2016 is coming to an end and it is time to look forward to 2017. As with every year around Thanksgiving, Christmas and New Year’s, the season goes by quickly. This year the World of Concrete is earlier than in past years, January 16 – 20, so no rest for the concrete industry following a busy holiday season. ASCC will have many functions during the show. Attending these is a perfect opportunity to start your new year off in a positive way.

I want to invite any of our members to attend some (or all if you are so inclined) of our business meetings that week. In addition to our Board of Directors meeting and our Annual Meeting of the Members, most of our committees and councils will be holding meetings to advance the projects they are working on. Your attendance and input is always welcome.

We also have social and awards events. Our annual Kick-Off Bash will be on Monday night and it is an excellent opportunity to network and meet with others in our industry including contractors, manufacturers, equipment suppliers, and engineers to name a few. Last year we had over 400 people attend the event and we expect this year will be just as big. Our annual Decorative Concrete Council Awards ceremony will be Tuesday evening showcasing the best projects of our DCC members. I am always amazed at the level of quality and beauty of these projects featured at this event.

In closing, I wish for you, your family and everyone in your company a safe and wonderful Christmas holiday and I look forward to seeing you at one of our ASCC functions at the World of Concrete in January!

World of Concrete
Las Vegas, NV
January 16 – 20, 2017

CONEXPO - CON/AGG
Las Vegas, NV
March 7 – 11, 2017

ACI Spring Convention
Detroit, MI, Detroit Marriot at the Renaissance Center
March 26 – 30, 2017

Concrete Executive Leadership Forum
Montage Palmetto Bluffs, Bluffton, SC
July 20 – 23, 2017

Welcome New Members
3CON, Rolling Meadows, IL
Carraway Concrete Construction, LLC, Cairo, GA
Concrete Facelift DBA AAA-1 Construction, Santa Rosa, CA
Indianapolis Concrete, Indianapolis, IN
K&M Construction, Norfolk, NE
Polished Concrete Floors, LLC, Winter Park, FL
Romer Decorative Solutions LLC, Canton, MI
Skold Construction Services, Inc., Des Moines, IA
Stover Construction and Concrete Creations, Wichita, KS
Superior Polished Concrete, Rolla, MS
The upcoming World of Concrete offers endless opportunities for a decorative contractor. Whether it’s enhancing your personal skills through educational offerings, or learning about new and innovative products while browsing the endless aisles of the convention center, you can leave Las Vegas with the tools to improve. Contractors new to WOC or those caught in a rut after years of attendance need to be aware of the sometimes overlooked events outside the exhibit area.

To me, there is no better benefit at WOC than the networking. The ASCC Kick-Off Bash on Monday night is the #1 chance to meet, swap stories, or ask questions of the most influential contractors. This year we add concrete polishers to the group, boosting attendance and the ability to create new contacts or business arrangements. My other favorite event that should not be overlooked by decorative contractors is the Decorative Concrete Council (DCC) Awards Ceremony on Tuesday evening. View the best projects of the year, while surrounding yourself with decorative legends. We hope you will leave inspired to create your own entry for next year.

I am a member of the WOC Speaker’s Advisory Board which spends hours evaluating hundreds of training programs submitted for inclusion in the program. From interactive workshops and specialized seminars to hands-on skill-building sessions, the world-class education program equips field personnel, project leaders, supervisors, and owners with the latest knowledge in every facet of the decorative concrete business. Be sure to take a look at courses offered by DCC members Paul Schneider, Chris Sullivan, Bob Harris and myself, along with the countless business and leadership courses.

Finally, take time to strengthen your relationships with the manufacturers. Having direct access to a manufacturer’s rep., when a quick shipment is needed or an issue arises, can be critical. The manufacturers want to spend time with you to learn how their products work and how they can improve. Many throw social events. World of Concrete is fast-paced, full of opportunity, but also full of distractions. Be sure to take full advantage of your time there to make your business better, increase your product knowledge, and learn new skills that may help you expand your decorative offerings.
For the second year, ASCC is sponsoring the ACI Finisher Certification at WOC 2017. ASCC is presenting two ACI Flatwork Finisher certifications:

- **ACI Concrete Flatwork Finisher/Technician Certification**
  - Review seminar on Wednesday, Jan 18 from 8:00 am to 12:00 pm
  - Written examination on Thursday, Jan 19 from 1:00 pm to 3:00 pm
  - Test examiner: Ron Kozikowski, North S. Tarr Concrete Consulting
  - Trainers: Jerry Holland and Bob Simonelli, Structural Services Inc.

- **ACI Specialty Commercial/Industrial Concrete Flatwork Finisher/Technician Certification**
  - Review seminar on Monday, Jan 16 from 1:00 pm to 5:00 pm
  - Written examination on Tuesday, Jan 17 from 3:30 pm to 5:30 pm
  - Test examiner: Ron Kozikowski, North S. Tarr Concrete Consulting
  - Trainers: Jerry Holland and Bob Simonelli, Structural Services Inc.
  - Performance examination on Tuesday, Jan 17 from 7:00 am to 1:00 pm
  - Performance examiner: Bob Simonelli, Structural Services Inc.
  - Supplemental performance examiners:
    - Denny Bartz and Bryan Birdwell
    - Structural Services Inc.
    - David Buzzelli, Texas A&M Concrete
    - Steve Lloyd and Stevie Ray Lloyd
    - Lloyd Concrete Services
    - Jim Schibley, Sundt Construction
    - John Hawkins, Sundt Construction
    - Jason Hocutt, Keystone Concrete
    - Brian Roddy, J L Marshall & Sons
    - Warren McPherson, Euclid Chemical Co.

Those attending the ACI Specialty Certification must have been certified as an ACI Concrete Flatwork Finisher/Technician. The advanced ACI Specialty Flatwork Certification can be used to show that your finishers have skills beyond the basis ACI Finisher requirements and are qualified to do commercial/industrial floor slabs including superflat floors.

ASCC appreciates the hard work of all the trainers and examiners who put so much of their time into making this an outstanding program. In addition, we want to thank the following members of the Manufacturer’s Advisory Council (MAC) who have generously provided equipment, tools and supplies to make the performance exam possible: Allen Engineering Corp. — Jeff Johnson, Multiquip — Mike Ferguson, Wacker Neuson Sales Americas LLC — Matt Basky and Wagman Metal Products — Jeff Snyder

While at the World of Concrete, consider visiting the ASCC Flatwork Finishing Subcommittee meeting on Sunday, January 15 from 2:00 p.m. to 3:00 p.m. in the Convention Center. Co-chairs of this committee are Steve Lloyd (Lloyd Concrete Services) and David Somero (S&S Concrete Floors). A lively discussion is expected on what concrete mix designs are suitable for a hard-trowel finish.

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**Safety: Over Managed and Under Led**

Safety Leadership is distinct from Safety Management and must be executed explicitly and with as much commitment as we execute Safety Management. Most of us are conversant regarding Safety Leadership: “We must model good behavior. We must walk the talk. We must be visible. We must set the culture. We need to be accountable,” and so on. This is definitely on the right track. But few have taken on Safety Leadership distinct from Safety Management. Furthermore, the language and examples inside safety leadership are often shallow, providing little guidance or inspiration. In fact, the language is often not the language of leadership, but the language of management.
In a recent high-level leadership meeting, an incident was discussed:

A fire destroyed an operating unit in a plant. Some months prior to the incident, a worker had taken matters into his own hands, re-working a leaky line with unapproved technique and material and, sure enough, it failed later. Root Cause Analysis revealed broken procedures, poor management of change, inadequate supervision, and that there were “Golden Rule”, “Cardinal Rule”, and “Tenet” violations. Problem solved, right? Managers in the meeting were satisfied that their safety system, philosophy and consequences were justly applied through the findings of Root Cause Analysis. The discussion was closed until we spoke up, pointing out the opening sentence in the case: “A faulty pump, known to have chronically leaked for years…” We also pointed to the fact that no one in that meeting would ever be put in a position to have to resort to fixing a leaky pump in the face of other important commitments.

We then asked, “So what is the learning for you as leaders? WHY did the worker fix that chronic leak the way he did? Because he was not paying attention, making a ‘bad’ choice? Really?” Certainly his act triggered the accident. But what smoking gun was that trigger connected to? We assert that focusing on the behavior of and pronouncing judgment on the worker prevented the critical learning for the people at the genuine root cause: Leadership at multiple levels of the organization. People in positions of authority and expertise create the operating structure, context and conditions in which people behave. They have the duty and responsibility to practice both excellent Safety Management and exceptional Safety Leadership. Why was a chronic leak tolerated? Perhaps it never made the “Safety Critical” list or the priority maintenance list on a site or in a company that has faced constant “value-adding” initiatives. Managers assert “Safety is a Value,” yet are blind to chronic leaks or minor spills. They then blame worker behavior. Incidents like this one call for more from leaders.

When something (a leaky line) becomes “acceptable” (i.e., “that’s the way it is around here”), this is a failure of Safety Leadership.

Principles for evolving beyond behaviorism and managing “Safety Differently” are:

- People are not the problem, they are the solution.
- Safety is not just the absence of harm, it is fostered by the presence of elements that add capability.
- Safety Leadership is distinct from Safety Management and must be as executed as explicitly and committedly.

Safety Management is critical. We are not saying it is not needed—most of us are simply not applying it correctly. We believe Safety Management can be summarized as Prediction and Control.

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<tr>
<th>Prediction includes:</th>
<th>Control includes:</th>
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<td>- Assessment</td>
<td>- Elimination</td>
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<td>- Preparation</td>
<td>- Measurement</td>
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<td>- Planning</td>
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<td>- Identification</td>
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<td>- Prevention</td>
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Not one of the words in this table is an effective way to lead people.

Leadership is described in many ways, but for this purpose we will say that Safety Leadership can be summarized as Perspective and Catalyst.

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<th>Perspective includes:</th>
<th>Catalyst includes:</th>
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<tr>
<td>- Context</td>
<td>- Committed</td>
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<td>- Vision</td>
<td>- Change Agent</td>
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<td>- Meaning</td>
<td>- Direction-Setting</td>
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<td>- Urgency</td>
<td>- Developing</td>
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<td>- Framing</td>
<td>- Transforming</td>
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<td>- Awareness</td>
<td>- Champion</td>
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<td>- Model; Inspire</td>
<td>- Champion</td>
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All of these words are very useful in leading and inspiring people.

Safety Management is critical. Management brings credibility to Leadership, but Management without Leadership is bureaucratic and static, leading to stifling and wasteful execution. Companies that enjoy great safety progress and are operating in largely safe conditions will not keep more people safe and prevent more incidents through Safety Management alone. Safety needs Leadership commensurate with (and as) an organizing precedent towards Safety Management.