



PROFESSIONAL CONSTRUCTION ESTIMATORS ASSOCIATION

ORLANDO, FL

MAY 2016-Vol. 13, Issue 12

PRESIDENTS LETTER

Construction jobs are on the rise after a great fall. According to the Bureau of Labor Statistics (B.L.S.) in 2006 that were nearly 700,000 construction jobs in the state of Florida. The same study shows that today there are approximately 450,000 construction jobs available in Florida (up from a low of nearly 335,000 in 2011). The difference in construction jobs available from 2006 to 2016 is a deficit of about 250,000 construction jobs available in our state. So in theory should there be at least half that number of people available to work ten years later?

According to the B.L.S. we have about a 7% unemployment rate in the construction industry. If we use a conservative number of 5% for the unemployment rate that figure equates to about 22,500 workers available to the construction industry. If we were to use the high end of the spectrum and go back to 2006 and use the 7% unemployment rate potentially there are about 49,000 employees available for the construction industry. No matter how you look at the math there should be people available to hire.

So why is it so hard to find these people? The fact is the industry as a whole is finding it hard to hire quality candidates for construction jobs. There are a number of possibilities for this shortfall. Construction workers tend to follow the work and could be in other states such as Texas where the economy was not as affected by the recession. Workers may have left the industry altogether. Some folks retired early. A number of people could just be sitting at home with no intention of returning to the workforce (say it isn't so).

No matter what the reason many former construction employees just aren't available any longer. So as we've discussed many times before we are looking for ways to find candidates to staff our industry in the future. PCEA is dedicated to do our part to fill in the gaps through our scholarship programs, mentoring, and getting involved. If you are interested in learning more about how you can help please do not hesitate to ask me how you can be of service. Attending our social events is a good place to start. We appreciate your support and look forward to working together to build our future.

Sincerely,

Wm. Scott Coleman
 President PCEA Chapter 22

PCEA would like to thank all our sponsors for supporting us throughout the year.

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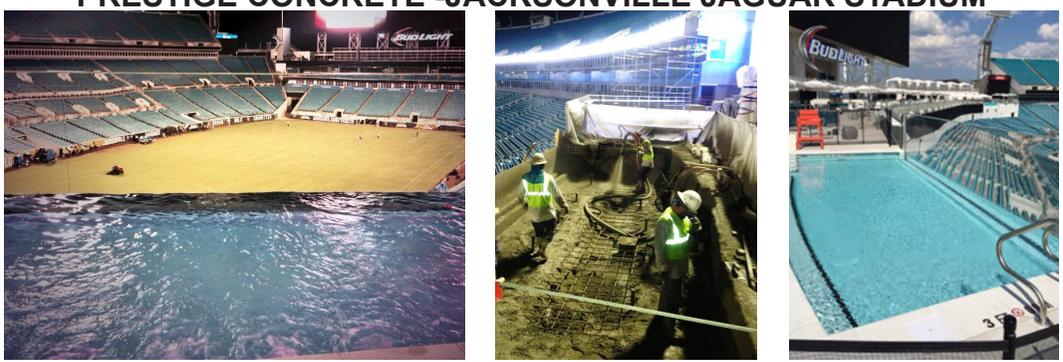


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LEADERSHIP IS A ROLE BY BILL TREASURER

Imagine having your team go from five people to 80 in an instant. That's what happened to Mike Calihan, a senior executive with Aldridge Electric Inc., a national infrastructure construction company based in Chicago.

He had been a project manager, managing relatively small electrical projects. He had been involved in crafting a response to a bid put out by the Illinois Department of Transportation. As he tells it, "It was a longshot, because we hadn't managed a project for this type of work at the scale specified in the bid." Calihan had a big-gulp moment when the bid was opened and he saw that Aldridge had won the contract. He was tapped to lead the behemoth project, which meant leading a team that was 16 times larger than he had ever led before.

As he explains it, "At first, I had no idea what the hell I was doing. I was in way over my head, and scared as hell." When asked how he went from being a manager of five people to a leader of eighty, he replied, "Sometimes you have to fake it till you make it. You don't start with the skills; you develop them along the way."

A lot of leadership and organizational development books have started to underscore the importance of authenticity. When you're a leader, the people you're leading want to know that the power that accompanies your leadership hasn't gone to your head. They want to know that you "get" that leadership is a privilege, not an entitlement, and

that you still pull up your own britches, just like they do. People want to know that you remember your roots and that you haven't forgotten where you came from. In short, they want to know that you're real.

It's important to remember, though, that leadership is not just a way of being and behaving, it's a role. And when you're in the role of leader, you have to perform that role. What you display to others sometimes has to be based on what the role calls for, and what others' need, versus what you may actually be feeling.

For example, if people are freaking out about a large new acquisition the organization is making, you'll only get them more upset if you freak out, too, even if you quietly are. What you portray and what you're actually feeling may sometimes be at odds. But you don't lead people according to where they are, you lead them according to where they need to go.

Often that means that your leadership demeanor needs to be compensatory to your followers' demeanor. When people are freaking out, you need to portray confidence and resolve. When people are complacent and apathetic, you need to portray worry and con-

cern. This may not exactly be authentic, but it's what people need and what the role of leader calls for you to portray.

You, authentically inauthentic
The trick is not to be so caught up in your leadership role that you look like a histrionic Shakespearean thespian. You've still got to be real and unpretentious. When you don't know something, you still have to be honest about it. It's just that you also have to cloak your true feelings every now and then. When you do, you'll often start out with one set of feelings and end with another anyway. At the start of a big hairy project, you may be full of knee-knocking fear — and keeping your anxiety under wraps will serve the project better than if you inject it into everyone else. The more you get into the project, the more the fear will start to lift and confidence will start to grow. Yes, as Calihan suggested, after faking it you start to make it.

By the way, feeling like you're faking it will be a predominant feeling throughout your career. It's normal and natural for leaders to have a nagging feeling that this is the day I'll be found out. No leader has all the answers to every problem, so it takes a lot of improvisation. You'll be making up a lot of stuff as you go along. As you do, people still need to see you as competent. They don't expect you to have all the answers, they just expect you to not shrink from the questions. You were selected to the role of leader for a reason, to perform. That performance goes beyond delivering results. It includes portraying that you know what you're doing, even though you sometimes don't. Here are some tips for being a Genuine Faker:

- **Let 'em see you:** People need to know that you have a life outside of work, just like them. They need to see your non-work identity. Occasionally share stories from your family life. Let people know what you like to

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do for fun outside of work. Include pictures from your outside-of-work life in your workspace. Show people who you really are when you step outside of the role of leader.

• **Plumb your unconfident past:** Think about moments in your career when you felt in over your head. What was the situation/opportunity, and how did it come about? How did you deal with your lack of confidence? How did your confidence evolve as the situation/opportunity progressed? How transparent was what you were experiencing to others around you? How might the lessons from that situation/opportunity be used as a reference point when you feel over your head in future situations?

• **Clarify Point B:** Leadership often involves moving people from Point A to Point B. The behaviors required to be successful at Point B are usually different than those at Point A. As a leader, you have to practice the behaviors that the future requires before others will catch on. People take cues from you. Draw a line down a piece of paper and create two headers: Point A and Point B. Differentiate between the behaviors that make a person successful today (Point A) versus the behaviors that will make a person successful after they've moved to Point B. Acting as the leader means adopting the Point B behaviors before others do.



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MONTHLY MEMBER MEETINGS

ALL MEMBER MEETINGS ARE HELD AT
5:30 PM, IN THE CITRUS CLUB,
255 S ORANGE AVE, ORLANDO, 18TH FLOOR

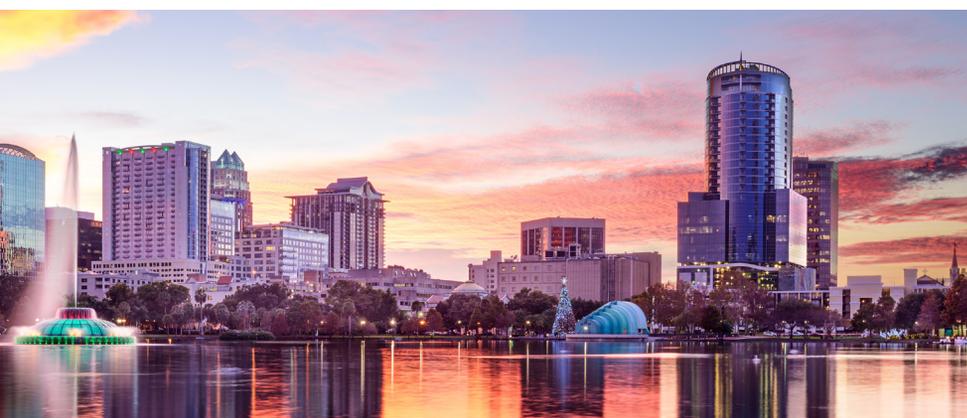
MAY 12TH, SEAFOOD ON THE LAKE
JUNE 28TH, MEMBERSHIP MEETING

SPECIAL EVENTS

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