

Message from the Executive Committee

Developing Leading Teams **Kevin Riley, Treasurer**

I have found that through the pandemic we've had the unique opportunity to look at our team members in a way we never did before. We got to see what truly motivates them, and conversely, what doesn't. But what do we do as leaders when we notice our team members losing motivation? A recent podcast makes a clear delineation between motivation and inspiration. The basic premise is that what motivates us are those outside factors in our daily lives whether what we get paid, the prestige of the project we are working on, etc. However, what inspires us comes from within, and can be harder to tap into as a leader.

So how do we tap into what we can't see?

There are some basic assessments that create a more quantitative approach to evaluating these traits. I am sure we have probably all heard of them. I am also reasonably sure most of us have probably taken these assessments, know their value, and understand they can help us not only to tap into that inspiration, but help us assemble more productive teams.

The assessments I'm referencing are personality assessments (i.e., Myers-Briggs, DISC Profiles, or Enneagrams). Most of us probably know whether we are 1 (Reformer) or 9 (Peacemaker) or one of the numbers in between. We know what order our EITFSNJP fall in, or where we are located on a DISC profile. There is a new assessment, released several months ago, created by Pat Lencioni and his Table Talk Group, which identifies our [Six Types of Working Genius](#). This assessment arranges/categorizes the results in the acronym W.I.D.G.E.T. and focuses a little less on individual personality and more on how we work within a team and what our working geniuses are. The Genius' are Wonder, Invention, Discernment, Galvanizing, Enablement, and Tenacity. We all contain Genius but like other assessments we have taken, some traits dominate others. In the case of the Working Genius Assessment we have two traits that are our working genius, two that are our working competencies, and two that are our working frustrations. I encourage you if you have not already taken any of these assessments please do so and really study and dig into their meaning and how they affect what we do.

So how does this help develop leading teams?

We take these tests as leaders, provide our leadership teams access to them, but in most cases that is where it stops. Wouldn't the results of these tests be helpful to know about all our team members to help us better understand, motivate, and inspire them? Wouldn't it be helpful to know from a more quantitative standpoint why a team does well, or not; to be able to dissect the issue and remedy it? To take a success and replicate it? If you could get 10, 15 or 20 percent more efficiency out of a crew just by knowing what personalities work best together, what inspires, what motivates, what each team member's geniuses are, wouldn't it be worth it?

I think so.

Executive Director's Message

Industry Partnerships Strengthen ASCC **Bev Garnant**

Over 35 organizations make up CAMRA, Concrete and Masonry Related Associations. It seems to make sense, then, to partner with other groups to enhance our knowledge and experience, and to reach more people. ASCC has several active partnerships that strengthen our efforts and broaden our impact in the industry.

ACI – I don't remember a time when we weren't involved on some level, however as our participation in ACI has grown, so has contractor influence. Presently we have two joint committees: 117 Tolerances and 310 Decorative Concrete. We have an ACI seat on our board, currently held by Mike Tholen, we share sustaining member status, and we are heavily involved in contractor-related certifications. In addition, we constantly strive to place more and more contractors as associate and voting members on ACI committees. And we co-write and promote several construction-related documents.

NRMCA – Our long-standing strategic alliance with the ready-mix association provides a board seat currently held by Jon Hansen. Jon & Phil Kresge regularly tap ASCC members to host paving boot camp workshops and our joint Paving Committee focuses on expanding the concrete paving market while providing the highest quality product. NRMCA asked to have a representative join our H2H Committee and this fall we will have a speaker on this topic at NRMCA's ConcreteWorks 2021. We are also a platinum sponsor of their 2021 Global Concrete Summit.

TCA – This fall we hope to finally kick off our newest event – our Safety Summit – scheduled November 12 in Houston. Our partner in that undertaking are the tilt-up contractors. While we have several members in common, this greatly increases the potential audience. TCA was immediately on board when we asked them to join us in this effort.

ACPA (Pumpers) – On another safety note the ACPA recently asked us to work with them on a hose-handler training program. Always in search of more ways to make our jobs and people safer, we accepted the invitation to develop better protocol for this dangerous operation with our director of safety services, Joe Whiteman, leading the way.

PCA – While promotion is not part of the ASCC mission, it makes sense to help our cement association friends when they solicit our support. PCA asked for our participation in its Promoters' Forum coming up later this month in Nashville. ASCC member Turner Talley, Charter Construction, has volunteered to speak to attendees on what is most on the minds of ASCC members.

We also, of course, continue to partner with the Concrete Industry Management program (CIM) and the Concrete Preservation Institute (CPI) to assist them in teaching and providing the next generation of concrete industry leaders.

Thanks so much to all our partners for making ASCC better at what we do and enhancing the capabilities of those who build with concrete.

Concrete Construction Specialist

Concrete By Any Other Name Jim Klinger

Call it coincidence. I had a chance to commiserate with an old construction colleague over this past holiday weekend. Both of us had set foot on our first concrete construction jobsite during the second week of July, 1979 at the same small, mid-rise apartment project just outside Bethesda, Md.

Any ASCC member will tell you that one's first day on an active concrete construction site features mysterious aromas that can be terribly intoxicating and addictive. And so it was with us. One whiff of concrete construction work and we were both hooked. (N.B.: Some say that the concrete business gets into your blood through the nose; that some time during your first day on the job an airborne VOC molecule plume emanating from form oil, freshly-stripped lumber and curing compound joins forces with the aroma of warm, hydrating concrete and find their way into your nasal receptor neurons and take up residence. This somehow becomes a permanent part of your instinctive olfactory system that sure enough kicks in every time you get within half a block from any concrete construction jobsite).

Over the decade that followed we worked on many concrete construction projects in the Washington, D.C. area. Sometimes we were assigned to the same project, sometimes not. We parted ways for good in 1990, when I moved to California.

Now here it is 42 years later, and we both find ourselves recuperating from recent injuries. His was a bout with COVID-19; not severe enough to be hospitalized, but bad enough to be confined to

quarters for several weeks. We talked as old men do, reflecting on shared history and evaluating various concrete construction issues of the day.

We reminisced about that one job in downtown D.C. when our crew couldn't get much done due to ongoing demolition of a large concrete structure on an adjacent block. Distraction soon turned into fascination, and at quitting time we became instant sidewalk superintendents-along with many others-who were transfixed at the spectacle of a crawler crane swinging a 3000 lb. wrecking ball about, relentlessly beating the holy sweet bejeezus out of that stalwart reinforced concrete frame and not making much headway with each impact of the steel ball. We marveled at the strength of that old structure and straightaway gained an understanding of the tremendous forces it would take to cause the reinforced concrete frames we were currently building to collapse. Looking back on it, witnessing a reinforced concrete frame being torn apart is a fantastic teachable moment; and we now understand why every aspiring doctor in medical school must first take a human body apart in Gross Anatomy 101.

I asked my old colleague if he had seen any of the recent news reports covering the collapse of a reinforced concrete building. "It reminds me of expat contract work in certain Middle East countries. I didn't notice a lot of bars there," he said.

Finally I asked him if the COVID had given him a case of anosmia, a widely-reported side effect of the virus. "Not a chance", he said. "I walked by a concrete construction jobsite just last week. That smell was music to my ears."

Check Your Bookshelves...

Below are short reviews of two publications that are strongly recommended to be a part of your daily working documents. In one case, ACI 301-20, you may already be contractually obligated to meet its specified requirements by simple reference in construction documents. Once you obtain the current version of 301, holding on to previous versions is highly recommended.

ACI 301-20: Specifications for Concrete Construction. This is perhaps the single most valuable ACI reference document available to an ASCC concrete contractor. Its importance can be measured along several fronts. The most current version is hot off the press, just released last year.

The ACI 301 specification was first drafted in the early 1930's and is still evolving. It was always intended to be easily incorporated into project construction documents by specifiers via simple reference. The most current version was issued last year with the following introduction and description:

This is a Reference Specification that the Architect/Engineer can apply to projects involving concrete construction by citing it in the Project Specification. A mandatory requirements checklist and an optional requirements checklist are provided to assist the Architect/Engineer in supplementing the provisions of this Specification as required or needed by designating or specifying individual project requirements.

The first five sections of this Specification cover general requirements for concrete construction. These sections cover materials and proportioning of concrete; reinforcement and prestressing steel; production, placing, finishing, and curing of concrete; formwork performance criteria and construction; treatment of joints; embedded items; repair of surface defects; and finishing of formed and unformed surfaces. Provisions governing testing, evaluation, and acceptance of concrete as well as acceptance of the structures are included. The remaining sections are devoted to architectural concrete, lightweight concrete, mass concrete, post-tensioned concrete, shrinkage-compensating concrete for interior slabs, industrial floor slabs, tilt-up construction, precast structural concrete, and precast architectural concrete.

Once the reader has a working knowledge of ACI 301-20, the specification becomes a comprehensive guide to almost every facet of concrete construction you are likely to encounter. This is not a quick, easy read. The best way to gain a working knowledge is to digest the contents section by section. In many cases, this document will be routinely consulted over the course of a concrete construction project; any time spent getting familiar with the contents is sure to pay off.

Tolerances for Cast-in-Place Concrete Buildings- A Guide for Specifiers, Contractors, and Inspectors. This was written by Bruce Suprenant and Ward Malisch and published by ASCC in

2009. The original publication was in softcover book format with 143 spiral-bound pages. Unfortunately, the hard copy publication is now out of print. A pdf version is available at the ASCC Bookstore. This document is a tour-de-force classic that belongs on every concrete contractor's bookshelf.

ACI 117-10 (Specification for Tolerances for Concrete Construction and Materials) and the companion ACI 117.1R-14 (Guide for Tolerance Compatibility in Concrete Construction) are the most current ACI resource documents that address tolerances for structural concrete work and are the most likely to be referenced in construction specifications.

But sometimes the information contained in the ACI documents isn't enough to help explain a perceived tolerance issue that arises during a high-pressure construction project to a customer that has been wired to view concrete work with zero-defect baseline expectations. This is where the ASCC Tolerances Guide can be consulted.

In discussions with other colleagues who have a working knowledge of the Guide, we all agree that one doesn't have to read very far into the first few chapters to realize the tremendous amount of research that had to have happened behind the scenes to make it possible. For each tolerance category (e.g. horizontal, vertical, etc.), the authors traced its history, rationale, and any available as-built supporting data. Then, most importantly, the authors suggest tolerances that are reasonable, achievable and economical for consideration by an audience consisting of concrete contractors, designers and owners.

Similar to ACI 301, a portion of the Guide was always intended to be incorporated directly into project construction documents by a specifier via a simple two-sentence reference clause.

Any concrete contractor who has had to argue their case to a GC or owner's rep will tell you that it always helps to know the history behind a tolerance and what reasonable, achievable and economical tolerances should be. The ASCC Guide provides that background.

Similar to ACI-301, any time spent reading the ASCC Tolerances Guide is bound to pay off.

Concrete Polishing Council

ACI - Instant Credibility Scott Metzger, council director

As we (hopefully) approach a post-pandemic time with more than a year missing in-person events, I am truly excited about the opportunities to attend trade shows, conferences and in-person training. After booking travel plans for several events, I thought back on just how long I had been attending some of these, and of the long-lasting partnerships and friendships that developed as a result.

I was not born into this industry. I started my career as a journalist, prior to joining my dad's company as a technical writer with the irresistible lure of \$2000 more in salary than I was making at a local newspaper. One of the first things my dad did to introduce me to our industry was to take me to an ACI convention to sit through two days of committee meetings. At the time, I could think of nothing less productive than sitting in a room wordsmithing two sentences in an 80 page technical report for hours on end. But he introduced me to other committee members, and before long, I found these same folks calling in for technical support and mentioning they'd seen me at ACI. It seemed to add instant credibility.

My dad taught me that it's not enough to be "in the industry." You need to be "part of the industry." He also taught me that educating owners, designers, and contractors on our materials, their benefits and limitations, was how we "sold" these products, not through fishing trips, or rebates, or other corporate sales trappings. Towards that end, in the late 1980's he started a series of seminars called "Industrial Concrete Floors – An Interactive Seminar." For these events he invited a panel of industry players from all trades; designers, placement contractors, corporate owners, and more. The goal was to bring everyone to the table to gain understanding about the needs, the challenges, and the expectations of all parties involved in constructing a warehouse or distribution center. Some truly important insights came out of these seminars, and many long-lasting partnerships and friendships were formed. To this day, not more than a few months go by where someone does not tell me "I went to one of your dad's seminars years ago." And this ground up

effort was started and sponsored by one guy who sold only joint filler. It's amazing what being "part of the industry" can lead to...

I guess this is my long-winded way of encouraging you to take advantage of all the industry has to offer. The training events, the conferences, the trade shows. So many books and people will tell you that success in business and in life is all about "networking," and I recognize that it's very cliché. But there's good reason for that. It's true. Whether you call it networking or developing partnerships or something else, success comes easier with the help of others. There is nothing more satisfying to me than seeing new friendships or business relationships born at a training academy. Spending a few days next to someone in your industry can lead to valuable insights and opportunities. Now that we are free to roam the country again, I encourage you all to take full advantage. A great start will be the upcoming Annual Conference in St. Louis. For many of us this may be the first industry event we have attended in more than a year. Do your part to be an active part of this industry and watch the good things that can happen!

YOU ARE CORDIALLY INVITED TO ATTEND

"INDUSTRIAL CONCRETE FLOORS"

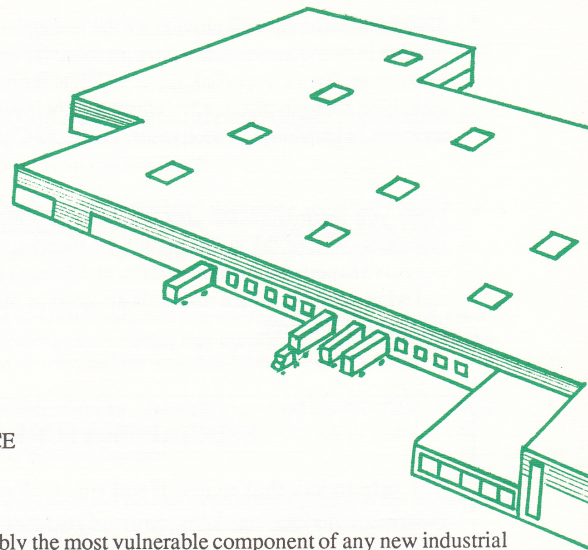
AN INTERACTIVE SEMINAR

FRIDAY MARCH 15, 1991
MEMPHIS AIRPORT HILTON
MEMPHIS, TENNESSEE

WHO SHOULD ATTEND

Anyone involved in the design and/or construction of industrial concrete floors, or is affected by the quality of those floors.

ARCHITECTS & ENGINEERS
CORPORATE ARCHITECTS
CORPORATE ENGINEERS
CORPORATE CONSTRUCTION
CORPORATE REAL ESTATE
CONCRETE CONTRACTORS
GENERAL CONTRACTORS
FACILITY MANAGERS
INDUSTRIAL ENGINEERS
FACILITY MAINTENANCE



DESCRIPTION

The concrete floor is the most valuable, and probably the most vulnerable component of any new industrial building. It is the only part of the structure built totally on site from scratch. In this seminar you will watch a quality floor evolve, from conception through design and construction to occupancy. This seminar will provide you with technical and practical information on how to obtain a durable, quality floor...information you can implement immediately on your current project.

A SPECIAL NOTE TO FACILITY OWNERS

Once a floor is completed, everyone walks away from it...except you and your company. If the designer, contractor and material suppliers did their job well, you have a productive work surface. If they didn't, you will suffer with permanently reduced productivity and higher maintenance costs. You can greatly increase your chances of obtaining a quality floor by being a knowledgeable client. This seminar offers you that knowledge.

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CONCORD, NH

Decorative Concrete Council

Post Coloring Stamped Concrete

Chris Sullivan, decorative concrete specialist

When it comes to antiquing and or providing accent colors to stamped concrete, installers have more options than ever. The traditional method of using a colored powder antiquing release is still quite common, but alternative methods of coloring stamped surfaces to give them a realistic look have gained in popularity over the last decade. These new “post coloring” methods, while varied in makeup and methods, have one thing that sets them apart from traditional antiquing release powder – cleanliness. How they work is a question I find myself answering more often these days.

I am not sure who can lay claim to being the first person to use liquid release, but one thing is for sure; they, and the concrete, were a lot less “colorful” after the job was done. Clear liquid release, a blend of light solvents often spiked with bubblegum fragrance to hide off-putting odors, does the same thing powder release does (in regard to keeping the stamps from sticking to the concrete), except it does not impart a secondary highlighting color. Without highlights and antiquing, stamped concrete does not look very real, and in many cases looks downright fake! So why stamp concrete this way? It’s all about cleanliness. As anyone who has used, or even been around, when antiquing powder release is being applied, it is messy! The desire to add color to stamped concrete after imprinting with clear liquid release has ushered in the new generation of post-coloring techniques. They all basically work the same, but based on the ingredients in the post-coloring system and how it is applied, you can end up with very different results.

There are two key ingredients to post-coloring systems - a liquid carrier and a coloring agent. The carrier is the liquid that makes up most of the system. It “carries” the color to the surface, and its job is done. In most cases the carrier evaporates, leaving the color behind, sealers being the exception where a resin is left behind that helps lock in the color. Carriers used in post-coloring systems include, but are not limited to, water, acetone, alcohol, liquid release, and sealers. The interesting thing is that most any liquid would work, and a lot of installers have created their own coloring systems using many different liquids. The color portion of these systems is some type of pigment, usually iron oxide or acrylic based, and needs to be UV stable. The color makes up a small percentage of the whole system, however imparts 100% of the final color. How the color and liquid carrier interact has everything to do with how the post-color system will work, and the resultant highlights.

When you look at what occurs when post-coloring stamped concrete, there is more than meets the eye. In broad terms, a colored liquid is applied to the surface of the concrete to create color highlights and produce a “natural” color effect. Depending on the type of post-coloring system used, the entire surface is stained, or, only the low texture areas of the concrete retain color. This is where the carrier and color interaction come into play. I suggest testing multiple systems and familiarizing yourself with the system you select. Anytime post-coloring systems are used, keep in mind that you’re highlighting and/or antiquing color is topical, and unless mixed with a sealer, there is no binder. A sealer system is required in most cases to lock in the color and provide a level of protection. It is also important for installers to manage customers’ expectations when using these types of systems in that the color is on the surface; as the surface wears so goes the color. Additional maintenance may be required to keep the color and overall stamped surface looking its best. No matter the system or method you use to stamp concrete, understanding post-coloring techniques is a good tool to have in your arsenal.

Consider entering your stamped concrete projects into the DCC Decorative Concrete Awards, no matter the type of accent color used.

Live to Work or Work to Live? **Jeff Eiswerth, DCC council director**

As I write this month's article I'm focused on my family's upcoming vacation. At the same time, I'm focused on work. Because of travel and the work relationships I've built over the last 20 years, I usually put in about 60 hours a week. And when I'm not around – like I won't be in the next week – there isn't anyone picking up the undone work.

The age-old question comes to mind, do we live to work or work to live? I think most would say we work to live. My family loves to travel and go on vacations or long weekends. We've been lucky to have done some internal travel as well.

The fact is, I almost always look forward to getting home and back into the work routine. I like the clients I meet, I like problem-solving, and I really enjoy and get energy from seeing a job well done and a happy client. I can't recall the last time I used all my vacation days. I like the work; I like the camaraderie; and, I love the absence of teenage drama!

So after thinking about it, I certainly work to live, but there are times I really do live to work. It is fulfilling to have people or groups at work depend on what I do. I feel pretty lucky that I enjoy both, and feel like I have a good work-life balance.

Many companies are struggling to find enough workers, so it may be that many are having to work more than they'd like. I hope you are all able to live a little too. Take a little time to take a break from work to pursue other interests – you know – to live a little!

Safety & Risk Management Council

Praise in Public, Coach in Private - It Works for Safety Too **Joe Whiteman, director of safety services**

You have more than likely heard the phrase, "praise in public, coach in private." These are good words to live by when managing employees. However, determining a public or private approach to coaching is dependent upon when coaching is required, the employee, and the potential impact on the overall team. Could it be beneficial to others to see the results of the coaching? Will the employee being coached feel attacked and embarrassed? There is certainly a balance to be sought, and, as a good leader, you should know when to coach in private, or when a public reminder helps create a safe work environment.

Praise is a great tool to empower individuals and build confidence. When you are praising, you are highlighting a desirable behavior or outcome to a larger group- perhaps the crew on the jobsite. This works especially well when it comes to safety. Morning safety huddles, tailgate meetings, and especially all-hands weekly or monthly jobsite meetings provide excellent opportunities to do just this. Celebrate and praise safety wins in front of the crew. Recognition and learning go hand in hand, reinforcing safe behaviors and driving a strong safety culture; not to mention, giving meaning and recognition to the individual who displayed the behavior.

There can be a negative result if you apply the same method when it comes to coaching. No one enjoys a public shaming. Absolutely coach an employee if they are performing a task in an unsafe manner. Correct the violation, coach the worker on proper methods, and determine what drove that employee to do what they did. Was it a personal issue that caused them to be absent minded? Was it a breakdown in communication or planning? Perhaps a lack of training or experience? There are many factors you need to know before you choose whether the worker is best coached in private or public.

You also need know how the employee receives coaching. Depending on the cause of the unsafe act, it can certainly be a teachable moment for all. You may, however, need to approach those public coaching opportunities by speaking in generalities; rather than singling out one person. This will better serve you on multiple fronts. The employee will feel like a valued member of the team

and hopefully be more receptive to coaching in the future; reinforcing that you and the company truly care about them and their safety.

Concrete Industry Management Program Holds Successful Auction at 2021 World of Concrete

The National Steering Committee (NSC) for the Concrete Industry Management (CIM) Program has announced over \$1.150 million in gross revenue raised at its annual auction, held in conjunction with the World of Concrete on June 9.

The 2021 CIM Auction featured a 2021 Mack® Granite® donated by Mack Trucks and equipped with a McNeilus® FLEX Controls™ Bridgmaster® mixer. Other big-ticket items included a Line Dragon® donated by Somero Enterprises, Inc., a Load and Go Ready Mix Truck Wash® system donated by Shumaker Industries, and a COMMANDbatch System donated by Command Alkon.

"In addition to the above-mentioned big-ticket items, we were pleased to have donations from industry leaders like CEMEX, LaFargeHolcim, Lehigh Hanson, Inc., Argos Cement, St. Marys Cement, Inc., Roanoke Cement Company, GCC, Martin Marietta as well as admixture donations from CHRYSO, Inc., Master Builders Solutions, Sika USA, Euclid Chemical, GCP Applied Technologies and CarbonCure Technologies, Inc.," said CIM Marketing Committee Chairman Brian Gallagher.


Thanks so much to all ASCC members who donated and/or purchased auction items.

ASCC Webinar Series

REGISTER HERE


**Wednesday
September 8**
3:00pm CDT

How Well Do We Know In-place
Concrete Strength?
Dr. Kenneth Hover, Cornell University



**Wednesday
October 13**
3:00pm CDT

Using Tech Tools to Crush the
Construction Labor Shortage
Bill Wagner, Struxi/Penta Technologies



HOTLINE QUESTIONS

CONCRETE CONSTRUCTION

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DECORATIVE CONCRETE

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ASCC members have access to these toll-free numbers for assistance.

Support Our Associate Sustaining Members



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