CHANGE ORDER

CONSTRUCTION SPECIFICATIONS INSTITUTE CHICAGO CHAPTER





FROM THE PRESIDENT	2
MEMBER CONNECTION	3-4
CHAPTER EVENTS	5-7
CHAPTER QUICK READ	8
CHAPTER ARTICLES	9-12
CSI BEYOND THE CHAPTER	13
INDUSTRY EVENTS	14







Golf Outing Thursday, June 27 Salt Creek Golf Course, Wood Dale, IL

See Page 7

Upcoming Chapter Events

- 5/02 Specifier Roundtable: Below Grade Waterproofing
- 5/08 Technical Roundtable: Put Penetrations To The Test
- 5/15 Awards Banquet & Recognition Night
- 6/14 Summer Outing: Baseball Tailgate & Game
- 6/27 Golf Outing

Included Articles

- **9** April Chapter Meeting: Communication Drives Higher Quality Projects
- **10** Bidding & Beers Brings Fun & Twists
- **10** Studio ORD Selected To Design New O'Hare Terminal
- **11** Connect with People: The Foundation for Employee Trust and Engagement

Annual Event

AWARDS BANQUET & RECOGNITION NIGHT

See Page 5

May 15 2019

Clliff Dwellers

From The President

LEADERSHIP TEAM 2018-19

PRESIDENT

Peter Grotenhuis CSI, CDT

.

PRESIDENT-ELECT

Andrea Baird CSI, CCCA, AIA, P.E., LEED AP

VICE PRESIDENT

Jennifer Friedland CSI, CDT, LEED GA

VICE PRESIDENT

Heather Rice CSI, CDT, ICRI Certified

SECRETARY

Chris Carpenter CSI, CCPR

TREASURER

Elias Saltz CSI, CCS, LEED AP

MEMBERSHIP OFFICER

Robert Moretti MBA, CSI, CDT

DIRECTORS

Renee Doktorczyk FAIA, CSI, CCS, SCIP Scott Conwell FCSI, CDT, FAIA, LEED AP Chris Walsh CSI, CDT, LEED GA Guadalupe Casimiro CSI Randall Chapple CSI, CCS, AIA, SE

Brad Schwab CSI, CDT

IMMEDIATE PAST PRESIDENT

Melissa Gibson NCARB, CSI, CCS, CCCA, LEED AP BD+C

DIRECTOR - NCR

Drew Clausen

EXECUTIVE DIRECTOR Beth Winkler

CLICK TO VIEW OUR LEADERS



Remembering Where We Came From Peter Grotenhuis, CSI, CDT

As the seasons change, which can sometimes happen a few times back and forth in Chicago, and summer is right around the corner, we get ready to look back at our efforts over the last year and start to plan what will come next for our organization. I've been so proud of what we've been able to accomplish over the last year, especially

our work for Rebuilding Together this month. In the context of these accomplishments we can also truly appreciate how large of a loss the passing of W. Dean Walker is for our Chapter. Dean gave so much to our organization and it's important to recognize that what we do today is possible through the efforts of so many people who worked to create and build CSI Chicago.

As CSI Chicago facilitates such close relationships between members with such amazing backgrounds, it's natural that we face the difficult reality of losing members who have impacted our organization and our lives. This month we mourn the passing of W. Dean Walker, CSI, Member Emeritus, CCS, CDT, AIA, SCIP, a pillar of our community, who helped lay the foundation for the work that we do today. With a history that comes from 53 years of membership, Dean had been Chapter President four times and held almost every other position in the chapter along the way. He was an amazing presence with a sharp wit and personality that had made him so many friends at CSI Chicago. He embodied our mission of improving how projects are delivered and how the construction industry communicates. Our thoughts are with his family as we all remember Dean and the amazing ways that he has impacted the lives of those around him. In case you missed the e-mail to the membership, a memorial service will be held for Dean this Saturday, May 4, 2019, 1:00 p.m. at Flossmoor Community Church, 2218 Hutchison, Rd., Flossmoor, IL.

This past Saturday, April 27, our chapter took part in Rebuilding Together, a national effort to provide construction services to residential communities in need. Possible through months of work and planning by our members, the house we selected needed demo, carpet, flooring, painting, and a complete remodel of a kitchen. It was great to see so many dedicate their time to making the day successful and special for everyone involved. It always feels so easy to make new connections while working with our organization. The nature of a volunteer is to give, share and participate. Whether it's our expertise and professional skills, or our time, money and energy, the willingness and compassion of our members is incredible. I'm proud of what we were able to accomplish together, and I ended up finishing the day having made a few new friends. It's easy to find common ground with others who share that giving spirit and working around that project it was easy to find great people, happy to give. I encourage anyone who wants to give back to their community and make connections with amazing people from the construction industry of Chicago to participate next year. There's a mountain of work to be done before a hammer is swung, so please let us know if you're interested in any of our outreach efforts. A special thanks to Lupe Casimiro, Kathy St. Joseph, John McKevitt, Francisco Rosas, Jeremy Olsen, Chris Carpenter and Paul Fogarty, and many others, who all did amazing things to give something amazing to a Chicago family.

As our programming year winds down, the fun definitely doesn't as we look forward to our Annual Awards Banquet & Recognition Night on May 15, Baseball Tailgate & Game on June 15, and our Golf Outing on June 27. If education is what you are looking for, we are working on a great line up for our Summer Series Roundtables.

Member Connection



Member Spotlight Rachel Nava, CSI, CDT

Rachel Nava has been a member of CSI Chicago for 3 years and has served of various committees in this time period. She is currently a Specifier at ArchiTech Consulting, Inc. and prior to this role she worked at

Epstein in a similar role.

She initially joined CSI at the insistence of a coworker and she is very glad that she did. She attributes CSI Chicago with providing educational opportunities and networking that she wouldn't have been able to participate in on her own.

In her free time, Rachel enjoys spending time with her husband and children cooking, enjoying family game night, and traveling.

She would offer this advice to younger Architects and Specifiers, "Ask questions and gain as much knowledge as possible; not just from those in similar roles either. Ask those who are experts in their respective roles and use that to better yourself. We are the next generation to carry the torch and there is so much to be learned from the project based experience of our predecessors. "

We Want To Spotlight You Next!

If you are interested in being spotlighted, let us know. Please <u>click here</u> and fill out a Member Spotlight Form to share more about you with your fellow members.

Member Tip

All CSI Members

To 10 Books For Construction Professionals

CSI Institute asked CSI members across the country via the <u>CSI Connect discussion board</u> "What book should all construction pros read, and why? Our members offered a number of interesting and relevant options which were then converted into the following top 10 list.

- 1. Wiggins, Manual of Construction Documentation
- 2. Ching, Building Construction Illustrated
- 3. CSI Project Delivery Practice Guide (PDPG)
- 4. Why Buildings Stand Up
- 5. The Contractor's Guide to Change Orders How to Resolve Disputes and Get Paid
- 6. Problem Seeking: An Architectural Programming Primer
- 7. Global History of Architecture
- 8. Form, Space, & Order
- 9. Quality Management in Construction Projects
- 10. Building Construction

Click here to view full CSI article.

Share A Tip With Your Fellow Members

Is there a business tool, website, app, book or blog you use to help make your professional life easier and more efficient? Please <u>click here</u> and fill out a Member Tip Form to share your tip.

New Chapter Members

David Archer, CSI, AIA, LEED AP Solomon Cordwell Buenz

Troy Carlson, CSI, CDT

John Hamati, BS, CSI-EP, LEED GA, USGBC American Hydrotech

Tamara Honza Foncerrada, CSI

Richard Rhoads, CSI Dorken Systems Inc

Cassidy Tarpey, CSI-EP

Aschley Yanda, CSI-EP

Members On The Move



Paul Fogarty, CSI, CDT of SJ Mallein & Associates completed the Milwaukee Marathon on April 6 with a PR of 3:54:33 and pace under 9 minutes per mile. Next up: Chicago in October with a goal to finish at under 8 minutes per mile!



Steve Hunt of BlockUP is now focusing full time on bringing to market a new dry-stack mortarless concrete masonry block system called BlockUp. This system provides a fast-build solution to masonry construction.



Kurt Moehlmann CSI, CDT, of RPI, has published his first book, titled *Swoosh*. It is a children's tale about a young boy with a special talent for listening. He and his partner, a bat, save lives while growing closer together.

Please <u>click here</u> and fill out the Members On The Move Form to share your personal or professional news/ achievements.

Project Showcase

by Thornton Tomasetti

University of Chicago Woodlawn Residential Commons Tops Out

The Woodlawn Residential Commons, a four-building development at the University of Chicago, has topped out at 16 stories. Joining the celebration to mark the milestone on the city's South Side on March 6 were the project's structural engineers from Thornton Tomasetti's Chicago office. The development, designed by Elkus Manfredi Architects, is the last major step in the university's plan to move most of its undergraduate students out of neighborhood apartment buildings and into on-campus housing.

This milestone is particularly noteworthy, as the project had to be completely re-designed just after completion of schematic design due to a request to change its location. To meet this unanticipated change and stay on schedule, the design team worked closely with Turner Construction Company to develop the most cost-effective and easily constructible scheme. Further headway was made during the structural construction administration phase, thanks to expedited shop drawings made possible by close collaboration between Thornton Tomasetti's Chicago and Mumbai offices. This resulted in a quicker completion of the structural engineering scope.

In addition to the 16-story building, the project includes three seven-story buildings. The four reinforced concrete buildings all rise from a single podium, which will house a 30,000-square-foot dining hall. The development will feature 891 units, with approximately 1,300 beds in a variety of configurations, including single and double rooms. With amenities such as lounges, study rooms and outdoor spaces shared by 11 houses/ residential communities, the commons is designed to foster academic collaboration and social interaction. Completion is scheduled for the 2020-21 academic year.



Share Your Firm's Project *If you were on a team that just completed a project, <u>click here</u> and fill out a form.*

Membership Milestones

30+ Years Jeff Lucas, CSI (33 yrs) J.N. Lucas & Associates

20 Years Tim Corbett, CSI, CCCA, CDT Terrazzo & Marble Supply



Mark R. Nelson President

Nelson Testing Laboratory 717 Industrial Drive Elmhurst, IL 60126

Ph.: 630-501-0230 Fax: 630-501-0270

mnelson@nelsontesting.com www.nelsontesting.com



See More Photos.

AIR & WATER-RESISTIVE BARRIER COATING

Beneath the façade, above the rest.



- Unlimited UV exposure
- Excellent performance in open joint rain screen systems
- Building Code and NFPA 285 compliant
- Warranties available up to 20 years
- One-coat, primerless application
- Rain ready in as little as 30 minutes
- Cold weather application down to 0° F/-18° C

Bring built-in resilience to your next project.

((specify today)) siliconeforbuilding.com

Before purchasing or using any Momentive products, please visit www.siliconeforbuilding.com/LegalDisclaimer to view our full product and sales disclaimer.

GE is a registered trademark of General Electric Company and is used under license by Momentive Performance Materials Inc.

*Elemax is a trademark of Momentive Performance Materials Inc.

Copyright 2018 Momentive Performance Materials Inc. All rights reserved.

Chapter Event

Awards Banquet & Recognition Night

Social Event

Enjoy the terrace views overlooking Millennium Park as you catch up with friends and make new connections. The Cliff Dwellers is a private club that offers an elegant and relaxing atmosphere focusing on the arts and breathtaking views from the 22nd floor.

Members and guests, join us as we honor those who have contributed to the chapter - both individuals and companies. We will thank our board for their service this past year and welcome the new board who will take office in July. Recognition will be given to new chapter members and those who have reached a continuous membership milestone year.

Event Sponsor

TILE INSTALLATION SYSTEMS

FULL DETAILS & REGISTRATION

Date: May 15, 2019, 5:30 PM Location: Cliff Dwellers Cost: \$50 per person Registration: Due by May 6.







CSI Chicago Platinum Partners Senergy[®] BEHR **BLUE LINE DuPont**[™] Henry. **zek**° Oldcastle BuildingEnvelope Elemax* 2600 Parksite **SMART**ci Pella ͽλϹ·ϹL⅄Ͻ COMMERCIAL BUILDING TRUST

Click here to contact a local representative.

Chapter Events

Below Grade Waterproofing

Specifier Roundtable Friday, May 2, 2019 from 12:00 - 1:00 PM BatesForum, Chicago

Group Discussion Led By:

Larry Nordin, AIA, CSI-CCS | BatesForum Randall Chapple AIA, SE, CSI, CCS, LEED AP WJE Representative

FULL DETAILS & REGISTRATION

Put Penetrations to the Test

Technical Roundtable Wednesday, May 8, 2019 from 12:00 - 1:00 PM Raths, Raths, & Johnson, Inc., Chicago

Presented by: Sarah Flock, Principal - Raths, Raths, & Johnson, Inc.

A review of the history, current trends and research for attachments with Water Resistive Barriers.

FULL DETAILS & REGISTRATION

Baseball Tailgate & Game

AIA Eastern Illinois Chapter, AIA Chicago Chapter, & CSI Chicago Chapter's 2019 Summer Outing

Chicago White Sox Vs. New York Yankees

Friday, June 14 Tailgating: 5:00PM, Game: 7:10PM

Individual Tickets: \$30.00 | Section 154 Registration due by May 15.

FULL DETAILS & REGISTRATION

Event Sponsor

CSI Chicago Gold Partners





Wall systems from BASF help your project succeed. With energy efficiency, fire performance, and cost benefits far superior to Metal Composite Materials (MCM) – Music City Motor Cars is a proven example. By incorporating BASF Metallic Effects on a BASF Continuously Insulated (CI) wall system, this project complied with building code requirements and provided a look that exceeded the architect's expectations.

Design Flexibility. Code Compliance. Performance. Let BASF help with the building science, so you can focus on designing the building your clients desire.

Contact David Meyers (david.meyers@basf.com, 630-423-1980)

BASF Corporation - Wall Systems | Jacksonville, FL | P: 800.221.9255 | www.senergy.basf.com



Chapter Events

Golf Outing

Social Event

CSI Chicago's golf outing offers you the opportunity to network in a more fun and casual environment. To encourage all golfing abilities, the format will be shotgun start with best ball scramble. A beverage cart will be offering cash drinks/snacks on the course.

We will have games with prizes for all skill levels, including noskill games! Proceeds from the games benefit the CSI Chicago Foundation. Pre-purchase with your golf registration or pay cash at the door.

In the event of inclement weather, we will head next door to Top Golf to enjoy the day.

Activities happening throughout the day:

Sponsored contests on the course (driving, putting, overall score, etc.) Putting* Helicopter Ball Drop* Marshmallow Drive* 50/50 Raffle* (cash only at event) *Cost is \$5 each and proceeds benefit the CSI Chicago Foundation.

FULL DETAILS & REGISTRATION

Sponsorship Opportunities

Beverage Cart Sponsorship: \$400 (with drink tickets)

Hole Sponsorship: \$175

Contest Sponsorship: \$150 + cost of prize (\$50+ prize value)

Team Contest Sponsorship: \$200

Game Sponsors: \$150 + cost of prize (\$50+ prize value),

Raffle prize donations: Donate a \$25+ item of your choice to the general raffle for the day.

SPONSORSHIP DETAILS & REGISTRATION





Date: Thursday, June 27
9:30am Registration
10:30am Shotgun Start
3:30pm Lunch, and Awards
Location: Salt Creek Golf Course, Wood Dale, IL
Cost: Includes golf, cart, 2 drink tickets, & lunch
\$150 Single Golfer
\$500 4-some (4 golfers) - Bring a group and save \$100!
\$40 Lunch only
\$5 Mulligans* (limit 2 per golfer)
Registration required by Tuesday, June 18.







7

Chapter Quick Read

Identifying Emails From CSI Chicago vs. CSI Institute or Region

Your CSI Chicago Communications Committee has been hard at work to optimize your CSI Chicago email experience. We will be providing a more extensive update next month but here is a quick tutorial to help you identify emails from CSI Chicago.

CSI Chicago has the following four active email addresses, each serving a unique purpose. Below are descriptions of the information coming from these email addresses.

- info@csichicago.org = CSI Chicago's General Email address that is used to communicate to CSI Chicago members and non-members as a whole. We use this email address for promotional efforts, event notifications, and chapter updates. Email permissions are associated with this account.
- <u>administration@csichicago.org</u> = Beth Winkler, CSI Chicago Executive Director. If you receive an email from this email address it is a direct contact from Beth. There are no email permissions associated with this account.
- membership@csichicago.org = Membership Committee. If you receive an email from this email address it is a direct contact from an individual member from the membership committee. There are not email permission associated with this account.
- <u>certification@csichicago.org</u> = Certification Committee. If you receive an email from this email address it is a direct contact from an individual member from the certification committee. There are not email permission associated with this account.

If you receive a CSI email but it is not from one of these email addresses it is from CSI Institute, Region or another Chapter. CSI Institute, Region and individual chapters all have their own databases at this time so email permissions are handled separately for each.

When in doubt, look for the CSI logo contained within the e-mail. CSI Chicago and the CSI Chicago Foundation e-mails will carry one or both of the logos pictured right.







Independent Manufacturers Rep "The Right Product for the Right Application"

	Morin
١	Kingspan Group Company

FUNDERMAX for people

who create







www.Bluelinebp.com

Matt Martino 773.251.0066 mmartino@bluelinebp.com

April Chapter Meeting: Communication Drives Higher Quality Projects Written by: Brad Schwab, CSI, CDT

95+ attendees gathered on Tuesday, April 23, 2019 at East Bank Club in Chicago for our April Chapter Meeting. It was a successful night of networking, giving back and knowledge sharing.

The night lead off with membership committee member Chris Walsh welcoming our members and guests which included this month's five new members and fifteen guests. Chris provided a brief update on our membership growing over 300+ members and reviewed our <u>upcoming events</u>.

Chris was followed up by the CSI Chicago Foundation Committee providing and update on our 2019 Rebuilding Together Initiative. Rebuild Day is Saturday, April 27, 2019 and over 50 volunteers were secured and over \$10,000 has been raised in the last 8 months for this year's project. The committee made a last call for entering the "Sailing On Lake Michigan" raffle promotion before the raffle winner was selected at the end of the night. John McKevitt surprised the crowd by announcing he would match \$25 for every \$50 raffle ticket purchased throughout the night. At the end of the night the committee thanked everyone for participating in the raffle promotion and announced the winner of the Sailing On Lake Michigan raffle was Dan Warren.

The night then took a more serious turn with President Peter Grotenhuis informing the chapter that long time CSI Chicago Member and Past President W. Dean Walker had passed away and information on the services would be communicated via email to the membership. Dean embodied what CSI Chicago is all about and was instrumental in the success of the chapter. The chapter held a moment of silence to respect and honor W. Dean Walker.

Scott Conwell from the programming committee then introduced our speaker for the night, Diane Kerth, Director of Client Relations and Corporate Trainer, Dale Carnegie Training – Chicago. Diane's interactive presentation focused on the importance of communication in construction projects that include diverse teams with variety of skills sets and personalities. Her hands on presentation and tools helped the audience understand their own personality style and addressed how to work better with others and shape your own behavior according to others personality styles. Diane was also able to help the audience with tools to identify others' personality styles, which helps you collaborate more effectively and ultimately deliver higher quality projects. Diane then surprised the audience with a raffle of her own where Jeremy Olsen was the lucky winner of a Dale Carnegie Program valued at \$1,995.

Thank you to everyone who attended to make this another successful Chapter Meeting event. Special thanks to Diane Kerth and our tabletop sponsors – ATAS International, Inc., Dale Carnegie, dormakaba USA, Inc., Guardian Equipment Co., and Sto Corp.











Remembering Chapter Member W. Dean Walker, CSI, Member Emeritus, CCS, CDT, AIA, SCIP



CSI Chicago Chapter President



May 2016 Celebrating 50 years CSI Membership

October 8, 1940 – April 23, 2019

Bidding & Beers Brings Fun & Twists Written by: Rachel Nava, CSI, CDT

On April 4, over 35 APSE members, CSI Chicago members, and guests gathered at Exchequer Pub to face off in an estimating challenge. The evening started with a pizza and drinks social and when the crowd was warmed up, teams were formed and the bid packages were handed out. Some twists and turns were mixed into the bidding, including one sub who bid on the wrong project all together, which kept everyone on their toes and in the end the final bids were close but as in real projects, only one bid winner could be awarded. That team walked away with gift cards and bragging rights. Special thanks to American Society of Professional Estimators Chicago Chapter for helping put on a fun night and to our sponsors -FLEXCO, General Shale, and WickRight.





WINDOWS • DOORS • STOREFRONTS • WINDOW WALLS

Single-Source Solutions at a Competitive Price. From Pella. Envisioning a luxury, suburban-meets-urban experience, the development team looked to Pella^{*} Impervia^{*} large combination fiberglass windows. Their exceptional durability meets the rigorous performance requirements of the building while providing views that maximize daylight without compromising energy efficiency.

One Southdale Place • Edina, MN Architect: BKV Group General Contractor: Kraus Anderson Owner: StuartCo

¹ In testing performed in accordance with ASTM testing standards, Relia 5 Duracast fiberglass composite has displayed superior performance in strength, ability withstand externee heat and cold; and resistance to dems and scratches. UF-factor of Duracast frame is 24 times greater than that of thermally broken aluminum when compared in thermal testing. © 2018 Fells Corporation



630-675-4750 ccarpenter@pella.com

Studio ORD Selected To Design New O'Hare Terminal

Reprinted from The Construction Specifier online.

Studio ORD has been selected to design the new <u>O'Hare</u> Global Terminal and Global Concourse in Chicago. This follows a <u>competitive process</u> that shortlisted five architect teams last year.



The city will now enter into contract negotiations with Studio ORD, a joint venture comprising <u>Corgan Associates</u>, <u>Milhouse</u> <u>Engineering and Construction</u>, <u>STL Architects</u>, <u>Solomon</u> <u>Cordwell Buenz & Associates</u>, and <u>Studio Gang</u>.

Upon contract award, Studio ORD will work with the <u>City</u> of <u>Chicago</u> and the airlines to design the new terminal and concourse.

In the coming months, a second team will be selected from the remaining four finalists to design two new satellite concourses to be built west of Terminal 1.

This \$8.5-billion expansion program will elevate the travel experience for more than 83 million passengers and create tens of thousands of jobs for the community. The expansion will be paid for by airport revenues.

At 204,387 m2 (2.2 million sf), the new O'Hare Global Terminal will be one of the largest and cutting-edge terminals in the nation. It will double the space at today's Terminal 2, replacing it with an expanded, light-filled arrivals hall and feature:

- additional gates;
- more space for concessions, lounges, and public amenities;
- state-of-the-art new baggage systems; and advanced new technologies to improve security screening.

For the first time at O'Hare, the new terminal will integrate international and domestic operations. The O'Hare Global Terminal is valued at \$2.2 billion and is currently slated to break ground in 2023.

Jeff M. Diqui Director, Industry Development and Technical Services

Office: 630-396-7141 Cell: 630-606-8220 jdiqui@imiweb.org

2140 W. Corporate Drive Addison, IL 60101



Connect with People: The Foundation for Employee Trust and Engagement Written by: Kevin J. Sensenig Reprinted from Dale Carnegie.



Recommended by: Brad Schwab, CSI, CDT

The key is creating relationships built on trust and respect and by implementing frequent, consistent employee-manager interactions.

The ever-changing nature of workplace expectations, accelerated by a sense

of economic uncertainty, has enhanced the pressure on managers to get more results in less time and with fewer resources, without sacrificing quality. Not surprisingly, this trend is producing a growing sense of disengagement within many organizations. When employment opportunities are tight, employees may be happy just to have a job and feel there is limited room for open commiserating about the growing stresses of employment. As employment options improve, however slowly, the potential for more open discontent among employees has a tendency to increase dramatically. As a result, managers need to shift their effort and energy to focus on meaningful ways to engage employees and connect with their people in building strong teams for the future. In this pressure-cooker environment, supportive and cooperative relationships often are compromised. To stop a negative cycle of employee discontent, it is important for managers and executives to adopt a strong human relations approach to leadership. This means going back to basics by creating relationships built on trust and respect and by implementing frequent, consistent employee-manager interactions. While this approach does not require a huge monetary investment, it does call for a real commitment to, and recognition of, the strategic value of strong teams and the interpersonal connections required to maintain them.

Building Productive Work Relationships

In his book, "How to Win Friends and Influence People," Dale Carnegie described three stages of professional business interactions for building productive work relationships. These stages include building or strengthening relationships, enhancing teamwork, and influencing employees' ownership of change. Employing the principles recommended by Dale Carnegie provides managers with the tools to become more effective team leaders.

Connecting with employees starts by building strong, dynamic relationships. This extends beyond the typical surface-level questions (e.g., "How are you doing?" and "What's happening?") and delves into understanding what motivates and excites employees both inside and outside the workplace. It requires managers to become active participants in conversations with employees. They need to understand who each employee is as an individual. By listening closely when employees describe things such as what's important to them, what they want out of work and life, and under what circumstances they do their best work, managers can more effectively assign tasks, and coach and mentor employees. It is through these kinds of interactions that employees begin to feel important in their role in the organization.

11

The next step in building productive work relationships is creating strong teams. To accomplish this, all team members need to believe they are valuable contributors to the team as a whole. While there is some natural tension with individuals on a team, a strong leader can help team members replace destructive habits, such as arguing, being disrespectful, or having unrealistic expectations of others with sincere efforts to understand other team members and gain their cooperation. Leaders need to take conscious steps to engage the entire team in generating ideas, moving those ideas to action, and helping teams recognize that what they accomplish together is just as vital to the organization as what they accomplish as individuals.

The final stage in this process is equipping employees with the skills needed to effectively take ownership of change. Organizations are changing dramatically, and the "new normal" consists of an ever-present feeling of a state of transformation. Too often, employees hear about the need to "change" and yet are never quite sure exactly what they are supposed to do to respond to the change. They just know they need to adapt to these constant changes. Leaders need to address this challenge through active listening, by demonstrating understanding, and by encouraging improvement. When strong individual and team relationships exist, leaders are more adept at helping their employees deal with changes. A savvy leader teaches employees how to turn negative perceptions of change to positive ones, allowing employees to grow and experience future opportunities with the organization.

The Strategic Nature of Connecting with People

Unfortunately, in a time of tight resources and increasing demands, managers too often focus only on achieving their goals and building their careers. This approach is flawed. When managers shift their attitude to focus on engaging employees individually, and as part of a team, their approach becomes more strategic in nature. There is an intentional focus on the corporate culture, the business entity as a whole, and the outcome of sustaining results.

While some managers are able to produce results without strong teams, they typically cannot sustain such success over the long term. Teams that operate in an environment devoid of trust and respect eventually will become ineffective, experience high turnover, and disintegrate. For example, in an international marketing firm, there was a manager who was effective at driving short-term results.

Connect with People: The Foundation for Employee Trust and Engagement Continued from previous page.

His team accomplished goals faster than others within the organization. Unfortunately, this was at the expense of his team members' sense of value and contribution. They always felt uncomfortable, that their jobs were constantly in jeopardy, and that they were always being scrutinized. They were afraid to make any decisions or give input. Instead they waited for the manager to make the decisions and tell them what to do. This tore away the fiber of the team, and the organization began losing some of its best employees.

Once organization-al leaders understood what was happening, they moved the manager out of that role and brought in another manager to lead the team. The new leader began by establishing relationships with each team member. Based on these relationships, the team began to take some small risks. The leader started turning over decision-making to team members to create small wins quickly. As the team members built confidence in their own abilities and confidence in the continued support of the leader, they began having open dialog with one another regarding additional ways to improve their team efforts. They started taking proactive measures to identify and address customer needs before problems arose.

Within a few months, the team members were accepting the need to change with a more positive attitude. They also began to move past the old fears, and eventually the team

<complex-block>

CustomBuildingProducts.com 800-272-8786



started working more effectively and connecting as a team and as individuals. Other teams approached them for input on decisions and looked to them to lead new projects. This built even more confidence in the team members and created stronger results. The impetus came from the leader who was committed to rebuilding strong relation-ships, engaging the team in a cooperative environment, and helping them take ownership for driving changes in their area.

Connect Successfully

It's no secret: Employees are more motivated and excited about being part of a team when they are closely connected with their leader. That's what produces engagement. Engaged employees tend to outperform their disengaged counterparts those employees simply going through the motions. In fact, a 2008 Federal study demonstrated that employee engagement contributes positively to organizational outcomes, as well as reduced sick leave use, less work-related illness and injury cases, and decreased intentions to leave the organization.

In a work environment where resources already are stretched thin, the importance of building productive work relationships be-comes even more important to the strategic success of an organization. When leaders connect with people, by taking a keen interest in understanding the strengths and motivations of each team member, they strengthen relationships, build trust, and create an engaging work environment needed to help their team achieve peak performance.

Recommend An Article

If you read or write an interesting article, please share it with us by <u>clicking here</u> and filling out an Article Recommendation Form.



CSI Beyond The Chapter

Sponsor Closing Night at CSI Master Specifiers Retreat in Chicago News From CSI Institute

Friday, June 21, 4:45pm - 6:30pm

The MSR will bring together 42 architects, who are responsible for specifications and product selection, to meet with 30 building product manufacturer firms. The group is highly technical, and a tremendous amount of project information is shared during the two and a half day event. This year's closing event will give our attendees the opportunity to tour and enjoy the Chicago Architecture Center followed by cocktail reception.

CSI is seeking a sponsor to support the tours and reception, at a cost of \$10,000. The sponsor would receive 4 tickets to the event; exposure in the form of signage onsite at registration and at the reception; branded cocktail napkins; recognition in our printed directory and mobile App; social media recognition via Twitter and Facebook; and product display in the reception area.

To learn more or sign up, contact: Maureen Lynn Eyles Business Development Construction Specifications Institute 703-706-4744 <u>meyles@csinet.org</u>

CSI's 2019 National Election Results News From CSI Institute

The 2019 national election has concluded and the following members have been elected to serve on the CSI Board of Directors, with terms beginning July 1, 2019.

Secretary -Jori Smith, CSI, CDT

Director from the Great Lakes Region -Jack Morgan, FCSI, CCS, CCCA

Director from the Middle Atlantic Region -Lee Ann Slattery, CSI, CCPR, CDT

Director from the North Central Region -Andrea Zawodny, CSI, CCS

Director from the Southwest Region -Michael Young, FCSI, CCCA

Click the button below to go to CSI's election page, where you can read more about all of the incoming board members.

How to Improve Your Drawings To Have Better Construction Detailing Event From Northern Illinois Chapter

Thursday, May 16, 2019, 6:00-10:00pm Crowne Plaza, Glen Ellyn, IL

Presenter: Corey S Zussman, AIA,

NCARB, ALA, RBEC, RRC, REWC RWC, RRO, CDT, CQM, CxA+BE, BECxP, LEED AP BD+C and Level 1 Thermographer -Director of Quality Assurance at Pepper Construction Company



Understanding what is important to include on your Construction Documents is key to a successful bid and proper construction detailing. Taking lessons learned from hundreds of projects, we will identify what items should be included in the drawings to set clear expectations of what the contractor is to install and detail.

FULL DETAILS



CSI North Central Region Conference Event From North Central Region

May 2-4, 2019 | Saint Louis, Missouri

The Greater Saint Louis Chapter will be hosting the 2019 North Central Region Conference. We have a great location! The historic Chase Park Plaza Hotel in the Central West End was built in 1922 and in its heyday played host to presidents, kings, celebrities, and athletes. The hotel is located on the east side of Forest Park, home of the 1904 World's Fair, legendary St. Louis Zoo, Art Museum, History Museum, Muny Opera, Science Center, a 27-hole golf course, and much more.

We welcome architects, engineers, contractors, and product representatives from across the Midwest and invite them to explore our fabulous "Brick City". Our schedule includes three educational tracks, a bigger version of our annual product show, tours, leadership training, and social events. Conference attendees who arrive early may include an all-day seminar at no additional cost. Come early and stay late to experience all the 2019 CSI North Central Region Conference has to offer.

Questions? Email ncrc@stlouiscsi.org

MEET THE NEW BOARD MEMBERS



Industry Events

Durability of Adhered Masonry Veneer Systems: Design through Construction

Monday, May 6, 2019, 11:30am-1:00pm International Masonry Institute, Addison, IL

Speaker: Renae Kwon - Wiss, Janney, Elstner Associates Inc. This presentation will explore durability of AMV systems by reviewing some of the more critical design considerations and workmanship concerns, along with quality control measures and methods for testing the bond of these AVM systems.

FULL DETAILS

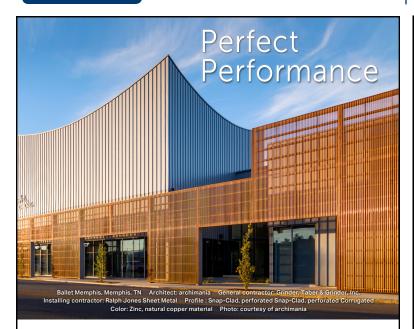
Chicago Area Tile & Stone Seminar

Monday, June 3, 2019, 7:15am-1:30pm IMI-BAC District Council Training Center, Addison, IL

Seminars:

Challenges & Growth Opportunities in Exterior Tile & Stone Spec it and Forget it: Benefit of Complete Systems for Interior Tile and Stone Assemblies Critical Points of Tile Design and Installation Tile Problems and Solutions: A Panel Discussion Event exhibitors will include all facets of the tile & stone industry.

FULL DETAILS



"We wanted to make the project dynamic and energized. The copper screen looks more solid during the day and perforated at night when lights are on behind itenhancing the urban experience within the entertainment district.

-Todd Walker, FAIA, Principal, archimania

Case study at PAC-CLAD.COM/BALLETMEMPHIS

PAC-CLAD.COM | INFO@PAC-CLAD.COM IL: 800 PAC CLAD MD: 800 344 1400 AZ: 833 750 1935

MN: 877 571 2025 GA-800 272 4482 TX-8004418661



IIBEC-Chicago Spring Meeting

and Program

Monday, May 6, 2019, 11:00am-6:00pm Rockwood TapHouse, Downers Grove, IL

Tech Session #1: Decoding the Roofing-Related Code Requirements by Joan Crowe; GAF

Tech Session #2: Mid-Century Thin-Stone Veneers: Balancing Preservation and Public Safety by Lurita McIntosh Blank; Raths, Raths, and Johnson, Inc.

FULL DETAILS





Sika Corporation, based in Lyndhurst, NJ, is a leading supplier of specialty chemical products and industrial materials serving construction and industrial markets including transportation, marine, and automotive. Its technologies are focused on sealing, bonding, damping, reinforcing and protecting. Sika's product lines include roofing, concrete admixtures, specialty mortars, epoxies, structural strengthening systems, industrial flooring, sealants, adhesives, specialty acoustic and reinforcing materials.

YOUR LOCAL CONTACT:

Lance Krall Building Envelope Representative Mobile: 312-415-6717 krall.lance@us.sika.com



BUILDING TRUST

14