

Meeting Report

2011 Fall Conference



Construction Industry
Round Table

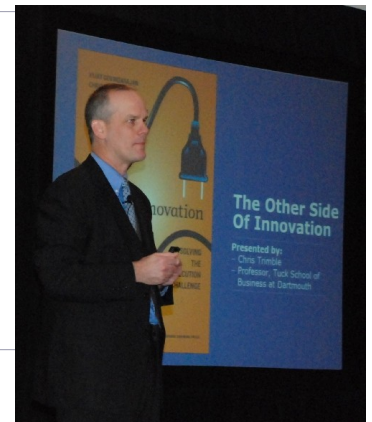


A beautiful location and perfect weather in Naples, FL made for an ideal setting which brought together more than 70 members and nearly half as many spouses! Members were presented with dynamic speakers, instructive topics, and edifying conversations. And, the fun we throw in is only second to the one-on-one face time with industry leaders that you won't find anywhere else.



L: CIRT's logo was branded on the side of the Ritz-Carlton tower during the reception; Center and Right: CIRT Chairman Bob Alger (*Lane Construction Corp.*) welcomes the members and officially convenes the meeting.

Chris Trimble, co-author of *10 Rules for Strategic Innovators* and Professor, Tuck School of Business at Dartmouth, opened the CIRT Fall Meeting with his pioneering remarks on solving the execution challenge....something that he views as "the other side of innovation." Trimble defines innovation as "any project that is new to you and has an uncertain outcome" and which requires resources; some full time and some part time. "The key to success," says Trimble, "is to assign the right tasks to the right people, full time and part time." Mr. Trimble cited three models for innovation: 1) Creating a Culture of Innovation (lots of smaller projects); 2) Repeatable Innovation (series of similar projects); and 3) Custom Innovation (one special project). For a copy of Mr. Trimble's full power point presentation, please contact Jane Bonvillain.



The Generations People, comprised from L to R: **Lynne Lancaster** (the Boomer); **David Stillman** (the GenXer); and **Seth Mattison** (the Millennial).

The Generations People in one word "wowed" the CIRT members with their cutting-edge insights into what makes the generations tick, click and collide. Using cutting-edge research, multimedia, stats and case studies to highlight what it's going to take to attract and retain the best and brightest talent of every age, you may certainly recognize not only yourself, but also the newest hires.

Pictured right, the CIRT "Boomers" stand to make their presence known.



Wednesday Highlights

Five Critical Mistakes Made by CEO's



After the networking breakfast, members gathered to hear Kelly Riggs discuss the five critical mistakes made by chief executives.

Kelly Riggs, founder and president of Vmax, a business performance improvement company, is widely recognized as a powerful speaker and dynamic trainer in the fields of leadership, sales development, and strategic planning. Kelly addressed five critical business challenges that can seriously limit workplace performance, erode corporate culture, and undermine efforts to adapt to changing market conditions. These issues, though critical, are often overlooked or inadequately addressed by corporate leaders. In much more detail, Kelly elaborated on: 1) **Lack of Clarity** —be sure you have a clear vision/ mission statement/set of values; develop a high performing team that has a clear understanding of the goals which will help elevate them; these employees will be emotionally engaged and do better. 2) **Lack of Differentiation** — ask yourself, “why should your client do business with you?” “If your people don’t know what the advantages are that differentiate your business, you’re in trouble,” Kelly stated. 3) **Inadequate “Battle Plans”** — it is imperative to have a defined strategic plan for marketing the organization. “A goal of working harder is not a strategy and a strategy is not a collection of tactical steps,” commented Kelly. He quizzed the members as to what company had as its well known tagline: “*Quality is Job One*” It’s about simplifying operations and improving focus,” he said. 4) **Culture is Neglected** —In the famous words of Peter Drucker “culture eats strategy for breakfast.” Give employees a reason to care and fully engage them. Self-aware leaders with strong interpersonal skills will see a better financial performance. 5) **No Sales Process** — not having a defined/business development process; process / measurements/matrix— these are teachable skills. Kelly said “you have to have standards that can be duplicated” and therefore able to be measured and taught.

If you are interested in contacting Kelly for further information, he can be reached at kelly@vmaxpg.com.

Merril Hoge: Just “Find a Way”

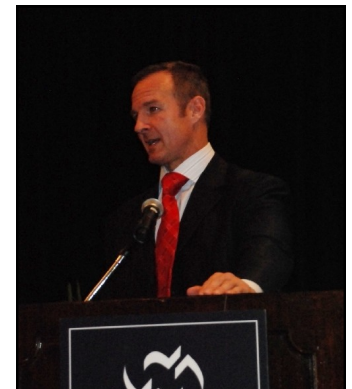
The final session of the CIRT conference focused on a more inspirational message for the members to take with them. To that end, Merrill Hoge was invited to share his life story. From the time he was a young boy dreaming about one day playing professional football in the NFL to the day he was given the news in his mid 30’s that no one wants to hear — “you have cancer” - Merrill Hoge has lived by the simple, yet powerful words “*find a way*”. These three words have been the driving force behind Merrill achieving his boyhood dream in which he played eight seasons for the Pittsburgh Steelers and the Chicago Bears; and to dealing with life-threatening circumstances. Sustaining two concussions and after the second, Merrill had to be resuscitated after he stopped breathing and spent 48 hours in the intensive-care unit. He had to learn to read again and experienced memory loss and was forced to retire due to brain injury. Then in Feb. 2003 Merrill was diagnosed with stage II Non-Hodgkin lymphoma. He had the first of six chemotherapy treatments and always maintained a positive outlook throughout his treatment. In his motivational book “*Find A Way: Three Words That Changed My Life*,” Merrill writes:

“It is destroyable, it is beatable. You have everything in you to do it. The mind is a powerful thing. There is no doubt, come May, I’ll be cancer free; five years after that, I’ll be cured. Fifty years or whatever time I have left after that, it will be the platform I stand for. I’ll be a better man. This has been a blessing.”

On July 2, 2003, after completing the chemotherapy, Hoge was declared cancer-free.

Merril, who has been an ESPN commentator since 1996, shared football stories with the members and spent time answering their questions about various NFL quarterbacks as well giving some expert analysis. Merrill can be seen on NFL Matchup on Sunday’s.

Merril Hoge (pronounced Hodge) pictured with CIRT Chairman Bob Alger. Turns out Merrill & Bob are former neighbors when Hoge played with the Steelers.



New Members & Guests

CIRT conferences provide a place where members can deal 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. We were very pleased to have the following new members and guests:

New Members

- ◆ Kevin Bowen, President
Peter R. Brown Construction, Inc.
- ◆ Ralph Hawkins, Chairman & CEO
HKS, Inc.
- ◆ Dan Himick, President
C.C. Myers, Inc.
- ◆ Dave Mahoney, Sr. Vice President
Dewberry
- ◆ Mike McMahon, President, EC&M
Day & Zimmermann Inc.
- ◆ Tom Scarangelo, Chairman & CEO
Thornton-Tomasetti
- ◆ Brynne Smith, Sr. Vice President & COO
Tecta America Corp.
- ◆ Les Snyder, III, President & CEO
Joseph B. Fay & Company
- ◆ Dan Walsh, CEO
The Walsh Group
- ◆ Doug Welling, President & COO
Jacobsen Construction Co.
- ◆ David Zachry, President & CEO
Zachry Construction Corp.

Guests

- ◆ Al Gerhardt, COO
Kraus-Anderson Construction Co.
- ◆ Bruce Lake, President
McHugh Construction Inc.
- ◆ Charles Mouzannar, Executive Vice President
AMEC Earth & Environmental, Inc.



*CIRT Treasurer **Steve Halverson** (The Haskell Co) introduces The Generations People presentation.*



***Ron Magnus** (FMI Corp.) makes a presentation to the Board of Directors before the start of the CIRT conference.*



*CIRT members including **Linda Figg** (Figg Engineering), **Peter Emmons** (The Structural Group) and **Bruce Grewcock** (Peter Kiewit Sons') take the opportunity to do a little one-on-one follow up with *The Generations People*.*



Connecting with colleagues and making new business contacts is one of the top benefits of membership!



*Pictured above are **Bill Siegel** (Kleinfelder Group) and **Dick Fox** (CDM); pictured left are members **Doug Jaeger** (Adolfson & Peterson) and **Tom Gunkel** (Mortenson Construction); pictured right, **Ralph Hawkins** (HKS Inc.) shows **Jim Gorrie** (Brasfield & Gorrie LLC) features of the iPad.*



Photo Highlights



Dave Crawford (Sundt Construction) and **Dan Walsh** (The Walsh Group) have an opportunity to catch-up during one of the breaks.



Rich Weeks (Weeks Marine, Inc) listens intently to **Peter Vigue** (Cianbro Cos.).



Charlie Bacon (Limbach Facilities) and **Tom Gilbane** (Gilbane Building Co.).



David Zachry (Zachry Construction Corp.); **Henry Massman** (Massman Construction); and **Scott Cassels** (Kiewit).



Ron Skaggs (HKS Inc.) who has retired as Chairman of HKS Inc. attended his last CIRT meeting and performs his "swan song" with the Dueling Pianos during the after-dinner show.



CIRT members and spouses enjoy the company of friends ..old and new!

NEXT MEETING:

2012 Spring Conference

April 30 - May 2, 2012

Park Hyatt Hotel

Washington, DC



Construction Industry Round Table

Mark A. Casso, Esq. / President
Jane Bonvillain / Director of Association Programs

8115 Old Dominion Drive / Suite 210
McLean, VA 22102

202.466.6777 / fax: 703.992.8393
Email: cirt@cirt.org / www.cirt.org



JJ Suarez (CSA Group) and **Mike Re** (Swinerton) get ready to head to the 1st hole for CIRT's first golf tournament which was held at the Tiburon Golf Club. Congratulations to the winning foursome: **Don Greenwood** (Burns & McDonnell); **Brynne Smith**

(Tecta America); and **Tom and Kendra Sorley** (Rosendin Electric); Closest to the pin: **Charlie Bacon**; and Longest Drive: **Molly Steffes French**