

THE RESOURCE FOR THE CEILINGS & INTERIOR SYSTEMS CONSTRUCTION INDUSTRY

WWW.CISCA.ORG

JULY-SEPTEMBER 2019

ACOUSTICAL INTERIOR CONSTRUCTION



FOCUSED ON THE FUTURE: EMERGING LEADERS

**ALSO
INSIDE**

**CISCA's New President,
Kelly Johnson**

**Introducing CISCA's New
Board of Directors**

**Bringing the Bible to Life: Manganaro
Midatlantic Helps Build Religious
Museum in Heart of Washington, D.C.**

There's a lot of noise out there.

Rockfon® ceilings provide the style architects want and the high sound absorption you need. Get the facts at www.Rockfon.com.

The Passing Whistler

The Gum Smacker

The Loud Talker

The Coffee Slurper

The Click-Clacker

The Squeaky Roller



Part of the ROCKWOOL Group

Easy on the eyes. Easy on the ears.
Easy on the installer.

PLAZA LARGE-FORMAT ACOUSTIC PANELS

Panel sizes up
to 4' x 10'

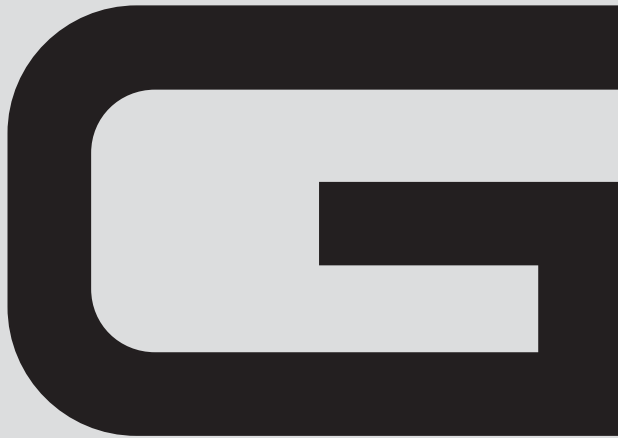
Lightweight
perforated aluminum
construction

Innovative
honeycomb core

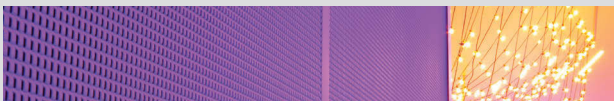
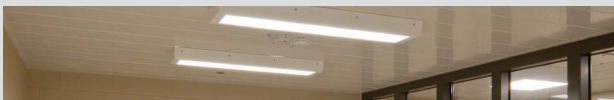
Designed for the ideal combination of
lightweight strength, monolithic look
and speed of installation.

[CertainTeed.com/Plaza](https://www.CertainTeed.com/Plaza)

HunterDouglas 
Ceiling & Wall Products
exclusively from CertainTeed



IMPASSIONED
INNOVATION



INTERIOR
EXTERIOR
ACOUSTICAL
DATA CENTER
CLEANROOM
SECURITY
ORNAMENTAL

For 55 years Gordon, Inc. has delivered innovative architectural and engineered solutions for interior and exterior applications. We stay ahead of industry needs with next-level technologies and custom approaches to complex challenges. Our people, passion, experience and expertise have allowed us to create award-winning solutions for multiple markets. Like your projects, we are anything but standard. **Advancing architecture with impassioned innovation.**

GORDON[®]
ARCHITECTURAL+ENGINEERED SOLUTIONS

GORDON-INC.COM

Acoustical Interior Construction

JULY-SEPTEMBER 2019

Contents

COLUMNS

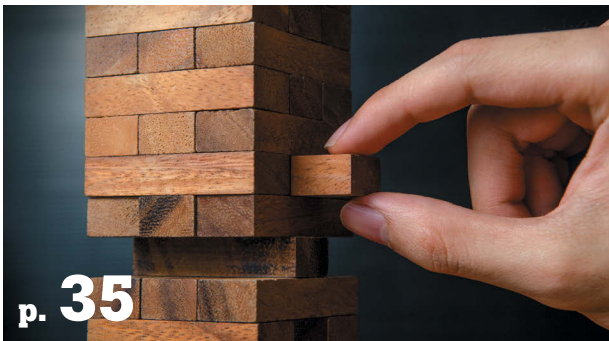
- 7** President's Message: Kelly Johnson

FEATURES

- 10** Focused on the Future: CISCA President Kelly Johnson Starts Term with Clear Goals
- 14** Introducing CISCA's 2019-2020 Board of Directors
- 20** Bringing the Bible to Life: Manganaro Midatlantic Helps Build Religious Museum in Heart of Washington, D.C.
- 24** Talking Shop: Emerging Leaders Tour Ceilings Plus, Learn about Distribution
- 26** Volunteer to Attend this Titanic Event: CISCA's Fall Conference and Networking Event Set for Sept. 18-20 in Nashville, Tenn.
- 28** Should You Include a Mandatory Arbitration Clause?
- 30** The Cost of Poor Performance: Why Failing to Train Your Employees Costs a Lot More than You Think
- 32** Treat Your Employees Like Volunteers
- 35** The Risky Six: Six Keys to Shed Fear and Take Smart Professional Risks
- 38** Five Secrets to Find and Keep Top-Notch Talent without Breaking the Bank
- 42** Improve Your Leadership IQ

IN EVERY ISSUE

- 46** Index to Advertisers



Published for:



**Ceilings & Interior Systems
Construction Association**
1010 Jorie Blvd, Suite 30
Oak Brook, IL 60523
630.584.1919
Fax: 866.560.8537
www.cisca.org

Executive Director
Shirley Wodinski

Published by:



5950 NW 1st Place
Gainesville, FL 32607
800.369.6220
Fax: 352.331.3525
www.naylor.com

Group Publisher
Troy Woodham

Sales Manager
Troy Woodham

Content Strategist

John McCurdy

Marketing

Summer Lin

Advertising Sales Director

Ken Kepler

Project Coordinator

Brittney Smith

Layout & Design

Pankaj Kumar Bharti

©2019 CISCA. All rights reserved. The contents of this publication may not be reproduced, in whole or in part, without the prior written consent of the publisher.

PUBLISHED AUGUST 2019/
CISCQ0319/5300



ACOUSTICAL MATERIAL SERVICE 50 YEARS IN BUSINESS

AMS was founded by Max Gondon and Don Shuller in July 1969, which started out distributing wire for suspending ceilings. Several customers that supported AMS in the beginning are still supporting us today. Some recall Max personally delivering wires to their job sites. With locations in Commerce, California, San Diego and Hawaii, Max and Don sought out the opportunity to become the Armstrong distributor in 1972, hiring the best outside salespeople in the market: Jerry Marcoly and Led Fortini, both icons in this industry.

In 1986, Max bought the company, becoming the sole owner with large growth in mind. In doing so, AMS expanded its product offerings to drywall, steel framing, doors, frames and hardware. Shortly after that, AMS opened new locations in San Bernadino and Anaheim.

Max opened the Van Nuys location in 2000 and purchased GB Supply in Las Vegas. In 1997, AMS purchased Mac Building Materials in San Jose, a distributor of drywall products, and quickly obtained the Armstrong line, exclusively enabling AMS to continue expansion plans in Northern California. AMS then hired an icon in the ceilings industry—Bettie Donate, who worked for Acoustilite, which had the Armstrong line for many years in Northern California. In 1998, AMS Greenfielded San Leandro. In 2000, it purchased Rugby Sacramento, and in 2001, acquired AMS Greenfield in Reno, Nevada.

AMS has many employees with well over 20 years tenure, with its longest, Eliseo Galindo, at 47 years, another icon who is still working at AMS today. The foundation that Max Gondon and Don Shuller established is still with us. We strive for

change and challenge. Our employees are what makes AMS great, and because of many employees' longtime tenure, we have become a family. Just a humorous point about Max: His greetings were not of the usual; his greetings would make you wonder, "Is he mad at me?" He always kept you on your toes and had a special ability to identify the skills in a person and utilize them at their maximum capabilities. Max was the kindest, most giving person.

The legacy that Max Gondon left behind, establishing the best in building materials distribution, and the many opportunities that were provided to the AMS families, will always endure in our memories for years to come. "To the Max!"



2019-2020 CISCA BOARD OF DIRECTORS

PRESIDENT
Kelly Johnson,
Specified.

INCOMING PRESIDENT
Scott Turczynski,
Heartland Companies

IMMEDIATE PAST PRESIDENT
Garrett Larson,
Golden Valley Supply Co.

SECRETARY-TREASURER
Dave Chaffee,
E&K Companies

EXECUTIVE DIRECTOR
Shirley Wodynski,
CISCA

BOARD MEMBERS

CONTRACTOR DIRECTORS
Janet Crumpton,
Acousti Engineering

Paul Gallagher,
C.J. Coakley Co. Inc.

Matt Paul,
Ellijay Acoustics Inc.

Alan Skinner,
Skinner Interior Systems

DISTRIBUTOR DIRECTORS
Andy Callaway,
L&W Supply

Terri King Peak,
Action Gypsum Supply

MANUFACTURER DIRECTORS
Scott Mahony,
USG

Bill Mordecai,
Freudenberg Performance Materials

Cory Nevins,
Rockfon

Ron Rice,
Gordon Inc.

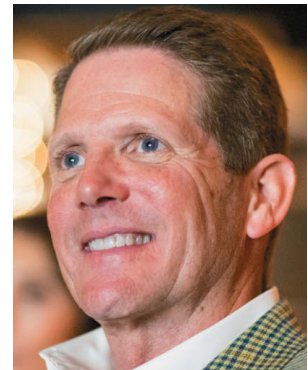
BOARD ADVISORS

CONTRACTOR ADVISER
Jason Gordon,
Heartland Acoustics & Interiors

INDEPENDENT REP ADVISOR
Eric Mau,
Mau Inc.

PRESIDENT'S MESSAGE

We will start by adopting a theme of "3 Cs" – Clear, Concise, Communication. As this theme weaves its way through our organization, every member will have access to know "what's going on" in CISCA.



BY KELLY JOHNSON, SPECIFIED., 2019-2020 PRESIDENT

"What's going on?"

How often do we ask our friends, family and coworkers this question? As excited as I am to be taking the reins of this great association and serve alongside a fantastic group of board members and volunteers, I have found myself asking this question many times in the last month. CISCA has a long history with many individuals, task forces and committees that work hard on a daily basis; we may be the best kept secret within our industry.

It's time for us to change that, and we need your help!

Our goals for the organization parallel this by implementing new initiatives and committees designed to get the word out that CISCA is alive and well. We will start by adopting a theme of "3 Cs" – Clear, Concise, Communication. As this theme weaves its way through our organization, every member will have access to know "what's going on" in CISCA.

With communication being at the forefront of what we do, our Communications Committee is being completely revamped in order to keep all of us up to date on "what's going on." We need to communicate effectively internally with our teams and members and also begin to project our CISCA brand externally to people and companies that are not members.

They may never become members given their trades, but they need CISCA's subject matter expertise, which is delivered in part by our excellent Technical Committee. Communications will also work to amplify the good work done by our Events Committee, who coordinate the Fall Conference and Convention every year.

Additionally, we will be establishing a schedule of events and meetings much earlier than has previously been published. This year, we are making a concerted effort to be forward-thinking and plan a minimum of two to three years out with a goal to be even further. This will give members time to know and plan well in advance of our activities.

Another item is initiating better procedures in order to enlist more volunteer participation. This will be achieved by having a clear understanding of how our organization functions through the use of our new CISCA Operating Procedure manual.

Our Emerging Leaders group continues to excel and grow. They just completed another successful June site visit at USG Ceilings Plus in California, where they had the opportunity to spend time meeting and discussing various scenarios of projects from the four major discipline viewpoints. The takeaway they get from these peer perspectives is invaluable. Please get involved if you are new to construction and want to expand your understanding of the industry, along with the Ceilings & Interior Systems Construction Association.

We will keep you updated as many more items are scheduled to be implemented throughout the year to keep CISCA the leading authority in our industry.

I hope to see you in September at the Fall Conference in Nashville and am looking forward to the accomplishments we will share! ■

**FOR WHEN EVERY WORD
NEEDS TO BE HEARD.**

USG Mars™ High-NRC/High-CAC Acoustical Panels deliver balanced acoustics with a sound absorption NRC of up to 0.90 and sound attenuation CAC of up to 40. Plus they feature a high light-reflective finish, outstanding sag resistance and are GREENGUARD Gold certified for low emitting performance. **Learn more at usg.com/ceilings**

USG Mars™ High-NRC/High-CAC Acoustical Panels

© 2017 USG Corporation and/or its affiliates. All rights reserved.
The trademarks USG, MARS, IT'S YOUR WORLD, BUILD IT., the USG logo, the design elements and colors,
and related marks are trademarks of USG Corporation or its affiliates.

USG 
IT'S YOUR WORLD. BUILD IT.®

CORE PURPOSE

CISCA exists to provide the acoustical ceiling and wall systems industry with 24/7/365 expertise via diverse and state-of-the-art communication channels, interactive opportunities and regional and national events.

VISION

CISCA is the global premier authority for the interior construction and acoustical ceilings industry. CISCA fosters and enables professional development and exchanges for and between association members and industry professionals.

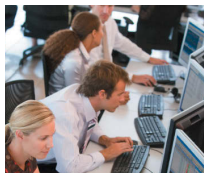
MISSION

Identify and address trends, diversity and growth of the industry and its members.

Communicate CISCA's vision to all members while fostering excitement and enthusiasm for a transformative, modern association experience. Offer a variety of collaboration and networking opportunities that will attract all CISCA audiences.

Create a structure within CISCA built on easy communication, visibility and accountability that allows volunteers and members to easily connect with the value of the association. Achieve standards of administration that are commensurate with the association's vision and focus on ensuring a positive experience for its volunteers.

Create modern two-way communication between CISCA audiences and the expertise of CISCA's members. Communication should be focused on education, current trends and the member knowledge base. Determine the next steps that allow CISCA to remain the authority in specialty interiors and acoustical ceilings using a modern mode of communication.



Turn down the **noise** and turn up **Profitability**.

A noisy work environment can take a toll on your business's profitability and decrease employee productivity. The new CISCA ROI Calculator tool evaluates just how much acoustical improvements can help optimize your bottom line. Visit cisca.org/ROIcal to learn more.



RSIC-SI-CRC-EZ



PAC International

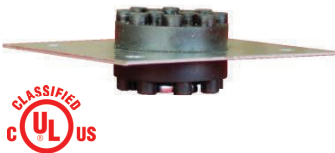
World Leader in
Noise Control
Solutions



RSIC-SI-1 Ultra



RSIC-U-HD



RSIC-DC04



RSIC-1



THE
ORIGINAL
SOUND
ISOLATION
CLIP

Walls:
STC 58-67
Floors &
Ceilings:
STC 50-80
IIC 50-84

RSIC-V



RSIC-WHI



©2019 PAC International, LLC. All Rights Reserved
RSIC® is a registered Trade Mark

FOCUSED





ON THE FUTURE

CISCA President Kelly Johnson Starts Term with Clear Goals

BY NICK FORTUNA

W

hen people ask Kelly Johnson what he loves about the interior construction, acoustical ceilings and acoustical treatment industry, he has a joke at the ready.

"It always keeps you looking up," he said with a laugh.

But as Johnson began his one-year term as CISCA's president on July 1, he had serious goals in mind, including creating standard operating procedures to ensure seamless continuity for the association, forming a finance committee to evaluate proposed expenditures, improving communication to members and growing the Emerging Leaders program, which he said is vital to CISCA's future.

"Clear, concise communication is key because without it, it's hard to move any company or organization you're working with forward," Johnson said. "We have more than 1,100 members, so if you're not communicating clearly and concisely with your constituents, they don't know what's going on, and it's hard to keep the wheels in consistent motion."

Once completed, CISCA's Operating Procedures will provide a detailed picture of every aspect of CISCA's operations, the responsibilities of staff and volunteers and expectations of each committee.

The finance committee, a group of four chaired by Secretary-Treasurer Dave Chaffee, was formed July 1.

"As fiscal stewards of our members' money, we want to have a system in place to vet all expenditures before they are presented to or voted on by the board," Johnson said.

CISCA also is conducting a comprehensive review of its communications strategy to ensure it reaches all its members, regardless of their preferred communication style.

As for the Emerging Leaders program, Johnson was a believer long before assuming the presidency. His daughter, Lynn, and son, Beau—who work in the family's Houston-based company, Specified., an independent manufacturers' rep firm—have been members of the Emerging Leaders.

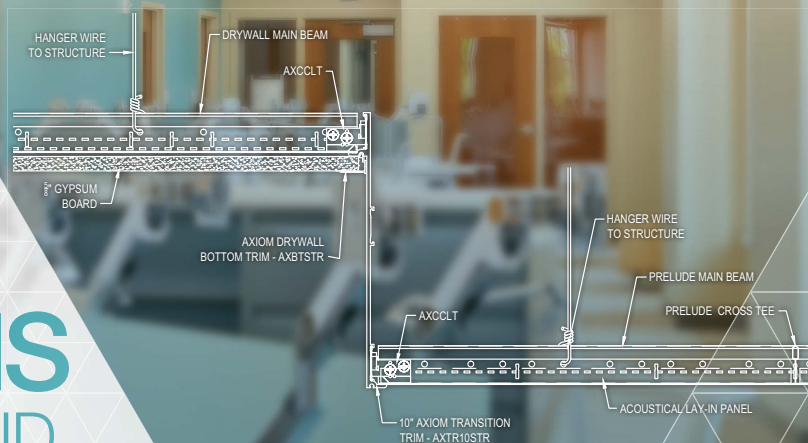
Beau joined the program two years ago, has grown within his family's organization due to his participation and is building great relationships with both his peers and CISCA members, Kelly Johnson said. Johnson credited CISCA Past President Michael Coakley for spearheading the program and said it is

Ceiling Solution
Spotlight #3 & #4

AXIOM® TRANSITIONS WITH DRYWALL GRID

Axiom® Transitions simplify and speed up installations through modular solutions that eliminate vertical framing to structure and reduce trade coordination. Designed for acoustical-to-acoustical, acoustical-to-drywall, drywall-to-drywall, and drywall-to-acoustical transitions. Select from 1", 2", 4", 6", 8", and 10" height transitions for straight, curved, and flush installs. Learn more about this crisp edge detail at armstrongceilings.com/transitions

Ceiling Solution Spotlights highlight time-saving techniques that can help keep every job on the mark, getting you on and off the job site faster.



Inspiring Great Spaces®

Armstrong®
CEILING SOLUTIONS



Clear, concise communication is key because without it, it's hard to move any company or organization you're working with forward. We have more than 1,100 members, so if you're not communicating clearly and concisely with your constituents, they don't know what's going on, and it's hard to keep the wheels in consistent motion.

among the association's most significant recent accomplishments.

"It's creating opportunities for people who are relatively new to the industry to build long-term relationships and learn about the industry," Johnson said. "The program has really brought together an exceptional group of people who will lead our organization into the future and be leaders in their company and the industry."

Beau Johnson, 26, said the opportunity to introduce his dad and welcome him onstage as CISCA's incoming president at the 2019 Convention in National Harbor, Maryland, was a "once-in-a-lifetime experience that I'll never forget."

"It was really great to see my dad, someone I've looked up to my entire life, become president," he added. "Obviously, he's well respected by his peers, and that's something I'm striving for as well, so it was heartwarming to be able to see that."

Kelly Johnson, a native of Houston, spent three years as a draftsman in the oilfield services industry before entering the construction industry as a salesman and later becoming an executive with an aluminum components group.

"I knew nothing about drywall, ceilings or any facet of construction, but they asked me what I wanted to do, and I told them I wanted to sell," he said. "Through the graciousness of other people, they took me under their wing and taught me, and I've been in sales ever since."

Johnson developed an interest in the interior aluminum frame business and in 1990 launched Specified Components Inc., an aluminum fabrication business manufacturing interior door-frame systems and trim reveals. As the business grew, it

transformed into an independent manufacturers' rep firm.

Johnson said starting his own business was largely attributable to the boldness of youth.

"I had confidence in myself that I could do it, but I tell people that when I look back now, if someone had told me the business plan – that they were married and had a brand-new baby, their wife wasn't working, and they were going to start a company – I would tell them they were out of their mind. But that's what I did, and with the support of my wife, family, friends and customers, we survived and became successful."

Specified. includes Johnson's wife, Gloria, their two children and a talented, dedicated staff, he said. In keeping with his dry, self-deprecating sense of humor, Johnson said he is grateful that his family puts up with him and that their most difficult task is to make him look good.

"For me, working with my family is incredibly rewarding. I'm sure for them, at times it's very frustrating," he said with a laugh. "It's truly a family affair. Being a small company, everyone works hard and pulls their weight to make the company successful, and we all take pride in it. That's why we're not caught up on titles or anything like that. We all have our jobs to do."

In his free time, Johnson enjoys golfing, fishing and other outdoor activities. "I love to be outside, and I love to compete," he said.

Johnson said that even after 35 years in the industry, he still finds it gratifying to look at a complex project once it's been completed and reflect on all the hard work that went into it.

"The industry is ever-changing," he said. "Working with the design community, it's

a blast to get with a firm that thinks outside of the box and pushes you and your manufacturers to do the same. When you succeed and accommodate their vision, it's a lot of fun.

"When your kids are young and you're able to drive around in any city that you work in, and your kids point to a building and say, 'Did you do anything in there?' and you say yes, in their minds, it's much grander than what you really accomplished. But your stamp is on it, along with that of many other people. It's a feeling that stays with you. I can point back 30 years ago to projects I worked on. It's a joint effort by talented people in multiple facets of the industry, and we're recipients of their talent."

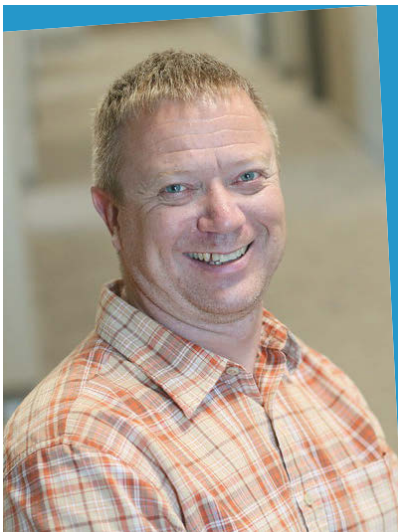
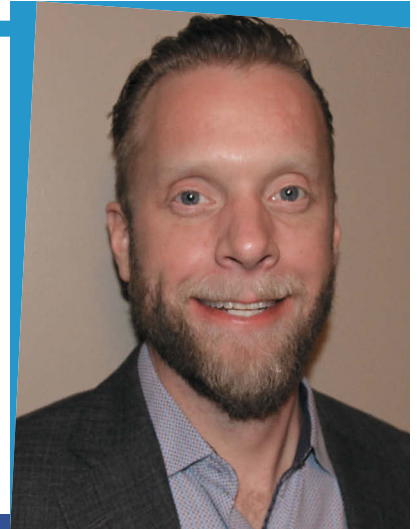
Johnson said another rewarding aspect of the business is the enduring friendships and business relationships he's made over time, both at Specified. and in CISCA.

"There's a common trust between people when you've been in the industry this long," he said. "We've had the same customers for decades, and most of these guys I've grown up with in the industry. You build that relationship where you're not just dealing with a customer you don't know, you're dealing with friends, and they know that you're going to work hard on their behalf and you're always going to put them first and try to do the right thing."

"To me, one of the main positives about CISCA is the networking and the people you meet throughout the industry. The relationships you build are long-lasting because it's a unique industry. If you're going to be involved in this industry, you're typically passionate about what you do, and it's nice to meet people from around the country who share that same passion." ■

INTRODUCING CISCA'S 2019-2020 BOARD OF DIRECTORS

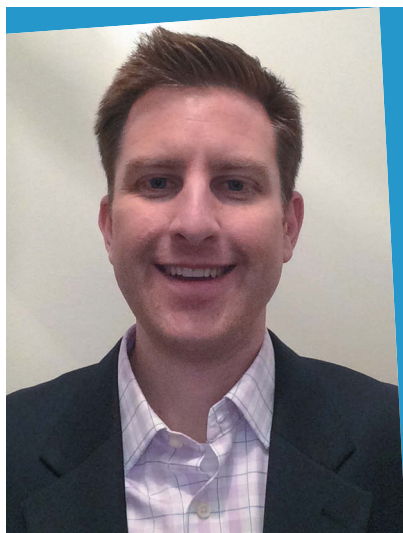
Immediate Past President – Garrett Larson is active in sales and operations for Golden Valley Supply Co. in Minneapolis, Minnesota. Golden Valley Supply Co. has five locations servicing the upper Midwest region and supplying acoustical and interior finish building materials. Garrett started his career in the ceilings industry at the age of 15 while working in the warehouse. He later began delivering ceilings for the family business. After graduating from the University of St. Thomas, Garrett spent over eight years in the IT industry, in which he owned his own IT consulting business and began contracting his services to several large corporations in the Twin Cities area. In 2009, Garrett returned to the family business and has fulfilled many different roles there, including sales, business development, operations, strategic account sales and, of course, IT. Upon his return to GVS, Garrett also became actively involved in CISCA by participating in the Education Committee as well as with the Emerging Leaders. He has also attended all CISCA Conventions and Leadership Conferences since 2009. In his free time, Garrett enjoys spending time on the lake, golfing, skiing and hunting.



President-Elect – Scott Turczynski often remarks on how construction is a major theme in his life. From obtaining a B.S. in construction engineering at Iowa State University to helping to lead Heartland, he has immersed himself into the world of construction for years. An accident that resulted in a broken back left him a bit slowed in 2010. Nonetheless, he is still helping Heartland Companies grow.

He loves Iowa State athletics and bleeds cardinal and gold. He is active on the Des Moines Construction Council as a board member while also being a part of the Master Builders of Iowa. He is also a member on various other associations, including CISCA as well as AWCI. He serves as a trustee on the Painters' Health and Welfare Fund, the Central Iowa Carpenter's Pension Fund and on the NCSRCC Apprenticeship Fund, and he is also a member of both St. Mary's Holy Cross Church and the Emmaus House Facility Committees. In addition to all of the above, he and his wife Angelia love to travel, as well as to simply spend time together at their acreage. He and his wife have seven children together ranging in ages from 12 to 23.

Secretary-Treasurer – Dave Chaffee is the president of E&K Companies. E&K has locations in Phoenix, Denver, Omaha, Kansas City and Chicago and was established in 1956. Dave has been with the company since 1996. He graduated from Kansas State University with a degree in construction management. Dave and his wife Margaret live in Leawood, Kansas, with their four children Zoey, Geno, Ella and Molly. In his free time, Dave enjoys being outdoors with his family hiking, camping, boating and skiing.



Distributor Director – Andy Callaway is the director of merchandising for L&W Supply and is based in Chicago. L&W Supply operates over 170 branches in 35 states and is one of the nation's largest distributors of wallboard, suspended ceilings, steel studs and related building products. Andy began working at L&W Supply in 2013 after eight years at USG in various supply chain and technology roles. Andy graduated from Purdue University in 1999 with a degree in industrial engineering and, prior to his career in building materials, worked for Arthur Andersen and Rockwell Automation. Andy has been involved with CISCA for the past several years and served on the Industry Marketing Advisory Committee for the past year. Andy and his wife Liz live in Glen Ellyn, Illinois, with their two children, Ava and Noah. In his free time, he enjoys spending time with his family, coaching sports, traveling and running.

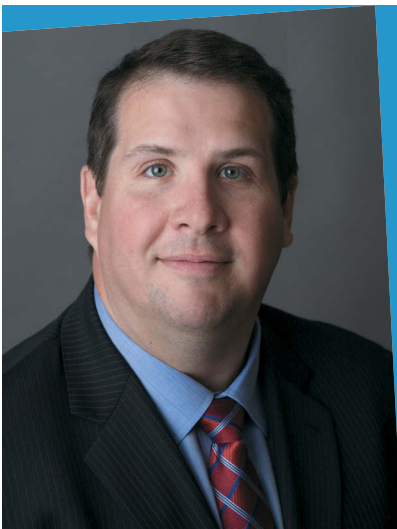
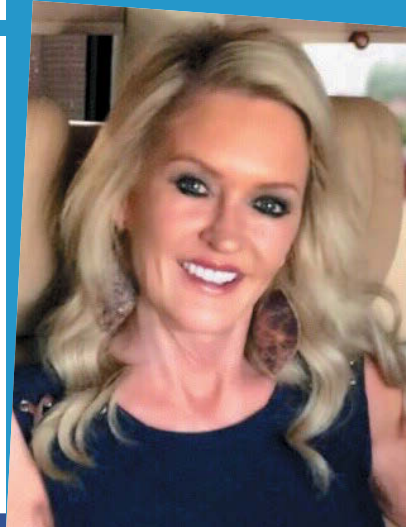
Contract Director – Janet Crumpton is the corporate secretary and manager of the Acousti Engineering Alachua, Florida, office. Acousti is an interior specialty contractor with offices throughout the southeast and Texas. Janet graduated from University of Central Florida with an MBA. She started at Acousti as an assistant project manager in the Orlando office in 1999 after working for the company part-time during high school and college. In 2013, Janet and her husband Darryl relocated to the Gainesville area, where together they manage the company's work at the University of Florida and UF Shands hospitals and other health care facilities. Janet learned construction on the job from her father and CEO, Ray Verner, and all the other Acousti executive team that she considers family. In her free time, Janet trains and competes in horse carriage driving events with her horse, Donner. She is an avid UF Gator football fan and can be found in the Swamp every Saturday during season when she is not at a horse show.





Contractor Director – Paul Gallagher is vice president for C. J. Coakley Co. Inc., an interior subcontractor servicing the Washington, D.C.; Maryland; and Virginia areas. After an internship and receiving his degree in construction engineering and management from the University of Ulster in Northern Ireland in 1992, he joined C. J. Coakley Co. Inc. He has worked for the company since his graduation and became vice president in 2014. He has worked on several unique and prestigious projects in the Metropolitan D.C. area, including the Newseum, the Pentagon, the Department of Justice, EEOB, the IMF and Capitol One. Paul has five children with his wife, Beth. Two of their children are in college, one goes to Virginia Tech and the other is attending Clemson. Outside of work, Paul enjoys cycling, Washington Nationals baseball and playing music.

Distributor Director – Terri King Peak began working in the building materials industry in 1980. Terri King and Lenin Juarez formed Action Gypsum Supply in 2003, starting in a small leased warehouse in Houston, Texas. Action Gypsum Supply expanded to each major market throughout Texas. Over the next few years, she and Juarez open locations in South Houston, Bryan/College Station, San Antonio, Austin, Corpus Christi, Dallas and Fort Worth. In 2017, they completed an acquisition of majority interest in ARGOS Material Distribution, which had two locations in Southern California (Chino and Long Beach) but soon began expanding to the Bay Area (Hayward and Gilroy) and onward to Phoenix, Arizona. One year later, Action Gypsum Supply opened their 14th location in Denver, Colorado. Peak is a member of the Women's Contractors Association, National Association of Women in Construction, Affiliated Distributor Building Materials, AWCI and CISCA. She also serves on the BB&T Advisory Board.



Manufacturer Director – Scott Mahony is currently director of acoustical tile for USG in Chicago. Scott has been involved with USG Ceilings for 22 years in various sales and marketing leadership roles in both the United States and in Canada. He joined USG's Canadian division, CGC Inc., after graduating from Brock University in 1997. After spending the first 16 years of his career in Canada, he joined USG's North American Ceilings Team in 2015. Scott and his wife Cheryl live in Ontario, Canada, and enjoy fishing, traveling and home renovations.

Manufacturer Director – Bill Mordecai is a market manager for Freudenberg Performance Materials in Durham, North Carolina. Bill's background is in technical textiles and business, which he studied at North Carolina State University (B.S.) and The College of William and Mary (MBA). After several years of working in the automotive safety and defense industries for Honeywell, Bill joined Freudenberg Performance Materials in 2007 and currently manages their architectural acoustics as well as other markets for North America. Freudenberg, headquartered in Weinheim, Germany, manufactures a wide variety of acoustic, insulation and roofing products for the building industry. Bill has been involved with CISCA for 10 years and currently serves on the Industry Marketing Advisory Committee. He is also active with the N.C. chapter of the Acoustical Society of America. Bill has one son, who recently finished college at UNC and lives in the Raleigh area. In his spare time, Bill enjoys playing tennis and attending college football and basketball games.



Manufacturer Director – Cory Nevins is currently the vice president of sales East for Rockfon (a division of Rockwool), having held several sales and marketing leadership roles with Rockfon following their acquisition of Chicago Metallic Corporation in 2013. He has 25 years' experience in the industry, working 15 years for USG following graduation from Miami University in 1994 with a degree in marketing. He lives outside of Chicago with his wife Stacy and their three young sons. In his free time, Cory enjoys golfing, grilling and the Chicago Cubs.

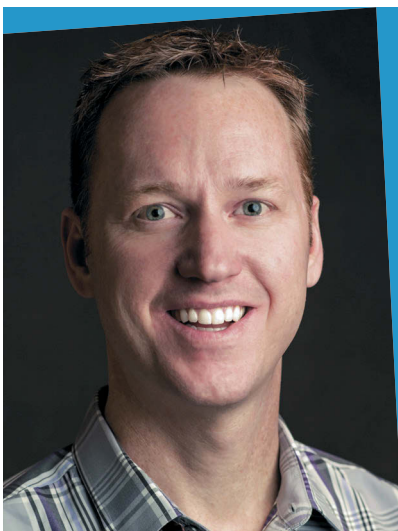
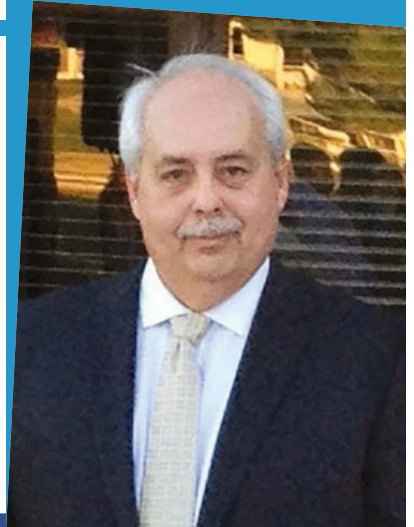
Contractor Director – Matt Paul is a project manager and estimator for Elljay Acoustics Inc., an acoustical ceiling contractor in Southern California. Matt has been with the company since 2003. He graduated from the University of Hawaii in 2001. He and his wife Tracy have three kids, aged 7, 4 and 1.





Manufacturer Director – Ron Rice is executive vice president of sales and marketing for Gordon Inc. in Bossier City, Louisiana. Ron has been involved in the ceilings and Division 9 business since 1985, when he started as a sales representative for DONN Corporation. He then transitioned into sales management with USG Interiors in Atlanta and Dallas. Ron concluded his USG career as general manager of the L&W operations in the Southeast before moving into the Division 5 world with a light-gauge steel fabricator. Ron then became a sales manager for Steelcase Polyvision's visual display operations. But the ceilings habit was always with him, and in 2005 he was able to join Hunter Douglas and become its general manager for the North American metal ceilings unit. Ron departed Hunter Douglas in August 2018 to join Gordon and relocated to Shreveport, Louisiana, with his wife, Kristi. Ron played football and graduated from Georgia Tech with a B.S. in management science and earned his M.S. in international studies from University of Texas-Dallas. Ron's two daughters, Maggie and Erin, reside in Atlanta.

Contractor Director – Alan Skinner is the president of Skinner Interior Systems, Inc. (SIS), which is located in Phoenix, Arizona. The company services the entire state of Arizona. Alan founded the company in March 1993. Alan and his team have built a very well-respected medium-size company with many long-term clients and many loyal employees. Alan started his career as union apprentice carpenter in 1977. He has worked his way up to a journeyman carpenter, field superintendent, project manager and estimator. Before starting SIS, Inc., Alan worked in distribution as an outside salesman for Acoustical Material Services of California. Alan has also served on past CISCA Boards of Directors and has been a member of American Society of Professional Estimators for over 24 years. Alan has been very active in the local chapter and has served as president in the past. He has worked on committees within the local chapter of Arizona Subcontractors Association. Alan and his wife Patricia live in Peoria, Arizona, and are very involved in their community and family. Alan enjoys golf, skiing, hunting, fishing, boating and traveling.



Contractor Advisor – Jason Gordon is president/CEO of Heartland Acoustics & Interiors headquartered in Englewood, Colorado. Heartland services the entire Rocky Mountain region and has branch offices in San Diego and Austin, Texas. Jason has been around the ceiling business his entire life and first started working for a suspended ceiling company in San Diego in the early '90s. After graduating from Kansas State University with a degree in construction science and management in 1998, he started Heartland Acoustics & Interiors in the Denver area. Jason served as CISCA's President in 2015-2016 and is excited to continue serving on the CISCA board. He has been married to his wife, Christi, for over 25 years and has two kids in college: Courtney and Jett. Jason enjoys hanging out at home with his family but also finds time to tinker in his garage on cars and projects, ride motorcycles and explore the Rocky Mountains.

Independent Rep Advisor – Eric Mau is president of Mau Inc. in Arlington Heights, Illinois. Eric, or “Doc,” has been in the interiors business since 1985. After graduating from the University of Iowa, he worked for USG and Central Acoustical Supply House before starting Mau, Inc. in 1994. This is the 25th anniversary for Mau, Inc., which currently has a team of four employees covering the Great Lakes Region with many specialty products manufacturers, with many being CISCA members. Eric and his wife Laura have two boys, both of whom are in the interiors business, with Charlie working for a CISCA contractor in Denver and Carter working with Mau, Inc. in the Chicagoland area. Eric and the family enjoy summers at Lake Geneva, Wisc., golf and travel.



Thank You
TO ALL OUR 2018-2019 SPONSORS!



Sponsorships for 2019-2020 are now available.
Contact the CISCA office for complete sponsorship information!

Bringing the Bible

The completed World Stage.

to Life

Manganaro Midatlantic Helps Build Religious Museum in Heart of Washington, D.C.

BY NICK FORTUNA

In the nation's capital, exactly three blocks separate church and state. That's the distance between the U.S. Capitol and the Museum of the Bible, a 430,000-square-foot building that opened in November 2017 and welcomed about a million visitors in just its first year.

It wasn't exactly a modern-day miracle, but converting a 100-year-old warehouse into the Museum of the Bible was a monumental undertaking. Part of the credit for the two-year project's success goes to Manganaro Midatlantic, the Beltsville, Maryland-based contractor that provided drywall and acoustical services for the \$500 million facility.

Like the museum, the old warehouse that once stood there was built to draw a crowd. Railroad tracks ran directly through the building, allowing workers to unload freight in a jiffy, and the city's subway system still runs beneath it. To become a world-class tourist attraction, the building would have to be transformed from



Close-up of the ribbon-framing done by Manganaro Midatlantic.

top to bottom, and especially in between. Early in the project, general contractor Clark Construction removed every second floor from the building, giving each of the remaining six floors the high ceilings necessary for large exhibits and theater spaces.

The building's location and the owner's desire for a quiet, reverent environment made sound abatement job No. 1 for Manganaro Midatlantic. In addition to the subway, noise pollution comes from railroad tracks next to the museum and a nearby interstate. Inside the building, the sounds of many simultaneous conversations and high foot traffic would increase the need for sound mitigation. To get the job done, approximately 120 employees from Manganaro Midatlantic stayed hard at work installing spring-isolation hangers, fabric-wrapped acoustical panels, acoustical plaster and custom, sound-absorbing ceiling materials.

John Livingston, director of business development for Manganaro Midatlantic, said decades of intense vibration from railcar deliveries had taken their toll on the building.

"It's not one of the biggest projects we've ever done, but it's certainly one of the most interesting," he said. "In a new building, you would think that the floors are level and lines are square, but with this building, due to its age, it was a little more challenging. Lots of settlement and movement had happened in the building over the years, so getting new finishes in flat and square and tight is always a challenge in that kind of a project."

To keep the building quiet, Manganaro Midatlantic installed the innovative BASWA Phon sound-absorbing plaster system from Cleveland-based BASWA Acoustic, and at the time, the museum represented the largest BASWA Phon project in the nation. The system consists of a stable substrate, BASWA adhesive, a factory-coated and -sanded supporting panel, a trowel-applied base coat and a trowel-applied finish coat.

"Any time you have a project of this magnitude that is both renovation and new construction, you're going to run into challenges," said Rick Sweet, North American sales director for BASWA. "You've got hard surfaces such as windows and metal, and

you have to absorb sound someplace. You think of people walking in heels, and you hear the footfall, so we were able to absorb those sounds and make it a healthier space, a more enjoyable space, a more warm, comfortable space."

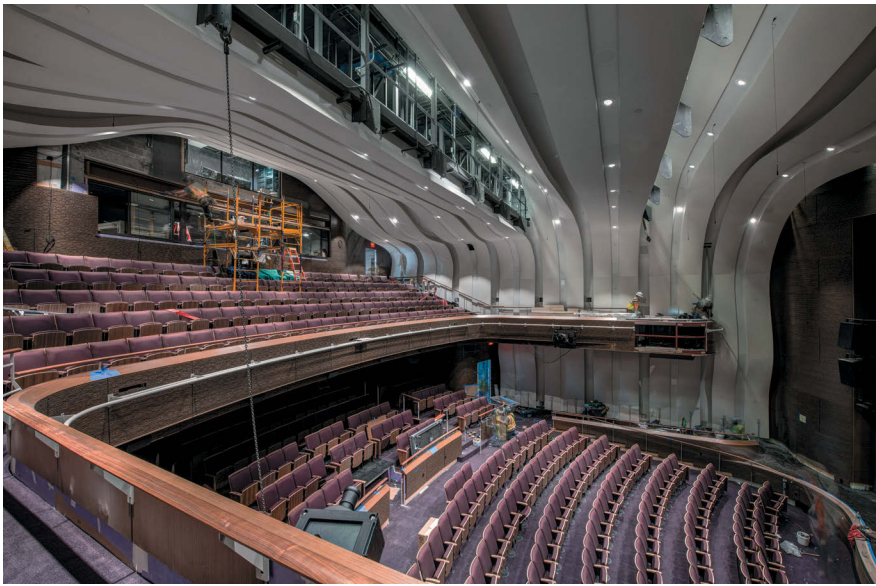
The BASWA Phon plaster system is available in three levels of thicknesses – 30 millimeter, 40 millimeter and 70 millimeter – and can be applied to seamless, flat, curved, domed or vaulted surfaces. It can be tinted to match any color with BASWA's tint additive and is available in four standard or custom durable marble finishes.

The panels arrive to the jobsite factory coated and sanded, and the installed system dries overnight. The panels are made up of 95% recycled materials and contain no formaldehyde or volatile organic compounds (VOCs). The materials include mineral wool board that is pressure and tension resistant, with a six-millimeter, open-pore, factory-applied coating made from recycled glass granulate with organic binder.

The BASWA Phon system has been used in a wide variety of buildings but has proven especially popular in museum settings, including at the Museum of Modern Art in New York, the Museum of the American Revolution in Philadelphia, the National Museum of African American History and Culture in Washington, the Smithsonian National Museum of American History in Washington, the Whitney Museum of American Art in New York, the Museum of Tolerance in Los Angeles, the Grand Rapids Art Museum in Michigan, the Cleveland Museum of Art and college art museums at Harvard, Michigan State and Virginia Commonwealth.

Manganaro also installed custom-made acoustical ceiling panels and sound isolators throughout the building. The company installed approximately 3,500 individually engineered isolation hangers to bear the loads of equipment, displays, ceilings and bulkheads and to dampen vibration from mechanical and electrical equipment. The hangers support an extensive grid-work system of steel struts designed to support exhibit displays and lighting systems.

"Every hanger was different, so making sure that you put the right one in each location was extremely important," Livingston



The World Stage theater in progress.

said. “There was a whole lot of quality control that went into making sure those were all installed properly. You have to have someone whose responsibility it is to match the hangers from the inventory to the locations where they were being installed each time.”

The museum now displays approximately 40,000 biblical and religious artifacts spanning 3,500 years of history, including the world’s largest Bible, the personal Bibles of Elvis Presley and Babe Ruth, a book of gospels from Turkey written in Armenian in the early 17th century and the world’s largest collection of Torah scrolls. The first exhibit to arrive at the museum was a 3,200-pound replica of the Liberty Bell that had to be lowered into the building during construction.

Visitors pass through bronze doors stretching 40 feet tall and featuring Bible verses. The museum has a restaurant

serving foods mentioned in the Bible, with the menu changing based on the time of year and regional focuses.

The Museum of the Bible’s World Stage theater on the fifth floor and part of the sixth floor is one of its most impressive and architecturally challenging spaces. The finished ceiling is a unique arrangement of twisting and turning surfaces made of steel framing and drywall that required an innovative approach from Manganaro Midatlantic. Instead of framing first, the crew laid sheets of gypsum board measuring 60 feet by 30 feet on the ground and used a laser-guided layout tool to project the intended shapes onto the board.

Using digital data from the architect, Manganaro Midatlantic was able to cut the boards into curved shapes with a high degree of accuracy. Next, framing was attached, and lighting and other components were installed on each panel. The segments were then lifted into place and attached to the building structure 30 feet above the floor. Manganaro Midatlantic describes the look as “ribbon-framing” – waves that twist and turn up the walls and across the top of the theater, directly beneath the ceiling.

The ribbons are wrapped in fabric and serve as projection screens for the 3D mapping and projection system that transforms the theater into a 360-degree, immersive

experience, giving the audience the feeling of being surrounded by the scenery of biblical times. The theater environment is in keeping with the museum’s stated goal of being among the most technologically advanced and engaging museums in the world.

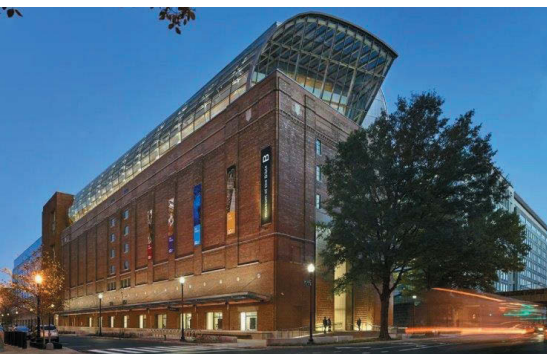
“The ribbons twist and turn in three dimensions,” Livingston said. “None of them are flat, and none of them are smooth. They’re really unusually shaped, and that was probably the biggest challenge of the job – framing and putting the drywall on those three-dimensional surfaces. And I think it was one of the places where we really shined from a technical point of view because we sort of built them backwards.

“The ribbons act as a projection screen, so when they’re talking about Moses and the Israelites moving through the desert and living in tents, they can actually make the ribbons move like the flaps of a tent to make you feel like you’re inside the tent. It’s really cool.”

With so many trades working simultaneously, communication was key, as Manganaro worked to ensure that any changes wouldn’t affect the isolated ceilings that had been engineered for optimal performance. Communication was vital to sequencing work since it was a fast-moving job in an urban setting with essentially no laydown area or storage space for materials, and there was a hard completion date because the opening of the museum had been announced well in advance.

And once that deadline was met, the accolades followed. In addition to a CISCA Construction Excellence Award, the project netted Manganaro the 2018 Excellence in Construction Award from the Metro Washington and Virginia chapters of the Associated Builders and Contractors, marking the eighth time in the past 10 years that Manganaro was judged to have the most outstanding drywall project in the region.

“It’s one of our favorite projects as a company,” Livingston said. “We’re lucky working in Washington because you get the opportunity to do some really special things in this city, but I think this is one of those projects that best shows our ability, and it’s certainly been really well received. The place is packed all the time. It’s a beautiful museum – it really is.” ■



Exterior of the Museum of the Bible.

TALKING

Emerging Leaders Tour Ceilings Plus, Learn about Distribution

BY NICK FORTUNA



SHOP

If you're new to the industry and want to learn about distribution, you could hardly get a better tutor than Don Harris, who became the first distributor to serve as CISCA's president in 2006 and works as the national acoustical product manager for Lenexa, Kansas-based Rew Materials.

For the approximately 30 members of CISCA's Emerging Leaders program who attended the group's spring meeting in Los Angeles from June 18-19, the chance to pick Harris's brain was time well spent. And after spending two days with the next generation of industry leaders, Harris said the feeling was mutual.

The event was hosted by USG Ceilings Plus, the ceiling and wall solutions manufacturer that was acquired by USG Corp. in 2017. Attendees toured the manufacturing plant and then had two group discussions spread over two days, with Harris providing an in-depth look at distribution and industry trends and taking questions.

"We had a lively conversation and question-and-answer period, and I genuinely feel that everyone got a lot out of it," Harris said. "Whenever you can get young people together to network, share ideas and share challenges, it's always good, and I believe that when you attend something like this, if you can pick up one good idea and bring it back to your company, that will be beneficial and will be a good return on your investment."

Harris said USG Ceilings Plus was an appropriate venue because the company reflects a trend in the industry of smaller manufacturers being snapped up by larger ones.

"We have small and large manufacturers in the industry, and those acquisitions represent one of the biggest changes going on right now," he said. "Because of that, there probably will be some growing pains for the industry between the distributor and the manufacturers' reps, and we as an industry will have to work on that and understand that."

Harris told attendees that by learning about the industry now and gaining experience, they are preparing themselves to lead the generation after them.

"I spoke about how much change I have seen over the years and told the group that they will see a whole lot more

change during their careers because the industry continues to evolve," Harris said. "I told them that I think millennials had gotten a lot of bad press, but they are very capable, and before they know it, their time as leaders will be upon them. It will be up to them to help members of Generation Z who want to get into the industry, and it's going to happen a lot more quickly than they anticipate because, as we all know, time doesn't slow down."

Beau Johnson, who works in sales for Specified., the Houston-based independent manufacturers' rep founded by his father, CISCA President Kelly Johnson, is in his second year in the Emerging Leaders program. He said USG Ceiling Plus's high-tech equipment and state-of-the-art manufacturing floor were eye-opening for many attendees.

"They have a great facility," he said. "It's impressive to see how the technology is used now. The interaction and integration of machinery, human input and technology used to manufacture products for our industry is incredible. It's amazing how much has evolved, and it's exciting to think about what is yet to come."

Daana Denzel, founder of the Seattle-based independent manufacturers' rep DENZEL Northwest, said CISCA members should know that the Emerging Leaders program is not just for recent college grads but is open to all industry newcomers.

Having started her firm just more than a year ago, she said participating has been worthwhile because the program offers a window into the various segments of the industry – contractors, manufacturers, distributors and manufacturers' reps. The result is that participants gain a broad understanding of how the industry works and are better prepared to contribute to their companies and advance in their careers.

"We're growing fast, and it's been great to be involved," Denzel said of the program. "There were a lot of new people this year, and there will be a lot of new people next year, so members should feel really comfortable joining and getting started. It's fun, it doesn't take up a lot of time, and the trips are a valuable use of your time." ■

VOLUNTEER TO ATTEND THIS Titanic Event

**CISCA's Fall Conference and Networking Event
Set for Sept. 18-20 in Nashville, Tenn.**

BY NICK FORTUNA

W

ith the **Tennessee** Titans and the Tennessee Volunteers both playing football games on the road that week, it's all but official: CISCA's 14th Annual Fall Conference and Networking Event is the coolest thing Tennessee has going from September 18-20.

The event, featuring CISCA's second annual Ceiling Product Showcase, will be held at the Sheraton Grand Nashville in the Music City's downtown and promises to be both fun and informative. The product showcase was added to last year's event in Denver and generated strong interest from attendees, said Jason Gordon, president of Heartland Acoustics & Interiors.

In addition to manufacturers' tabletop product displays, those unveiling new products or equipment have been granted special 30-minute slots for live demonstrations and to answer questions from attendees. The Ceiling Product Showcase will run from 11:30 a.m. to 4 p.m. on Thursday, Sept. 19.

"For ceiling contractors, this is the show you need to attend because you will have

over 30 manufacturers in the room, all of whom make ceiling and ceiling-related products, and that's something that doesn't exist in the market other than this event," said Gordon, a CISCA board member and chair of its Events Committee. "You have all the major players in one room, and most of them have committed to have some of their high-level people there, so it's not just the products, it's meeting the people behind the companies who you normally don't have access to.

"I think that's why it was such a success last year in Denver. Attendees realized that you can't get that anywhere else, and CISCA is able to put that together. For the ceiling industry, this is a really powerful event."

There will be two educational sessions Thursday morning. The first session will focus on industry trends in prefabrication and modular construction and their relevance to CISCA members. The session will feature Brent Horton, a founding partner of Offsite Integrated Structures Inc. With a focus on





F11PHOTO/SHUTTERSTOCK.COM

innovation in light-gauge steel prefab and modular construction techniques, BIM technologies and best practices for design and execution, Horton has led and advised construction teams in Canada and the United States. Most recently, Horton launched a light-gauge structural steel manufacturing facility in Denver, and he serves as a structural consultant to the U.S. architectural and general contracting communities.

The second will feature a panel discussion of architects and designers who will address design trends affecting ceilings and acoustics, what's next in the market and what they are seeing from the perspective of owners.

Both sessions will discuss the future of the architectural marketplace and allow CISCA members to get ahead of the trends, Gordon said.

The following morning, the focus will shift to personal development and coaching. Brent O'Bannon will share his expertise on harnessing your personal strengths. He is a human-potential

expert and author who has helped to develop more than 27,000 leaders as a professional certified coach with the International Coach Federation and the first Gallup-certified executive strengths coach in the world.

"We have younger talent coming up through the ceilings industry, so we're really trying to focus part of our conference on the needs of that younger workforce, and the networking component is huge for them," Gordon said. "The educational component also is important for the younger generation. They want to learn and develop, so we've planned a whole morning on personal development and coaching.

"We really try to have high-caliber, professional speakers so attendees walk away with something they can use to help their business."

A welcoming reception, dinner and networking event will be held Wednesday, Sept. 18, with another reception and dinner planned for the following night. Also on the itinerary, the CISCA Emerging Leaders will meet both as a

group and with CISCA's board, and the annual business meeting will close out the event.

CISCA's Fall Conference and Networking Event is a chance to get involved in an association of professionals who care about the success and growth of the industry, said Hunter Pope, business development manager for Hunter Douglas Ceiling & Wall Products. With a great host city, networking events, educational sessions, the product showcase and one-on-one time with manufacturers, CISCA hopes to have its best turnout yet for this event, he added.

"Networking opportunities don't happen but a few times a year for people in this industry, and it is important to get as much out of it as you can," Pope said. "Meeting new people, interacting with colleagues in the industry and enjoying each other's company is big in forming lasting relationships. Also, the educational sessions help develop the younger generation into future leaders of the industry. This is a very valuable session that CISCA is offering." ■



Should Your Contract Include a MANDATORY ARBITRATION

BY LAURYN E. PARKS, MOMKUS LLC

W

hen drafting or negotiating a contract, you should consider whether to include a mandatory arbitration clause. An arbitration clause allows the parties to voluntarily commit to have a neutral third party (the arbitrator) decide any future dispute outside of court.¹

Arbitration's benefits include allowing the parties a great deal of latitude in customizing the method and rules for deciding their dispute. For example, the parties can specify whether they want expansive or limited exchange of information in the discovery process. The parties can



KZENON/SHUTTERSTOCK.COM

CLAUSE?

jointly choose their arbitrator, including an arbitrator with experience and knowledge of their specialized industry. The parties can even specify how the arbitrator will decide the dispute. For example, under “baseball arbitration” rules, each party will submit a proposed decision or award to the arbitrator, and the arbitrator must pick from among the submitted proposals.

Arbitration clauses can appear in commercial contracts with suppliers, vendors or customers. Arbitration clauses also

frequently appear in employment or independent contractor agreements.

An example of an arbitration clause in a commercial context is as follows:

“Any dispute or controversy arising out of or relating to the interpretation, construction, performance, termination or breach of this Agreement will be settled by final and binding arbitration by a single arbitrator to be held in Los Angeles County, California, in accordance with the American Arbitration Association national rules for resolution of commercial disputes then in effect.”

In the commercial context where both parties to a contract have similar bargaining power, mandatory arbitration clauses are typically enforced. Where there is disparate bargaining power between the parties, however – such as in the case of an employer or employee – their enforcement is more controversial.

This is because arbitration often reduces the parties’ opportunities for discovery. In an employment dispute, the relevant documentation and information is typically in the possession of the employer, so the employee will have less access to the relevant supporting evidence. Arbitration also does not provide for a jury, which eliminates the factor of juror sympathy. Furthermore, arbitration can be expensive, and the hourly rates of arbitrators can exceed \$600 per hour.

Despite these costs, however, employers often prefer to include pre-dispute arbitration clauses in their employment contracts. Over 60 million employees, which accounts for more than 56% of private-sector non-union workforce, are subject to mandatory arbitration provisions in their employment contracts.² Some studies have indicated that employees who are subject to mandatory arbitration clauses file 98% fewer claims against their employers that employees without such clauses.³

In May 2018, the United States Supreme Court further supported the enforcement of arbitration clauses in employment agreements by holding that federal courts must enforce arbitration agreements in accordance with their terms, including those that require individualized arbitration.⁴ This overturned prior law, which held that

arbitration clauses that effectively prohibited class or collective-action claims violated the law. Employers who are concerned about wage and hour litigation are especially pleased with this decision. At least under federal law, employees cannot pursue collective or class wage or hour litigation.

However, in the wake of public pressure arising from the “Me Too” movement, some employers have voluntarily scaled back their mandatory arbitration agreements and agreed not to require the arbitration of sexual harassment or assault claims.⁵

Some state laws also continue to limit the applicability of mandatory arbitration clauses. New York prohibits employers from requiring employees to arbitrate claims of sexual harassment, and Washington prohibits mandatory confidential arbitration proceedings in the context of discrimination claims.⁶

Furthermore, on February 28, 2019, the Forced Arbitration Injustice Repeal Act (the “FAIR Act”) was introduced in the House of Representatives and referred to the Committee on the Judiciary.⁷ If passed, the FAIR Act would ban arbitration clauses in the employment context.

Despite these potential limitations to the enforceability of arbitration clauses in the employment context, businesses should continue to seriously consider whether arbitration clauses should be added to their commercial and employment agreements. ■

References

1. Mediation is another form of alternative dispute resolution that the parties may agree to in their contract. In mediation, a trained third-party will mediate and assist the parties to settle the dispute. However, a mediator’s role is limited to facilitating settlement and does not include deciding the dispute based on its merits.
2. The Growing Use of Mandatory Arbitration: Access to the Courts is Now Barred for More Than 60 Million American Workers. <https://www.epi.org/publication/the-growing-use-of-mandatory-arbitration/>
3. The Rise of Arbitration and the Fall of Employment Claims. *The Regulatory Review* - <https://www.theregreview.org/2018/07/19/schriever-rise-arbitration-fall-employment-claims/>
4. *Epic Sys. Corp. v. Lewis*, 137 S.Ct. 906 (2018).
5. Google Scraps Mandatory Employment Arbitration Agreements *Lisa Nagele-Piazza, J.D.* <https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/google-scraps-mandatory-arbitration-agreements.aspx>
6. N.Y. C.P.L.R. 7515; Washington S.B. 6313.
7. S.610 – 116th Congress (2019-2020): Forced Arbitration Injustice Repeal Act <https://www.congress.gov/bills/116/congress/senate-bill/610?q=%7B%22search%22%3A%5B%22Corporate+Governance+Fairness+Act%22%5D%7D>



THE COST



N_DEFENDER/SHUTTERSTOCK.COM

OF POOR PERFORMANCE

Why Failing to Train Your Employees Costs a Lot More than You Think

BY EVAN HACKEL



any people have heard this story, which has become a legend in the training industry:

A CEO and department head were having a brief conversation after their monthly strategy meeting where the main focus was on employee training. The CEO said, “What if we spend all this money training our staff and they leave us?” And the department head replied, “What if we don’t train them and they stay?”

A simple but pointed response. If you spend a lot of money on people and they leave, that’s not an optimal outcome. But if you don’t train your employees and they stay, it costs you a lot more.

A franchise group, comprised of more than 2,000 stores, experienced this training quandary first-hand. The head of sales had a simplified approach to hiring. He simply hired salespeople who had worked at other stores that sold the same kind of products that were sold at his stores. His assumption was that the experienced salespeople he hired were “pretrained” and that hiring them would save a lot of time and expense. Plus, there would be no need to acquire the tools and systems that were needed to implement a training system.

His decision to hire experienced salespeople made sense, but it was flawed. The fact that those salespeople had experience didn’t mean that they came armed with the best selling skills or factual product knowledge. But after a few years of using his “hire the experienced” approach, he saw that he wasn’t achieving the kind of results he wanted. He sensed that the size of each average transaction on the selling floor was too small. Buyers were not becoming repeat customers. Plus, his stores were receiving negative comments online about the quality of their customer service.

Because he could see that the skills of his salespeople needed improvement, he took the plunge and brought in an experienced training development firm that developed a program of e-learning for salespeople that trained them to increase the size of the average ticket size, improve their closing percentages and provide better customer service.

The performance of the salespeople his company trained was dramatically better than the performance of experienced sales people he simply hired. Plus, he soon realized that training was giving him another benefit: because he could hire high-energy, high-potential employees – not only those with experience – he was building a much stronger and enthusiastic salesforce.

After a year, the average annual sales made by company-trained salespeople had in many cases outperformed seasoned professional hires by \$200,000 or more. When he factored in sales and contribution margin improvement, the people trained in-house produced about \$80,000 a year more in profit. With an average five-year tenure for each employee, the training was worth \$400,000 more in profit dollars.

That is another way of saying that the cost of *not* training each salesperson amounted to \$80,000 a year for that company. So what really happens if you don’t train people and they stay? It means that you’re going to be losing a lot of money.

WHY DO TRAINED SALESPeOPLE PRODUCE MORE INCOME?

There are many reasons. Trained salespeople...

- Close more sales
- Generate larger average sales
- Sell fewer products at discounted prices and more products at list price
- Make fewer mistakes
- Sell the right products, reducing the cost of returns and product replacements
- Build customer relationships that result in more repeat business
- Generate more positive reviews online
- Increase your net promoter scores
- Help keep morale and productivity high among all your employees, because people don’t like to work with untrained people who don’t know what they are doing

What is having poorly trained salespeople costing you? Not training people costs money...a lot of money.

Continued on page 46

Treat Your Employees Like Volunteers

BY WALT GRASSL

FIZKES/SHUTTERSTOCK.COM



S

arah needs a special project done as soon as possible. She approaches one of her resourceful employees, Ken, to see if he can do the project for her. Instead of directing Ken to get right on it, she explains to him that she has a problem. She describes the project and then asks if he can help her out.

Ken is a bit surprised by her approach and says, "Sure. But you're my boss. It's not like I can decline."

Sarah said, "Actually, if you have something more important to do, I want to know about it. Then I can make a decision. Do I make a priority call on your time, or do I need to find someone else to do this project?"

Ken said, "I have a project I am working on for George. I should be able to complete your project now and still meet George's deadline."

THE STRATEGIES

In dire situations, a leader must give orders based on their position – with no push-back or discussion. In today's workplace, it is often not very effective. People resent being told what to do, especially when they receive conflicting direction from multiple leaders.

There are benefits to a leader treating their employees like volunteers. You should treat them like they can say no or walk away at any time. It encourages feedback. It improves morale. Oftentimes, the feedback provided can prevent wasted time, money and materials.

Here are some ways to lead your "volunteers":

Share the big picture – Give your people a sense of purpose. Whether they are performing a manufacturing



task or a clerical task, it doesn't matter. If they don't perform their small task well, the product or the company will suffer. Put the importance of their seemingly unimportant task in perspective.

Communicate – Give clear direction. Create alignment. Encourage respectful push-back. Be accessible. Not only have an open door policy, but walk around. If you show up at someone's work area and engage them, they may ask you a question. That question had not reached the threshold for them to call or come visit you. Create those opportunities.

Develop – One way to make people enjoy working for you is to encourage them to grow. Remind them of the importance of training themselves. Give them suggestions on things to learn. You can help their development by giving them new "stretch" assignments and responsibilities. Then, be patient and nurturing as they ascend the learning curve. Coach them through any

reluctance they have to leave their comfort zone. They will feel better about themselves and be more valuable team members.

Play to their strengths – Know your people. Know what they do well. Know what they don't do well. While you want them to grow, it is your responsibility to know their weaknesses that may be too hard to develop. You have to realize that people are what they are. Honor them by capitalizing on their strengths and not fighting them over their weaknesses.

Show respect – People want to be respected. Don't be one of those people who doesn't make eye contact or acknowledge people when you walk into a room or when you are walking down the halls... and seemingly only when you need a favor, approach them like your long-lost best friend. Smile and acknowledge the people you pass in the hall – whether you know them or not. Develop relationships before you need favors.

Acknowledge experience – There is a saying that everyone is an expert within three feet of their workspace. People who have been doing a task for years or who have been with the organization for years have experience. Realize that, and when you approach them on an issue, take time to honor that experience and listen to them. Nothing irritates a seasoned performer more than when a new leader comes in and wants to share their book learning and tell them what to do. Listen with the intent to understand first, and then discuss the best way to solve the problem. You will come up with better quality solutions and have a team that respects you.

Gratitude – Be grateful for the big things and the little things. Always remember to say please when asking someone to do something and thank you when someone does something for you. So often, this doesn't happen, and the leaders are unaware of the effect. Also, seek out opportunities to catch people doing something right. People want to be appreciated. Go out of your way to show them.

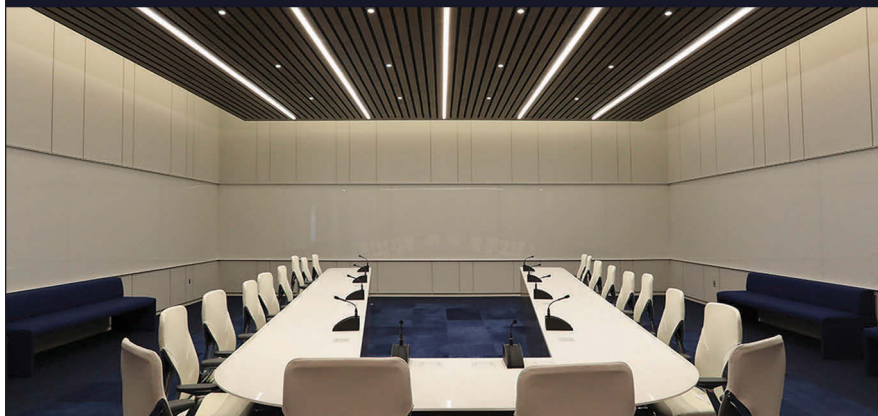
THE RESULTS

Ken was able to complete Sarah's special project on time as well as meet George's deadline. He felt good about how he was approached and was allowed to be in a position to succeed on both tasks.

He also had a new appreciation for what it takes to be a good leader. He used to think that he could never be a leader because he didn't like ordering people around. He is re-thinking that position, because he knows you can be leader without acting like a dictator. ■

Walt Grassl is a speaker, author and performer. He hosts the radio show, "Stand Up and Speak Up," on the RockStar Worldwide network. Walt has performed standup comedy at the Hollywood Improv and the Flamingo in Las Vegas and is studying improv at the Groundlings School in Hollywood. For more information on bringing Walt Grassl to your next event, please visit www.WaltGrassl.com.

Offer premier acoustic solutions in your area!



FabriTRAK Systems Inc, the originator of the acoustic stretch fabric wall and ceiling system, is currently seeking the following positions throughout the United States:

- Installation Dealers
- Distributors
- Multi-line Independent Sale Representatives

For details about open territories and products, contact FabriTRAK:
info@fabritrak.com - 609.409.6700



Visually Sound



THE Risky SIX

Six Keys to Shed Fear and Take Smart Professional Risks

BY LEI WANG

L

ike all the knowledge and skills that people learn, fear of failure is also learned. And as you age, you gain more and more mental constraints. Those mental constraints remove creativity and replace it with yet more fear.

Fear is perceived risk; it is learned, and it can be unlearned through practice. The ability to overcome fear – to combat fear – is like a muscle. It can be trained and can get stronger through exercise. Through deliberate practice, you can become courageous and harness your fear to take informed, intelligent and potentially lucrative professional risks.



1

HARNESS FEAR'S POSITIVE POWER

Fear is an extremely powerful emotion – and thus, an extremely powerful motivational tool. When facing fear, the normal response is fight-or-flight. Flight is to let the fear and the worry take control of your mind. Fight is turning fear into a positive risk management response, forcing you to focus and actively do the best to overcome the present situation.

When you take a leap of faith to confront a new career challenge instead of worrying “What if I fail?”, imagine you have no opportunity to back out.

Instead of letting the fear hold you back, take that first step and turn fear into a positive strength that compels you to focus and to make your best effort.

2

ACT EARLY, ACT DECISIVELY

Rather than waiting until your industry or department becomes dispensable, proactively manage your career growth, learn new skills and think ahead of the curve continually to prevent a career crisis from happening.

Anticipate problems and dangers before they occur. Once danger does arrive, it is often too late to do much in response. Act early and act decisively, because waiting diminishes the chances for success.

Practice facing fear by taking chances. Even if you fail the first time, you should try again. Start with a small task, such as a new project, something you have never done. The more you try, the easier it will become to overcome fear.

3

SEPARATE PROBABILITY FROM CONSEQUENCES

Many working professionals are afraid of taking risks because the probability of success appears low and the consequences of failure are frightening. When you think about the consequences of a failure, it is important to recognize the difference between the immediate consequences and the ultimate consequences.

Yes, the probability that a new startup will succeed is low, and the immediate consequence could be losing investment money. For any new product launch or new job, there is a chance of failure and losing your current position. But that is only temporary. Not taking the risk means that the ultimate consequence is failure.

A low probability of success should not be the reason holding you back, as long as the temporary consequences of failure are recoverable. Be more mindful of the ultimate consequence of not taking that chance.

4

KNOW YOUR RISK MANAGEMENT CAPACITY

When approaching a risky situation, some people – often those who have some special talents or experiences – would go all-in and aim to grab the opportunity fast by taking bigger risks. Others take time to build a more solid foundation through each step so they have more control of the risk – at the cost of slower progress.

Which style should you choose? It depends on the situation, your skill and your risk management capacity. There is no right answer for everyone or every instance.

Consider what the cost and return of taking those risks may be. Think about the alternatives you have and what the risk and return of those alternatives will be. Evaluate what losses you can afford and consider what the temporary losses and permanent loss might mean. Ask yourself what your options are in the event of a soft loss, a hard loss or a replaceable loss. Think about how you would recover from these possible losses. Keep in mind ways you could prepare yourself for the best outcome. You have to balance your skill level and risk management ability.

5 BE A SMART ADVICE-TAKER

It can be difficult to measure your own capability against the risk you are considering taking because it's hard for people to see themselves completely objectively. But there are mirrors to help you see yourself better. That mirror is the feedback from people around you, such as a mentor, colleagues or your boss.

Seeking advice is imperative before you take a risk. How do you decide which advice to heed when they conflict with each other? It is important to discern the intention behind each person's perspective.

Some might be over-protective of you because of emotional attachment, such as friends or family; some may be driven by personal interest. Everyone has a bias; it is important to learn to recognize the value of different feedback. Do not just listen to the feedback that you want to hear. Do not brush aside opposing opinions too easily. Learn to form your own judgment based on those who give you advice.

6 PUSHING TOO FAR VS. NOT PUSHING FAR ENOUGH

The line between pushing too far and not pushing far enough is a fine line, especially when the stakes are high.

In business, not pushing enough causes mediocrity and may eventually lead to a company's demise. Pushing too far causes burnout and unsustainable growth or pursuing economic return without regard to the well-being of the environment or community.

Managing this delicate balance is a skill that can be learned, like courage and other risk management skills. In order to avoid costly mistakes on either side of the line, you need to learn the skill of heeding the feedback you receive and improve your ability to make sound judgments. Through practice, you can gradually develop objective criteria before real danger arrives and become better at calculating risks.

Fear of failure is not the reason to avoid taking risks. Of course, it's not smart to jump at every opportunity – you have to calculate and make the best decisions under the circumstances and constraints of your knowledge and vision. Even a calculated risk can prove wrong sometimes, but when you take a chance, you have the opportunity to learn and grow. If you are afraid of failure and never risk anything, you will risk everything in the end. ■

Lei Wang is an internationally recognized adventurer, motivational speaker and author of After the Summit: New Rules for Reaching Your Peak Potential in Your Career and Life. The first Asian woman to complete Explorers Grand Slam (climb the highest peak on each continent and ski to both poles), Lei channels her experiences to convey a message of perseverance and steadfast determination that her audiences can use at work or at home. For more information about Lei Wang, please visit www.JourneyWithLei.com.



Five Secrets

TO FIND AND KEEP TOP-NOTCH TALENT
WITHOUT BREAKING THE BANK

OLENA YAKOBCHUK/SHUTTERSTOCK.COM





BY MIKE CAMPION

D

o you have employees that you constantly need to coddle, cajole and cater to? Are their needs and wants constantly changing? Do you feel like you can't afford to pay what it takes to get – and keep – top-talent employees?

You are about to discover five actionable strategies to help you find – and keep – the best employees without spending the GDP of Uzbekistan in payroll. Fear not, none of the five strategies are about base salary, benefits or bribing.

Think more effective and less expensive. Imagine your company as the sole provider; the sole source of something special that your employees are desperately looking for and can't find anywhere else.



BUILD A COMMUNITY, NOT A WORKFORCE

Chances are you are not hiring people for their first job. Some are even coming from a job they hate – a job that paid the bills and nothing else. Invite prospective employees to join a community – not to sign up for another less-than-fantastic job.

When you create a community of people with shared values that care about each other, the tendency to steal, quit, come in late, complain, whine or partake in other not-super-fantastic behavior decreases exponentially.

The typical employee/employer workflow looks like this:

1. Comply with these many rules.
2. There is no step two.

The new and improved community deal looks like this:

1. Build an appealing community.
2. Invite talented amazing people into that community.

3. Reinforce what it looks like to be a good community member.
4. Live happily ever after.

PROVIDE A SENSE OF PURPOSE

Once you build a community, your team will have a sense of belonging. Supercharge that with a sense of purpose, and your organization becomes extremely sticky for top talent. People desperately want to be a part of something bigger than themselves – something they believe in.

Your employees and potential new hires desperately want something bigger than themselves to belong to. Provide that for them and unleash the floodgates for an avalanche of talent at your doorstep.

Don't be fooled by the old, "Sure that works for brain surgeons, but MY business is different..." nonsense. Whether you own a cleaning company, an industrial fasteners plant or any other business that doesn't feel like you are changing the

world, the only reason you are in business is that you provide value to the people you serve.

If you are categorically closed to the idea that your business changes lives, adopt a cause. Become active in your community, give to a charity – do something as a team that creates value and gives everyone a reason to bound out of bed and be excited to get to work, day in and day out! If you aren't careful, you just might find yourself addicted to making the world a better place.

OFFER EXPERIENCES OVER EXPENSES

Do you have a trip that you took as a child that you still look fondly back on? A holiday that you will never forget? A vacation years ago where everything went wrong, but you and your family still talk about it?

Salary and benefits are commodities; a sense of purpose in a community of people you care about are not. A study by Harris Group found that 72% of millennials prefer to spend more money on experiences than on material things.


Shared experiences build bonds, families, communities and companies. Don't just hope these experiences happen – create them! Have monthly events; maybe rent a bounce house, or a dunk tank employees can dunk management in, or comically oversized sumo suits so employees can duke it out safely...anything to help create experiences for your employees to build that community.

Don't keep the fun to yourself. Invite employees' families, customers, prospects, prospective employees, even vendors! All of this creates an environment your team is proud to be a part of and makes it very difficult for them to leave.

APPRECIATION


This is your secret weapon. Not only can it be had for the low, low price of zero dollars, it can be the most valuable. And even better, it can be a ton of fun.

Once you have built this community that the members are proud to be a part of, working towards a worthy goal and experiences that bond everyone together, your employees will crave recognition from you and the community.




SOUNDTEX®

HIGH-PERFORMANCE ACOUSTIC NONWOVENS




**OPTIMAL SOUND
ABSORPTION**

Noise Reduction
Coefficient up
to 0.80



**ULTRA-THIN
NONWOVEN**


0.27 mm thick,
lightweight and air
permeable



**DESIGN
FLEXIBILITY**

Compatible with
passively cooled
ceilings

FREUDENBERG
PERFORMANCE MATERIALS

 **FREUDENBERG**
INNOVATING TOGETHER



Once you build a community, your team will have a sense of belonging. Supercharge that with a sense of purpose, and your organization becomes extremely sticky for top talent. People desperately want to be a part of something bigger than themselves – something they believe in.

When you have events, give awards. Lots of awards. Not just the typical performance-based awards, but awards for everything. Enjoy a few examples to get your creative juices flowing:

- Best Looking Family
- Best Hair
- Customer Favorite
- Most Likely to Win at Arm Wrestling

Small things like this make big differences in employees' lives and their contribution to your organization. Few things are more rewarding than seeing awards given and pictures taken of you handing an employee an award proudly displayed in homes years later. Let loose, use your imagination and love on your people, and you might just be surprised that you are the one that gets the most benefit.

PUT A BOW ON IT WITH CORE VALUES

Core values are your secret sauce to attracting top-level talent without breaking the bank. Not an old-school string of meaningless words displayed on a plaque at your front office. Keep it to three to four key beliefs summed up in a word or two each. The guiding principles that provide your company's special brand of awesome.

Shared core values are the rules your company lives by to accomplish that

community. They are a golden thread that runs throughout your company, including:

- Employee hiring ads
- Your website
- Your interview process
- Your employee review process
- Your on-hold music/script for your phone system
- Who you accept as customers, vendors and employees

Core values are the final secret that brings the first four all together and gives them power.

It is impossible to get people to act outside of their true beliefs for an extended amount of time. It is far easier (and more enjoyable) to help people live out your mutual shared beliefs and values for the benefit of a shared larger purpose. ■

Mike Campion is a celebrated speaker, entrepreneur and author of I'm a Freaking Genius, Why is This Business So Hard? A small business expert, Mike has built several multi-million dollar businesses, the most recent achieving \$4.3 million in sales in the first 18 months. As the host of the "Conversations with a Genius" podcast, Mike imparts his business wisdom on his listeners. For more information about bringing in Mike Campion for your next event, please visit www.MikeCampion.com.

LOW PRICES— FAST DELIVERY

**Small or large orders
welcome**

- **TIE and HANGER WIRES**
truly soft GALVANIZED—
STAINLESS—MONEL—
ALUMINUM straightened
and cut, also coils
- **THE PETSON® DRYWALL
SCREW**
- **HARDENED NAILS**, Fence
Staples, Tension Pins,
Stub Nails
- **COLD ROLLED CHANNELS**
black painted and galvanized
¾"–1½"–2"
- **METAL LATH and
ACCESSORIES**
- **ISOLATION CEILING
HANGERS**
- **STRUCTURAL STEEL STUDS**

**Call Toll-Free
1-800-221-9933**

L.D. PETERS & SONS, INC.

39 Birch Street, New Rochelle,
NY 10801

914/576-5100

Fax 914/576-3307

Email: sales@ldpeters.com

Warehouses:

New York
Philadelphia
Chicago
Mill Agents • Imports
• Manufacturers

**Dependable Nationwide
Service Since 1946**





Improve Your Leadership IQ

BY MAGI GRAZIANO

Being an effective leader of people in today's world seems to be much more complicated than in years past. In the previous century, for the vast majority, work was approached as a means for survival. The level of employee engagement did not dictate how long they stayed in the role. That's different today, however. Working-class people are always on the lookout for more stimulating and rewarding work, as well as inspiring work environments where they can make a difference and grow themselves and their careers.

Global workforce surveys report that highly qualified, motivated people chose to work for companies that build a strong, inspiring culture and that monitor and address both workplace culture and climate issues as they arise. If recruitment and retention of highly qualified, motivated people is one of your organization's initiatives, your "leadership IQ" ought to be another. They go hand-in-hand.

Leaders in the early 21st century face unprecedented challenges. They must be able to lead three completely different generations of people, all with different operating contexts and outlooks on what work is all about. Today's leaders must not only understand their competitors for customers, they must also understand their competitors for the talent. Today's leaders must have well-honed





FIZKES/SHUTTERSTOCK.COM

human awareness acumen and call on it moment-by-moment to inspire, enroll and engage their employees.

These leaders must understand the systemic impacts of their company “climate” and be willing to look deeper to understand cultural norms that are impeding agility and innovation. They must have the finesse to weave the day-to-day task work into the big picture and inspire their people to give it their all for the sake of the mission. Today’s leaders need to understand people at their core like never before.

Your leadership IQ relies on your ability to grow, learn and master new ways to lead people, and there are three tenets to consider when boosting it: self-awareness, executive brain function and response agility.

SELF-AWARENESS

Self-awareness begins with the curiosity and courage to hear what works and does not work about your leadership and the culture that exists in the organization. Once you become aware of your competitive talent

advantages and your talent barriers from the eyes of your people, you are equipped to take powerful action. Self-awareness allows you to leverage your talent and intervene when and where necessary to remove those personality ticks that are in the way of your true leadership potential.

Culture and climate awareness opens the door for you to see what is really going on and intervene in the cultural norms and barriers that are in the way of employee engagement, innovation and synchronicity. When you are curious and courageous, you begin to ask the tough questions and hear the tough answers. When you do this, you begin to see what “blind spots” may be hidden from your view, and you learn what you do that sabotages or impedes your leadership effectiveness.

Self-awareness is the doorway to emotional intelligence, and it gives you access to real improvement as well as personal and professional development. It is not always easy; in almost every case with every human being, there are aspects of personality or

behavior that have a negative impact on others, and only with an authentic look in the mirror can an aware leader begin to take responsibility for that negative impact.

But simply being aware of our negative behaviors alone is insufficient. Taking responsibility for the impact of those behaviors, asking for forgiveness and working to shift those limiting ways of being is where your leadership IQ begins. Once a leader has mastered self-awareness, they optimize their ability to leverage situational awareness, which is fundamental to assessing, evaluating and intervening in the ebb and flow of the climate and culture of their organization if need be.

EXECUTIVE BRAIN FUNCTION

Optimizing your executive brain function is a secret weapon of leadership IQ. The prefrontal cortex is where the executive brain operates; it is like the controls in a cockpit. This is the part of our brain where strategic thinking, collaboration, reasoning and creativity come from. The problem is

that most leaders learn over time to depend and lean on one hemisphere and become complacent in allowing that hemisphere to run the show. This limits the airplane's ability to navigate through storms and soar to new heights.

The left hemisphere of our brain is where our organization, categorizing, reasoning and strategizing come from. It is in the right hemisphere where brainstorming, innovation, collaboration and relationship abilities are housed. When a leader is aware of their goals and visions and also in control (conscious) of their thoughts, responses and well-being – and the leader leverages both hemispheres of their executive brain through right/left hemisphere integration – their leadership IQ and effectiveness skyrockets. When a leader is utilizing all of their capacities, they see things they might not see and are more equipped to respond to climate and culture barriers and infringements.

RESPONSE AGILITY

Response agility is the ability to respond in an appropriate, controlled manner, regardless of the current stress or breakdown the leader is facing. Being agile with response and reaction is key to effective leadership. Flat-line reaction is not appropriate for all situations. Screaming and yelling is not appropriate for any situation. Anger and frustration might be needed at times, and curiosity and collaboration may be needed at other times.

Agility in your response means that you have trained yourself to think before reacting. Effective leaders ask themselves, "What is needed now?" This has everything to do with situational awareness and appropriate reaction. When stress hits the fan at work, a leader who has a handle on how they respond and can coach others in this manner is a leader who is positively contributing to a healthy company climate and culture. Response agility takes discipline, awareness, new habit formation and commitment, and it is a core component of leadership IQ.

Being a mission-driven leader who inspires people to give their best in service of a compelling vision is a key element of today's most successful leaders.



Today's leaders must not only understand their competitors for customers, they must also understand their competitors for the talent.

They know that most people they hire are not coming to work simply for a paycheck; these leaders have a keen awareness that many people they hire are coming to work to fulfill their individual purpose in a way that supports the organizational purpose. Today's highly effective leaders understand how to inspire *spirit de corps* and leverage their communications with people to do so. They utilize their people intelligence to tie work responsibilities and tasks to the overall intention and strategy of the business. Lastly, these leaders understand the difference between climate and culture and have the aptitude to know how and when to intervene in both.

Learning the fundamentals of how people operate and how to inspire them is the easy part. Mastering those skills is your leadership IQ. Turning your that into your

competitive talent advantage is the No. 1 way to impact recruitment and retention of the best people. ■

Magi Graziano, as seen on NBC, is the CEO of Conscious Hiring and Development, a speaker, employee recruitment and engagement expert and author of The Wealth of Talent. Through her expansive knowledge and captivating presentations, Magi provides her customers with actionable, practical ideas to maximize their effectiveness and ability to create high-performing teams. With more than 20 years' experience as a top producer in the recruitment and search industry, she empowers and enables leaders to bring transformational thinking to the day-to-day operation. For more information on Magi, please visit www.KeenAlignment.com.



NEW ACOUSTICAL TAPE FOR STEEL STUDS

ArmaSound® MTD

Mechanical and Thermal Decoupler foam tape is a highly effective sound decoupling material for partition walls.

- Use in place of resilient channel or isolation clips
- Fast, easy, error-proof installation

Reduce Noise,
Create a Quieter,
More Comfortable Space

www.armacell.us
info.cf.us@armacell.com
800-973-0490



 **armacell**
ArmaSound®
MTD



INDEX TO ADVERTISERS

BUILDING MATERIALS

Acoustical Material Services6

CEILING HARDWARE

L.D. Peters & Sons, Inc.41
www.ldpeters.com

CEILING SYSTEMS

Acoustical Surfaces Inc. Outside Back Cover
www.asiarchitectural.com

Fabri-Trak Systems Inc. 34
https://fabritrak.com

Freudenberg Nonwovens 40
www.freudenberg-pm.com/de-DE

Golterman & Sabo Inc. 46
www.golterman.com

Gordon Incorporated 4
www.gordoncorrections.com

Hunter Douglas Architectural Products 3
www.certainteed.com/plaza

DRYWALL CONSTRUCTION

Armcell LLC 45
www.armcell.us

PLATINUM SPONSORS

Armstrong 12
www.armstrongceilings.com

CertainTeed Inside Back Cover
www.certainteed.com

Rockfon Inside Front Cover
www.rockfon.com

USG 8
www.usg.com

SOUND ISOLATION CLIPS

PAC International, LLC 9
www.pac-intl.com

New Product!



**GeoDesign (Flat) and
GeoDesign Ridge (3-D) Panels**

GeoDesign Panels fit together to create mosaic patterns across a wall. Mix and Match the standard shapes with the 3-D shapes for a contiguous look!



800-737-0307
www.gsacoustics.com

Controlling Sound Beautifully

THE COST OF POOR PERFORMANCE...

Continued from page 31

TRAINING IS NOT JUST FOR SALESPeOPLE

Training has a major impact on customer service practices across a variety of industries. Consider the often headache-inducing business of at-home product installation – one that would certainly benefit from customer service-focused training. The basics, such as explaining to customers the details of the installation process, an emphasis on crystal clear communication prior to the start of the job and, of course, conveying the importance of punctuality can boost customer retention. Training staff to be cognizant of their customer service practices can also increase referral business, which can be worth extra hundreds, thousands or even millions to your bottom line.

EVERY UNTRAINED EMPLOYEE COSTS YOU MONEY

ROI on training is dramatically greater than most company executives believe it will be. In simple terms, if a trained worker becomes 100 percent productive and an untrained worker is only 60 percent productive, you are losing \$40,000 in value on every \$100,000 of business you conduct.

IN CLOSING

Not training is hugely expensive – far more expensive than training. In your company, you should look for all the opportunities where proper training can dramatically increase profits, reduce waste and provide an outsized ROI for every training dollar you spend. If you start to look, it's nearly guaranteed that you will find many more opportunities than you expect. ■

Evan Hackel is CEO of Tortal Training, a firm that specializes in developing and implementing interactive training solutions for companies in all sectors. Evan created the concept of "ingaged leadership" and is principal and founder of Ingage Consulting, a consulting firm headquartered in Woburn, Massachusetts. To learn more about Ingage Consulting and Evan's book Ingaging Leadership, visit Ingage.net.

Fast. Easy. Reliable.

A simple formula for success



Our goal isn't to do everything. It's to do what our customers need – and do it right. That means listening to pros in the field, and partnering with you to develop new systems and products that install quickly and easily for reliable results. We're focused on making your job easier, so you stay on schedule and on budget.

See fast, easy, reliable systems in action at
CertainTeed.com/CeilingsContractors

CertainTeed Ceilings

The right ceiling for the space

CertainTeed
SAINT-GOBAIN



Cloud

Complete your architectural design with visually-elegant custom Cloud ceiling configurations. Arrange Cloud panels in simple, straight-line patterns or employ complex curves for interesting, one-of-a-kind spaces. For better sound in large, open spaces, use perforated panels with an acoustical backer.

Asi
ARCHITECTURAL

www.asiarchitectural.com
1.888.258.4637