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The Human Resources Program in the Growth Company, 1985

Leonard C. Scott

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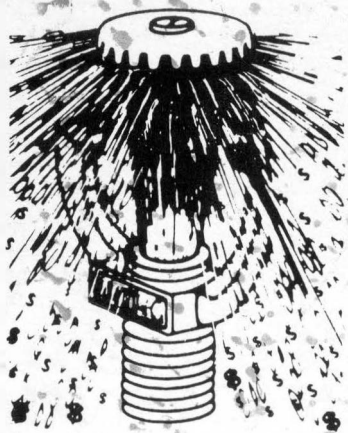
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The Human Resources Program in the Growth Company, 1985

Abstract

Perspectives on company leadership for rank and file employees in the sprinkler industry. From Fire Protection Contractor. Vol.8, No12. December, 1985.



FIRE *Please see Page # 22* PROTECTION CONTRACTOR

VOLUME 8, NO. 12

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TRENDS IN THE SPRINKLER INDUSTRY

PLUMBERS are entering the sprinkler industry in large numbers. One large fire supply company told FPC recently that 25% of all mechanical contractors surveyed by their sales people reported they have a sprinkler department and/or sprinkler division.

RESIDENTIAL SPRINKLER DIVISIONS are being established by sprinkler contractors. They are separating this work from their regular work for many reasons: requires smaller trucks, smaller and different tools, no shop fabrication when using plastic and copper pipe, smaller crews, and faster scheduling.

STATE AND REGIONAL SPRINKLER CONTRACTOR'S ASSOCIATIONS are being formed to handle local problems that national associations cannot deal with. Besides the three national associations there are now 13 regional and state sprinkler associations. Two other states have

expressed interest in forming local associations.

CLOSED SPRINKLER OFFICES in 1983 and 1984 were mainly unionized offices. . . possibly 90 to 95% of all offices closed in these years were union shops. In 1981 and 1982, both union and non-union shops closed due to the deep recession. In 1983 the sprinkler industry turned around and 1984 was a great year for our industry. But, offices of the unionized sprinkler contractor continued to close due to the non-union movement.

CONSOLIDATION OF OFFICES of unionized sprinkler contractors occurred in great numbers during this same period.

SPRINKLER FITTERS who are (were) members of sprinkler unions who have opened their own sprinkler contracting companies tend to go non-union in their own operations. ■

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AND MUCH MORE!

THE HUMAN RESOURCES PROGRAM IN THE GROWTH COMPANY

BY
Leonard C. Scott

Sustained rapid company growth requires a human resources program characterized by certain approaches and philosophies. In the first place, the best top management team in terms of proven performance records that can be secured should be put in place through outside recruiting and internal advancement. This team should generally consist of individuals with High Achievement Motivation - a specific personality characteristic.

The leadership philosophy which will best motivate such a group is one in which performance is more important than politics. Also, these individuals should be given attractive monetary and quality of life incentives. With respect to personal growth, they should be told that the company believes in growing the "growables" and helping those who become obsolete to move on.

These individuals should be encouraged to work for consensus on important decisions and to speak their minds without fear of recrimination. Above all, they must be made to commit to a business philosophy where all company efforts are aimed at satisfying the needs of the customer in the marketplace, creating new customers, and constantly leavening themselves. They must be given an environment in which they find hard work enjoyable and winning a common experience.

With respect to rank and file employees, management behavior must be such that they are convinced that they can trust management and that their goals and those of the company as a whole are the same. This kind of management behavior is characterized by the following:

1. Effective communications up and down the organization.
2. Encouragement of employees to speak their minds.
3. No favoritism.
4. Showing an individualized concern for every employee.
5. Setting goals and paying for performance.
6. Providing modern equipment and attractive working conditions.
7. Careful screening of new employees.
8. Developing employees to their highest potential.

Simply stated, the company that secures the best people, motivates them most effectively and nurtures their creativity will surpass its competitors in the marketplace. The success of this kind of company is assured.

About the author —

Leonard C. Scott is a principal of The Evans Group based in Dallas, Texas. The firm offers consulting services to a number of top U.S. firms and associations in the area of: Employee Communications, Time Management, Stress Management, Motivation, Leadership Training, Sales and Marketing, Negotiating Skills and Influence Management.

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NFSA "INVADES" AFSA CONVENTION

When the American Fire Sprinkler Association held its 4th Annual Convention and Exhibition in Fort Lauderdale, Florida in early September, the Board of Directors of the National Fire Sprinkler Association was well represented.

John Viniello, President of NFSA had been invited by the then President of the AFSA, Harold Black. John's team won the golf tournament.

Other NFSA Board members present were: Kevin Fee, Reliable Automatic Sprinkler Co.; Ray Malek, Grunau Co., Inc., Charles Miner, Automatic Sprinkler Corporation of America; Bill Reynolds, Crawford & Slaten Co.; and Norm Van Wormer, Sr., Globe Fire Equipment Co.

George Meyer, President of Central Sprinkler Corporation, had planned to attend but had to cancel due to other pressing business.

Cliff Dolan, Viking Sprinkler Corporation, a member of the NFSA's Manufacturing Council, was also in attendance.

Charles Miner, President of Automatic Sprinkler Corporation and Frank Fee, President of Reliable Sprinkler Co. and a former member of the Board of Directors of the NFSA, were major speakers at the Convention.

REGARDING DIFFICULTIES:

"A prudent man foresees the difficulties ahead and prepares for them; the simpleton goes blindly on and suffers the consequences". . . Proverbs 22:3.