking picture of what they want their followers to become.

•Leaders generate motivation – losers generate stagnation.

Leaders empowered with a vision know how to go to all the right people and cast that vision. They go one-on-one and to groups looking for discontent with the status quo and use that to instill a desire for change. Losers prefer to maintain the status quo. "If it ain't broke, don't fix it." And "We've never tried that before." Are their mottos. They fear the unknown and usually hope someone else will step up and take the reins. Losers don't want to go one-on-one for

Continued on page 19



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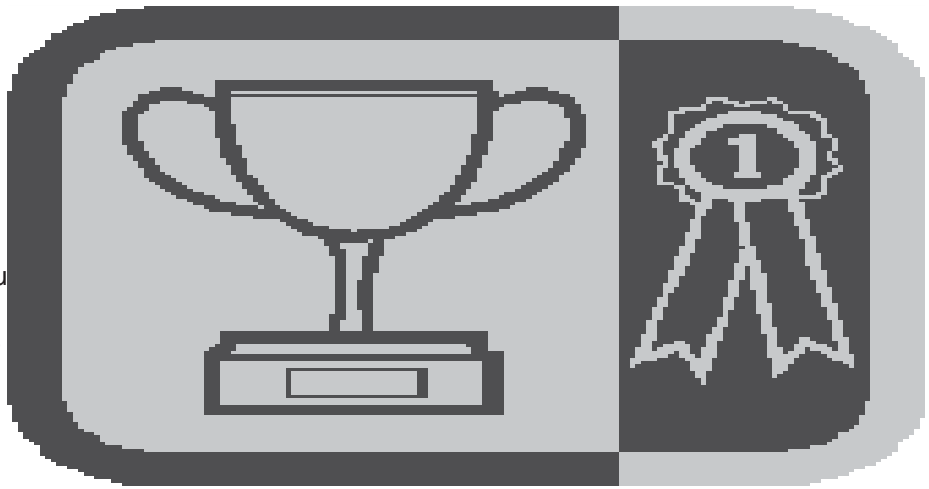
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fear that they will be discovered as lacking the ability to lead. Nothing grows and everyone goes – away.

•**Leaders embrace failure – loser avoid it at all costs.** Again Frank Lloyd Wright constantly experimented with ideas that ultimately failed. “How else can you succeed unless you try something new and learn from it?” More of his designs were built than his two top architectural rivals combined. He pushed his apprentices to learn from their mistakes. When they would write him from overseas job sites about difficulties they faced saying, “How do you solve X problem?” he would wait several weeks then write them back with the reply, “How do YOU solve X problem?” Only through repeated trial and error do you learn and grow. Losers are so afraid that they will fail they risk nothing, learn nothing and fail to grow.

•**Leaders listen to others – losers talk about themselves and their accomplishments.** Mark Twain once said that a wise man says nothing; the fool talks and reveals to everyone he is a fool. Leaders know that they must constantly hear new ideas from people who have never had an opportunity to share them with anyone. Your greatest skill in leadership is the ability to keep your ear to the ground for trends, ideas and opinions. Listen more than you talk and you will learn more. Talk more and others will quit talking to you. President John F. Kennedy surrounded himself with advisors that were smarter than he in areas he knew nothing about so that he would get the best advice when he needed it.

Want to be a Leader? Be a risk-taker, defy the status quo, succeed through others, and keep casting the vision. As my friend, Joe Bonura says, “You will succeed in direct proportion to your desire to come out of your comfort zone.”
Lead on!



BOOK RECOMMENDATION

A Carrot A Day

A Daily Dose of Recognition for your Employees

by Adrian Gostick and Chester Elton

Employees fed a steady diet of carrots focus better on company goals. They spot new opportunities faster. They have longer employment spans (translation: lower turnover). And they can lift companies higher than you might have dreamed possible. In this engaging and often hilarious book, recognition experts Adrian Gostick and Chester Elton offer you 365 easy to use recognition ideas, hints and pieces of advice. Read one a day and you will become a better leader - a manager who is able to tap the power of recognition to build a stronger workplace where people come, stay and are committed to your goals.

QUOTES

Recognition

If the frontline people do count, you couldn't prove it by examining the reward systems in most organizations. *-Karl Albrecht*

Keep on sowing your seed, for you never know which will grow — perhaps it all will. *-Albert Einstein*

No man, who continues to add something to the material, intellectual and moral well-being of the place in which he lives, is left long without proper reward. - *Booker T. Washington*

The idea of thanking staff should mean giving them something that they would never buy for themselves. *-Jayne Crook*

We seldom stop to think how many people's lives are entwined with our own. It is a form of selfishness to imagine that every individual can operate on his own or can pull out of the general stream and not be missed. *-Ivy Baker Priest*

We all act as hinges-fortuitous links between other people. *-Penelope Lively*

In the arena of human life the honors and rewards fall to those who show their good qualities in action. *-Aristotle*

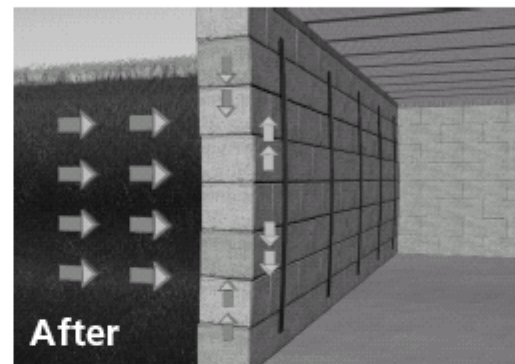
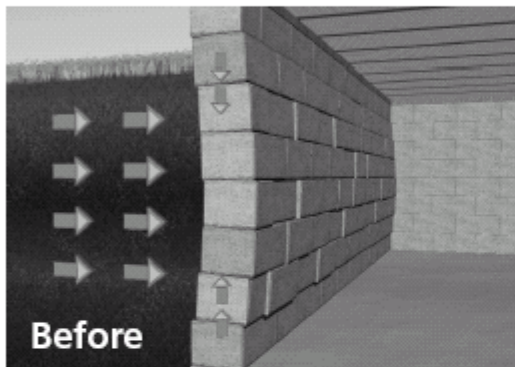
Companies that give excellent service reward employees for providing it. *-Unknown*

Our rewards in life will always be in direct ratio to our service. *-Earl Nightingale*

JIM MATHIS is a national speaking professional and trainer. For more information on how JIM and his programs can benefit your organization or group, please call 888-688-0220, or visit his website: www.jimmathis.com

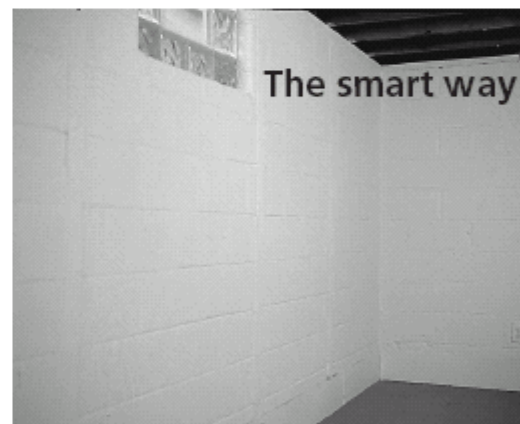


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