

NECA CORPORATE MENTORING PROGRAM ACADEMY WORKING GROUP

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WORKING GROUP OBJECTIVES

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

Working Group Topics

- What do we mean by “Corporate Mentoring?”
- Why Mentoring for NECA?
- What is the “Value Added” for Protégés and Mentors
- Who should be a Mentor or Protégé?
- Mentoring Process—how does it work?
- Contractor 101 Overview
- Topics for Discussion
 - Testing NECA Mentoring Program assumptions
 - Hurdles to Mentor participation AND other issues/questions

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*

Business to Business Mentoring VS Staff Development Coaching

Mentors . . .

- Focus on the individual
- Facilitate, with no agenda
- Are self-selected, as volunteers
- Influence based on perceived value
- Are rewarded by affirmation and learning
- Work in a large arena of life and business

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

Assumed Benefits of the Mentoring Program

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

Can the Corporate Mentoring concept work for NECA?

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

Value-Added for Mentors

- Insights from Teaching/Self-Assessment
 - Possible Future Joint Venture Partners and Potential Resources
 - Contribution to the Association/Industry success
- *Are these potential benefits worth the commitment of time and effort?*
- *Are there “downside” issues?*

Who Should be a Business Mentor?

- Experience as a CEO or Director
- Established record of business success
- Understanding of and ability to articulate the relationship between your 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

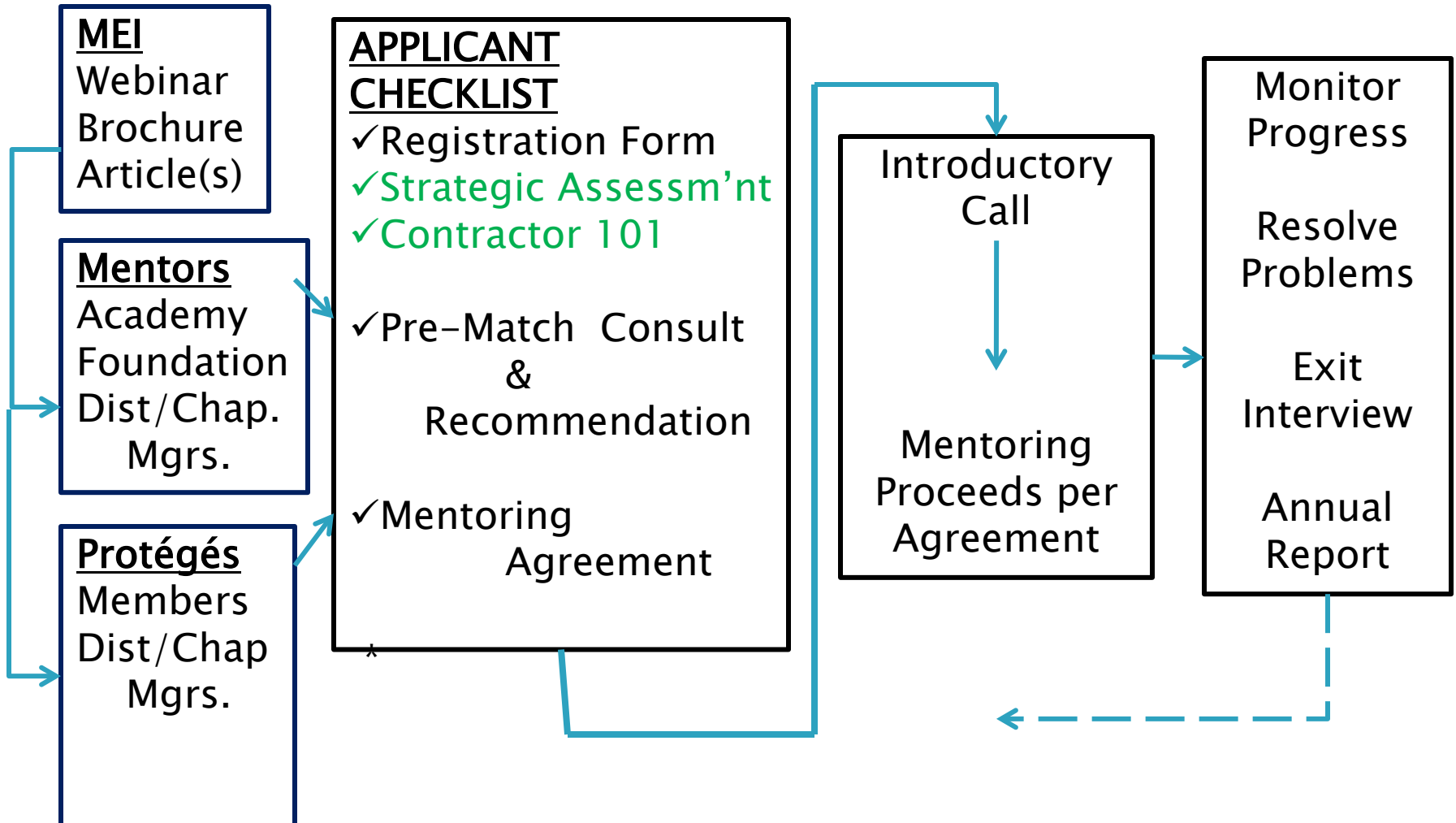
Who Should Be A Protégé?

- 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

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

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

NECA MENTORING PROCESS



Mentor/Protégé Reg Form

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

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?

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

Lessons and Challenges . . .

- Small Mentor pool
- Inherent contradictions in the program
 - Mentor/Protégé anonymity
 - Face-to-face need vs competition concerns
 - Expectations of Protégés
- Sustainability/momentum
- Support at the local level
 - Marketing
 - Priorities
 - Confidentiality

Questions & Discussion



Contractor 101

An Online Introductory Course

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

Contractor 101

Purpose(s):

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

Contractor 101

Constraints:

- One size had to fit all
- Limitations on number of modules, topics/slides, narrative words, student “seat time,” and level of discourse

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

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

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

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

Questions & Discussion

