


**NECA CORPORATE MENTORING PROGRAM & Contractor 101**

Karl Borgstrom, Presenter

**NECA 2011 San Diego**



11/7/11 1

---

---

---

---

---

---

---

---

**SEMINAR OBJECTIVES**

- Provide overview of the Mentoring Program goals and procedures
- Discuss assumptions on which the Program was developed
- Identify and discuss issues and challenges to NECA Member participation
- Review *Contractor 101* and its role in mentoring

11/7/11 2

---

---

---

---

---

---

---

---

**Topics**

- What do we mean by "Corporate Mentoring?"
- Why Mentoring for NECA?
- What are the "Values Added" for Protégés and Mentors
- Who should be a Mentor or Protégé?
- Mentoring Process—how does it work?
- Contractor 101 Overview
- Discussion

11/7/11 3

---

---

---

---

---

---

---

---

### What is "Corporate Mentoring?"

A **voluntary relationship** between an established, successful Mentor company and a relatively new or less experienced Protégé company **for the purpose of improving the performance** of the Protégé company

*A **Business-to-Business** mentoring relationship*

11/7/11

4

---

---

---

---

---

---

---

---

*A Mentor is like a sounding board – they can give advice but the Protégé is free to discover his/her own direction . . .*

11/7/11

5

---

---

---

---

---

---

---

---

### Assumed Benefits of the Mentoring Program

- Member Success = NECA Success
- NECA Membership Service Value = Retention
- Enhanced Union Contracting Performance

11/7/11

6

---

---

---

---

---

---

---

---

### Value-Added for Protégés

- Personal growth of the Protégé
- New perspectives and insights
- Shared lessons learned = accelerated performance improvement
- Enhanced business network & resources
- Friendship and support

11/7/11

7

---

---

---

---

---

---

---

---

### Value-Added for Mentors

- Insights from teaching/self-assessment
- Possible future joint venture partners and potential resources
- Contribution to the Association/industry success

11/7/11

8

---

---

---

---

---

---

---

---

### Who Should be a Business Mentor?

- Experience as a CEO or Director
- Established record of business success
- Ability to articulate the relationship between best practices and business outcomes
- Capacity and willingness to share
  - Skills
  - Experience
  - Mistakes and successes
- Derives satisfaction from helping
- Understands and accepts the risk that a Protégé could become a competitor

11/7/11

9

---

---

---

---

---

---

---

---

### Who Should Be A Protégé?

- Open to expand knowledge base and perspective
- Interest in and desire to move the company to the "next level" of performance
- Willingness to accept constructive criticism and learn from the experience of others

11/7/11

10

---

---

---

---

---

---

---

---

***BOTH Mentors and Protégés must be willing to commit to the mentoring process!***

- **Act in good faith**
- **Time and effort required**
- **Consistent communication**

11/7/11

11

---

---

---

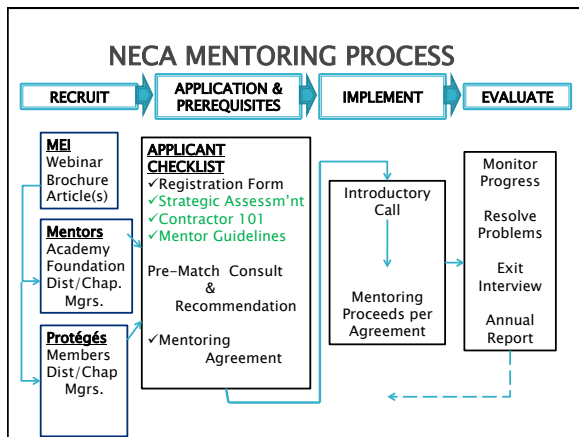
---

---

---

---

---




---

---

---

---

---

---

---

---

## Mentor/Protégé Reg Form

- Contact Information
- Location
- Frequency
- General Topics
- Company Background Information
- Detailed Topics-of-Interest List

11/7/11

13

---

---

---

---

---

---

---

---

## Strategic Assessment Interview

- **Mentoring Objectives**
- **Current Business Situation /Market Environment**
- **Opportunities and Challenges**
  - Goals
  - Leadership and staffing
  - Customer needs
  - Workforce availability
  - Process management—business support and operations
  - Results—what is success and in what timeframe?

11/7/11

14

---

---

---

---

---

---

---

---

## Guidelines for Mentors

- Be positive and supportive
- Ask questions before providing answers
- Focus on the needs of the protégé
- Be willing to "back off"
- Don't take rejection of your ideas personally
- Reinforce the confidential nature of the relationship
- Plan ahead so you are truly "available" during your sessions
- Motivate protégés to think for themselves
- Do not get drawn into solving the protégé's daily operational problems

11/7/11

15

---

---

---

---

---

---

---

---

## Rules and Guidelines

- Do not discuss issues which “obstruct, limit, or otherwise interfere with market competition”
- Advisory only - no agreements
- Confidentiality-Mentors and Proteges
- Confidentiality of Process-Indep. Consultant
- No liability for NECA

11/7/11

16

---

---

---

---

---

---

---

---

## Lessons and Challenges . . .

- Small Mentor pool and restrictions
- Face-to-face need vs feasibility
- Mentor time constraints
- Expectations of Protégés
- Sustainability/momentum
- Support at the local level
  - Marketing
  - Priorities
  - Confidentiality

11/7/11

17

---

---

---

---

---

---

---

---

## **Contractor 101**

An Online Introductory Course

11/7/11

18

---

---

---

---

---

---

---

---

## Contractor 101

Contractor 101 is an introductory level overview of key topics in construction contracting

- Designed for persons who are
  - new to the industry, or
  - contractors who are experienced at the project operations level of construction and are moving into higher levels of management responsibility

11/7/11

19

---

---

---

---

---

---

---

---

## Contractor 101

Purposes:

- A common frame of reference/language for Mentor-Protégé dialogue
- A device to broaden the perspectives of Protégé perspectives beyond immediate problems and concerns
- A marketable product for NECA-MEI

11/7/11

20

---

---

---

---

---

---

---

---

## Contractor 101 Modules

- I. Overview of the Construction Industry and Electrical Contracting
- II. Leadership for Contracting Organization Management
- III. Strategic Management and Planning
- IV. Financial Management and Analysis
- V. Construction Law and Contracts
- VI. Labor Relations and Employment Law

11/7/11

21

---

---

---

---

---

---

---

---

## Contractor 101

- Roles of the various stakeholders
- Economic factors that drive the construction market
- Opportunities and risks inherent in construction
- Organizational structure and processes within the contracting business
- The profile of the EC industry
- Personal "leadership consciousness"
- Leadership concepts: how they apply in the contracting business
- Identifying leadership capabilities in others
- Relationship between leadership and company performance
- Leadership skills assessment for personal improvement

I. Industry Overview

II. Leadership

11/7/11

22

---

---

---

---

---

---

---

---

---

---

## Contractor 101

- Strategic thinking
- Identifying stakeholders
- Corporate vision and mission
- Strategic planning
- Converting planning to action
- Measuring performance
- Costs of doing business
- Basic business financial statements
- Key financial ratios
- Assessing performance from the financial perspective

III. Strategic Management & Planning

IV. Financial Management & Analysis

11/7/11

23

---

---

---

---

---

---

---

---

---

---

## Contractor 101

- › Methods of contract formation
- › Rules of contract and contract interpretation
- › Key concepts in contracts
- › Contractual duties of contractors
- › Evolution of laws that govern labor relations
- › How organized labor workforce and contractors interact
- › Rules and procedures of multi-employer bargaining
- › Federal requirements for contractors as employers

V. Construction Law

VI. Labor Relations

11/7/11

24

---

---

---

---

---

---


---

---

---

---

Questions & Discussion



11/7/11 25

---

---

---

---

---

---

---

---