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

RECRUIT

APPLICATION & PREREQUISITES

IMPLEMENT

EVALUATE

MEI Webinar Brochure Article(s)

Mentors Academy Foundation Dist/Chap. Mgrs.

Protégés Members Dist/Chap Mgrs.

APPLICANT CHECKLIST

- Registration Form
- Strategic Assessm’nt
- Contractor 101
- Pre-Match Consult & Recommendation
- Mentoring Agreement

Introductory Call

Mentoring Proceeds per Agreement

Monitor Progress
Resolve Problems
Exit Interview
Annual Report

Monitor Progress
Resolve Problems
Exit Interview
Annual Report
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 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
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

I. Industry Overview
- 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

II. Leadership
- 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
Contractor 101

III. Strategic Management & Planning
- Strategic thinking
- Identifying stakeholders
- Corporate vision and mission
- Strategic planning
- Converting planning to action
- Measuring performance

IV. Financial Management & Analysis
- Costs of doing business
- Basic business financial statements
- Key financial ratios
- Assessing performance from the financial perspective
Contractor 101

V. Construction Law

- Methods of contract formation
- Rules of contract and contract interpretation
- Key concepts in contracts
- Contractual duties of contractors

VI. Labor Relations

- 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
Questions & Discussion