

Meeting Report

2013 Fall Conference



Construction Industry
Round Table

The “Windy City” of Chicago served as host to CIRT’s Fall Meeting with more than 80 members in attendance and top-knotch speakers, it generated high-energy and was a very motivating meeting for all.

Jason Jennings Keynotes Fall Conference

Jason Jennings is a researcher and one of the most successful and prolific business authors in the world. He’s an authority on leadership, growth and innovation and he loves to tell a good story, which he did during the three hours he engaged the CIRT members. With years of data driven information, he and his researchers have screened and studied more than 220,000 companies which led him to the conclusion that the world’s best leaders and companies all share five leadership principles.

#1: Leaders who embrace change and growth build cultures based on a big noble purpose. *“It’s not what you do but WHY you do what you do”* and *“having a culture based on the big noble purpose”* were just two aspects of this first principle Jason discussed. *“The right culture is the only competitive advantage,”* Jason noted.

#2: Leaders who embrace change and growth make growth a guiding principle.

With this second principle Jason talked about attracting, keeping and growing the right people, as well as getting rid of the wrong people. He also found that successful companies turn their vendors/suppliers into partners and make their communities a better place.

#3: Leaders who embrace change and growth where letting go becomes part of the organization’s DNA. Jason noted that BlackBerry just 2.5 years ago in 2011 was worth \$86B; the company is now worth about \$1B. Jason used this example to illustrate the point that innovation happens and in telecommunications things occur fast. Jason commented that no CEO wants to achieve conventional results; but they go out and employ conventional wisdom. *“Employ UN-conventional wisdom,”* he urged. *“When you let go, innovation happens and you stay more focused than your rivals,”* Jason stated.

#4: Leaders who embrace change and growth build cultures where lots of small bets are made. With this principle Jason used Starbucks and its CEO Howard Schultz as an example of a company making lots of small bets, being innovative and unconventional. Jason also noted the following rules concerning this principle: *“there should be no skunking”*; *“everyone gets heard”*; *“fail fast”*; and most importantly, *“learn not punish.”*



#5: Leaders who embrace change and growth are led by good stewards. Jason defined stewardship as service over short-term interest; abandoning power over others; preserving natural and human resources; and nurturing, authentic, mentoring and selflessness. *“Good stewards, by their very nature, share information,”* noted Jason. Jason also told the members that good stewards are fearless about growth and stand for something, and they get rid of superficial distinctions.

There was much more to Jason’s presentation and if you would like to get a copy of his slides, please contact Jane Bonvillain at jane@cirt.org.

Jason Jennings, during a session break, chatted with many of the members. Here Jason is pictured with Cheryl McKissack (McKissack & McKissack).

The Extraordinary Story of the Historic Transformation of America & the World



Peter Leyden is a leading expert on how new technologies and trends are remaking the world and on what to expect in the coming decade, and he really “wowed” the CIRT members, spouses and guests with his fascinating presentation that combined a factual look at the current digital transformation taking place with a compelling vision of potential future growth and prosperity.

During his fast-paced, high-energy video presentation, Peter gave a historical look at the four eras of America’s reinvention, but really focused his time on the “digitization of everything”; the “globalization of everything”; and the challenges that exist in the 21st century.

“Peter Leyden pushed the boundaries and opened new perspectives as to potential forces that will shape our society and marketplace, so that [we can] be better prepared to meet what might lie ahead. His insights, , knowledge, statistical evidence, and views helped our CEOs “think outside the box” and imagine how the future might look.”

Mark A. Casso, President, CIRT

Peter has made his slide presentation available for download to CIRT members. If you would like a direct link to his slides, please contact Jane Bonvillain.



HEALTH CARE REFORM: Savvy Employer Compliance Tactics / Strategies

With so much uncertainty and confusion that surrounds the Patient Protection and Affordable Care Act of 2010 (aka “Obamacare”), CIRT members have been eager to better understand how this new law is going to impact their companies and employees. In what was one of the most comprehensive, well-articulated and detailed explanations many had heard to-date, **Jack Towarnicky** of the Willis Group led members through nearly 90 minutes of information. Starting his presentation by telling the members that “healthcare reform is disruptive,” Jack reminded everyone that this is a tremendous change in the way companies have provided employee benefits. “What once was voluntary, healthcare reform is now a regulatory-driven law,” Jack stated.

Jack went on to talk about current tactics which is “comply as you go”; and he also discussed the marketplace saying that the status quo for coverage and for employment will change significantly. He also talked about the risk exposures; employer recordkeeping requirements; and communications and marketing.

One thing that Jack suggested members may want to do in 2014 is to begin the process of changing their employees expectations with regards to the new healthcare law and changes to their plans. “Change the messaging and change the expectations,” Jack commented. “You may want to brand it differently as well, such as don’t put your company logo on the communications. You may want to include the U.S. flag, so the employees know where the changes are coming from. NOT THE COMPANY.” concluded Jack.

If you are interested in getting a comprehensive copy of Jack’s presentation, please contact Jane Bonvillain.



Social Networking: New Risks and Opportunities at Work

More people are logging onto social networks at the office increasing the potential for ethical lapses in workplace behavior while at the same time providing business opportunities, according to a study that was presented to the members by **Nick Fetzer** of the **Ethics Resource Center (ERC)**.

The “**National Business Ethics Survey of Social Networkers**,” which surveyed 2,089 U.S. workers, found that three out of four social networkers spend time on these platforms while at work, and 28 percent spend an hour or more on social networks each day.

About 60 percent of active social networkers, those who spend at least 30 percent of their day participating in a social network, reported that they would comment about their company on these sites if it was in the news. More than half of active social networkers are also sharing information about work projects, and about a third are posting comments about coworkers and clients.

“Social networking is transforming the office environment in unpredictable ways, with changes that could potentially involve employees at all levels,” Nick stated. He told members that it is important that those in leadership roles do not fall behind the curve, so they are prepared to act in ways that will seize the opportunities social networking creates, while limiting the risk. “Stopping it (social networking) is not feasible,” said Nick.

Although the risk for ethical violations is higher with more people willing to air their company’s laundry on social media, the study pointed out that managers and business leaders can use social networks to help promote a strong workplace culture.

Companies who social networking policies align with stated company values use social networking more successfully. “Training reduces risky behavior,” Nick commented.

Nick offered the following recommendations for companies:

- Establish a policy sooner rather than later. Make it realistic.
- Ground your policy in values, not merely compliance, so it will remain useful in a rapidly changing landscape.
- Assume that just about anything that happens at work could become public.
- Provide guidance for managers:
 - * Social networking relationships with subordinates
 - * Modeling conduct online.
- Use social networking for both internal and external communications.

If you are interested in getting a copy of Nick Fetzer’s presentation on “*Social Networking in the Workplace*,” please contact Jane Bonvillain.

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The most recent study from ERC, the National Business Ethics Survey® of the U.S.

Construction Industry was just released on November 19th and sheds some light on how construction employees view ethics issues in their industry.

To download the full report, please visit www.ethics.org/nbes.

2014 MEETING DATES:

Spring Conference
 May 5 - 7, 2014
 Park Hyatt Washington, DC



Fall Conference
 October 27 - 29, 2014
 Ponte Vedra Inn & Club

Those Amazing Builders



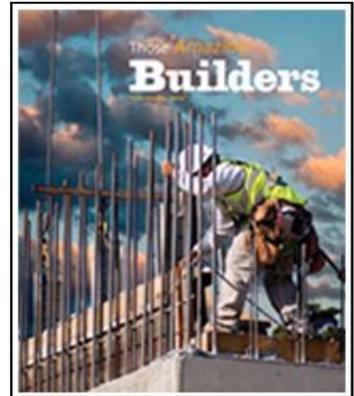
During the CIRT Networking Breakfast, **Jeff Levy** (RailWorks Corp.) introduces the CIRT members to *Those Amazing Builders*

Getting the word out to young people about the opportunities in the construction industry is the goal of *Those Amazing Builders*, a colorful 34-page book that introduces middle and high school students to careers opportunities in the construction industry. The book covers exciting infrastructure and building projects, cool things builders have—and will—achieve, building green, building all over the world, and the role played by each member of the building team. A “How Do I Get There From Here” section tells how to get started on a career in construction management, architecture, engineering, or building trades ranging from carpenters, plumbers and electricians to boilermakers and ironworkers.

Members are encouraged to do one of two things:

- Sponsor a School and Make a Difference! Become a sponsor at any level, and the publishing company, Trilogy, will send books in your name to teachers and guidance counselors who have requested them.
- Purchase books directly for your own company's use in community outreach.

Please contact Jane Bonvillain if you are interested in receiving an order form.



New Members & Guests

CIRT conferences provide a place where members can interact exclusively with other chief executives in a setting that is conducive to the exchange of timely information while being relaxed enough to build personal contacts.

New Members

- ◆ Steve Edwards, CEO
Black & Veatch
- ◆ Jeff Hoopes, CEO
Swinerton Inc.
- ◆ Bob Lanham, President
Williams Bros. Construction Co.
- ◆ David Walls, CEO & President
Austin Industries, Inc.
- ◆ Tom White, President
Sargent & Lundy, LLC
- ◆ Shaun Yancey, President
PCL Construction Enterprises

Guests/Potential Members

- ◆ Mark S. Cain, President
Smoot Construction Company of Wash, DC
- ◆ Keith London, CEO
Kennedy/Jenks Consultants



Left: CIRT Chairman **Steve Halverson** (Haskell Company) convenes the 2014 Fall Meeting.



Below: **Ross Myers** (American Infrastructure) assists **Charlie Bacon** (Limbach) with the morning's review of safety procedures. *Safety Always. Safety First.*



Construction Industry Round Table

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*Wishing everyone a very Happy Thanksgiving
and the Happiest of Holidays!*