

ACCWPA

Air Conditioning Contractors Western Pennsylvania

March
2016

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Formerly Air Conditioning Contractors of America – WPA Chapter – ACCA-WPA

Volume 11, Issue 3,

2016 General Meeting Dates

Mark your Calendar!

March 10, 2016

TRUTH about R410!
Juniper Grill – Cranberry
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April 14, 2016

Wigle Whiskey
Tour and Tasting

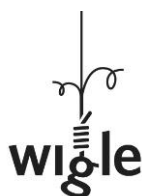
May 12, 2016

Apprenticeship Graduation
Motivational Speaker
Dale Carnegie



April 14, 2016

**Wigle Whiskey
Tour and Tasting**



Space is limited
Reservations are
needed.

Four Ways to Make Difficult Conversations Easier

BY MARLENE CHISM

ONE of the biggest barriers to leadership success is learning how to initiate a difficult conversation. New leaders have confessed to me in private coaching sessions that they are afraid the employee might cry or, if it's a high performer, the employee might quit. Others have told me that they don't have the confidence or skills and are afraid to ask for mentoring because they don't want to appear to be incompetent. As a result, conversations that need to take place are put on the back burner, waiting for an explosion. (In fact, time and time again I have observed that the conversation avoided today becomes the lawsuit a decade later.)

Here is a four-part process new leaders can take immediately to make the difficult conversation doable.

Set Your Intention

Leaders are human too. If you are still angry about a situation, you may be unaware of competing motivations: the intention to embarrass someone versus the intention to help the employee course-correct.

Practice saying, "My intention is..." before you take any action or hold any conversation. See if what you say equals how you feel. If there's a hint of blame, or a sting of sarcasm, you have some "energy management" to do to align your intention with your action.

Talk Observable Behaviors, Not Assumptions

Consciously speak about the observable behaviors, not your feeling or assumption about what's going on. Look at the difference between saying, "You have a bad attitude and don't care about others" versus "Yesterday I saw you slam down the phone and leave work early."

It's difficult to measure someone's attitude, thought process, or motivation, but you can definitely ask for a specific behavior change that is observable and therefore measurable.

Speak to the Vision

Ask for what you want instead of asking for what you don't want. A big mistake leaders make is talking about the past—about what didn't work and about what should not have happened.

See the difference here: "I **don't want** you to miss your sales numbers this month," versus "I want you to easily make your sales numbers this month." Every time you catch yourself saying "I don't want..." finish the sentence and then say, "What I do want is..." You will change the habit after about a dozen consecutive practices.

Connect the Dots

Bad behavior affects the business. For example, the Queen Bee doesn't get along with the team, therefore teamwork is non-existent. The rude boss makes the environment miserable, so absenteeism increases. Lack of proper documentation puts the company at risk for litigation.

When you give performance feedback, help your employee connect the dots to see how their behavior affects the business. For example, "When you come in late, it sends a message to the entire team that punctuality doesn't matter. In addition, others have to pick up the work-load, and they start to get resentful. So, it affects productivity and teamwork."

Conclusion: Difficult conversations are difficult because of three things: internal resistance, external resistance, and lack of skill. As a leader, you have the power to increase your skill and reduce your internal resistance. Once you befriend the uncomfortable emotions associated with helping others to course-correct, and you communicate with the right intention, you not only elevate your leadership, you elevate your life.

6 Things Effective Leaders Should Do to Inspire Their Teams

A leader's job description can seem like an ever-growing list of bullet points, but the priority for CEOs, CFOs and staff managers alike is always the same: leading their team. The question is, "how?"

As a chief operating officer, my goal has been to foster excellence at my company, N2 Publishing, which is home to a range of personalities, skills and temperaments. I searched long and hard for the key to effective team management, and it is simply this: inspiration.

Employees will have challenging days. To get through them, they'll need motivation, which leaders can supply by creating an inspirational environment, all day, every day.

Finding ways to do this is not the easiest task, but it's the right choice, always. Here are six basic steps to start motivating your staff:

Related: Managers Can Be True Leaders Not Just Taskmasters

Be future thinking.1.

If your organization believes in promoting from within, let that be known. Scant opportunity for growth means little motivation for employees to work to their full potential. I personally sit down with every new hire at our home office within his or her first week and discuss, among other things, our promote-from-within culture.

I encourage workers to not allow where they're at today to dictate how they think about the future. I personally have that belief in the way I look at my own life as well as how I look at an individual or a company.

2. Share examples.

Speak of both failures and successes so your team can relate. At the annual sales conference for my company this year, I did not lead off by speaking of victories but rather of a time when I was unable to make a sale. This type of admission not only shows that I'm human, but also that my company doesn't gloss over struggles.

Share stories about people who have overcome adversity or obstacles and have succeeded. What one person can do, another can do as well.

3. Send messages designed to inspire.

You never know whom your words will touch on any given day. So every message, no matter how short, should have an inspirational component. When speaking with employees -- whether one-on-one, in small groups or at a meeting of more than 100-plus, use the opportunity to connect and inspire.

A word of caution, though: The ups and downs in an employee's personal life can carry over into the office. This might impact the way an employee responds to even the most positive message.

4. Remember, good behavior is contagious.

As leadership expert Ken Blanchard says, catch people doing something right. As a leader, when you do catch someone doing something well, praise the individual where others will hear.

Tell staff members to behave like an owner. When one employee took the time to do extra research before making a decision on office furniture, it resulted in a lot of money saved. So I shared the good news with the staff. Putting the spotlight on this kind of behavior has a way of catching on and creates a positive and motivational work environment.

Related: Ever Had a Boss Who Seemingly Thrived on Endless Chaos?

5. Realize that consistency is key.

It's impossible for employees to build a relationship with a leader who changes from day to day. If you regularly promote positive, inspirational, motivational behavior, then that's what you will see happening. This technique is the opposite of intimidation or manipulation, which are the lowest forms of management and leadership. Leaders must realize what they wish to promote and stick with that message every day.

6. Just ask.

What inspires one person might leave another cold. Make the effort to get to know your members of your team. For example, salespeople work on commissions. While many said larger paychecks motivated them, one team member found her inspiration in the things a paycheck would allow her to do (taking time off or going to the kids' soccer games).

So ask employees, "What's your why?"

You might not be able to use all of these steps in your organization, but by implementing even a few, you're telling employees you care. And that's the best inspiration a leader can offer.

From Entrepreneur.com, September 2015, Marty Fukuda, Contributor, Chief Operating Officer of N2 Publishing

EDUCATION EVENTS



*Integrity is the
essence of
everything
successful.*



SmartWords You Must Remember

**"It takes less time to
do a thing right than it
does to explain why
you did it wrong."**

Henry Wardsworth Longfellow

Inspiration

BeLIEVE

IN
YouRSELF

Life Insurance Can and SHOULD fit into Your Financial Plans

Life insurance is something that you, as a business owner, frequently hear about. Everyone says you should have it, but has anyone ever explained why or what it can do for you? Do you really need it?

No, you don't—unless you want to help provide some financial security for your family and business.

A very versatile tool, life insurance can be used in a variety of ways to help meet both personal and business planning needs.

- **Provide for survivor income needs.** Life insurance proceeds can help meet a family's ongoing income needs after the death of a breadwinner. These funds can allow a stay-at-home parent to continue to do so, or help with a transition back into the workforce. They can also help the family maintain their current lifestyle, pay off the mortgage, or even help fund college educations.
- **Estate equalization.** If you want to pass specific assets to certain heirs (for example, your business to the child currently working for the company) and still treat other heirs fairly, life insurance proceeds can be used to provide inheritances of similar value to everyone.
- **Pay estate taxes.** With a current estate tax exclusion amount of \$5,340,000 (\$10,680,000 for married couples), most individuals will not be subject to estate taxes. However, for those whose assets exceed the exclusion amount, a 40% federal estate tax will be due within nine months of the date of death. Additionally, 16 states have a state level estate tax that may apply, even if the federal tax doesn't. Life insurance can be a great way to ensure the funds are available to pay these taxes without having to liquidate assets.
- **Lifetime access to funds when needed.** Permanent life insurance policies have an additional benefit—a cash value that can be accessed by the policy owner during the insured's lifetime. Taken as loans or withdrawals, these funds can be used for any purpose. Keep in mind that surrender charges may apply and the policy growth and/or death benefit can be affected.
- **Fund buy-sell agreements.** As a business owner, you probably understand the importance of having a business succession plan. Yet, even the best plans can be derailed if the money to implement a buy-sell agreement is not there when needed. Life insurance proceeds are available almost immediately after the death of the insured owner, and the owner's family can receive the purchase price for the business interest upfront, avoiding the need for periodic payments over an extended period of time.
- **Protect against the loss of a key person.** Whether it's an owner or a valuable employee with specialized skills, the loss of a key person can be crushing to a business and could jeopardize its continued success. The time and costs associated with finding, recruiting, and training someone new can be immense. A life insurance policy owned by and payable to the business can protect against financial losses that may result from the death of a key employee.
- **Retain employees with a special benefit.** Life insurance can also play a role in employee retention by serving as the basis for a specialized benefit plan for select employees. Whether it's owned by the business and the cash value is used to provide periodic bonuses under a private bonus plan, or owned personally by the employee and paid for through taxable bonuses from the company under an executive bonus plan, life insurance can be a cost effective way to provide a unique benefit to your most valuable employees.

The cost of life insurance coverage is generally based on age, health, and lifestyle, and may vary significantly from one individual to the next. It will also vary depending on the size and type of policy.

Now that you have a few things to think about, the next step is to talk to your insurance provider to learn how life insurance can benefit both your family and your business throughout your lifetime and even after you're gone. ♦

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Road

Pittsburgh, PA 15205

Ashley Chavez

412-722-1877

ashley.l.chavez@efleets.com

Pelles HVAC

P. O. Box 1314

Mars, PA 16046

Sue Pelles

724-625-2444

sue@pelleshvac.com

April 14th

Wigle Whiskey Tour and Tasting



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Sunday, March 13th



Happy St. Patrick's Day, March 17th!

ACCWPA Upcoming Events

March 10, 2016

TRUTH about R410!
Juniper Grill – Cranberry Twp.

April 14, 2016

Wigle Whiskey Tour and Tasting
Strip District

May 12, 2016

Apprentice Graduation
Motivational Speaker
Dale Carnegie

June 9, 2016

Board Meeting Only

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Air Conditioning Contractors Western Pennsylvania

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