

Tilcon Invests in Employees

Smart company leaders and executives realize that a business' most valuable resource is its people. Training is a way to invest in employees and gives them the skills they need to successfully perform their jobs. Over the past two years, Tilcon has conducted extensive safety, customer service, environmental compliance and leadership training, in order to develop, guide, and encourage peak performance and effectiveness.

Carol A. Kivler, president of Kivler Communications, presented a leadership development program to 100 employees in New Jersey and New York locations. An accomplished speaker, motivator, trainer and author, Ms. Kivler holds a master's degree in Human Resource Education from Fordham University and an undergraduate business education degree from The College of New Jersey.

"The Leadership Development Program has been designed to train and develop our managers and supervisors' people skills. This program gives our managers the opportunity to learn a new set of 'tools' for their toolbox. It is the intent of this training to provide our leaders with the insights needed to build upon the employees'

strengths, work around limitations, keep them motivated and tap into their true potential for increased effectiveness," said Human Resources Manager Anne Poltorak.

Tilcon New Jersey President George Thompson welcomed the Mt. Hope group of attendees in early February for the first of the four, full-day sessions. He told the group they were selected based on their supervisory positions and their potential for future development. "If we help you to lead so that you are successful, then Tilcon will be successful as well. Strong people skills aid you in your professional roles as well as in your personal lives," said George.

Ms. Kivler expanded on George's point by stating that 85 percent of a person's job success is dependent upon his or her people skills. Surprisingly, only 15 percent of an individual's success is directly related to technical skills. Pretty amazing, when you consider that the vast majority of our formal education from elementary through high school involves skills such as mathematics, writing and reading. Management or psychology-type classes, which address listening, communication and relationship skills, are not mandated areas of study. Most of us learn these skills from life experience — sometimes the hard way.

According to Ms. Kivler, communication is 55 percent body language, 38 percent tone of voice and only 7 percent actual words. Readers who rely on e-mail as the primary mode of contact should reconsider their view, as it is clearly not the best way to communicate when 93 percent of the message may be missed or misinterpreted. Electronic mail works well in many situations when information needs to be transferred to several people. However, in situations where a discussion needs to take place, a better approach is to pick up the phone, or better yet — talk face to face.

Personality types also influence management style. "Self awareness is the cornerstone to effectiveness," said Ms. Kivler. Successful people understand themselves and how their behavior affects others. They are able to maximize their strengths and adopt behavior to meet the needs of other people and situations. She notes that self-awareness enables us to experience greater conscious control of our behaviors, which ultimately leads to enhanced effectiveness. She quoted Lao-Tse, an 18th century philosopher who said, "He who gains victory over other men is strong; but he who gains victory over himself is all powerful."

A personality analysis survey provided insight into personality styles. With no right or wrong answers, the twenty-four questions divided the group into four distinct personality types. All types have distinct traits, strengths and value to the team. Appreciating — not criticizing — the different approaches and views in individuals will ultimately lead to better results.

Feedback from the attendees was very positive. "The class was very informative and interesting. It gave every manager the insight to be able to see what type of manager each of us is. With this understanding we will not only improve our management styles, but rally our people to develop a cohesive team. A tighter team will enable us to share ideas and expand everyone's responsibilities, involvement and pride, so we all strive to obtain a common and focused goal," said Western New Jersey Area Manager John Brownell.

"The Leadership Development training was some of the best management training I have encountered. I am envious of the young managers participating in this training — such comprehensive management develop-



Carol Kivler at the Mt. Hope Safety Training Center.

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Safety Happenings

Eric Kechejian was selected as the 2003 Oldcastle Safety Director of the Year. He was surprised with the award at a ceremony on April 21. He is shown below, at right, with New York President John Cooney.



The N.J. Safety Aggregates Council met at Mt. Hope on Tuesday, May 4. The featured guest speaker was Cecile Baccola of MSA Products. The attendees also received a tour of the Hazard Awareness Training Plant. Below, Assistant Safety Director Joe Brock (left) shows MSHA inspectors Bret Parks (center) and Bob Madenford the new tarping signs.



Tilcon's N.J. Construction Division was awarded a safety award for "Lower than the National Average Incident Rate" from the Associated General Contractors Association on June 15. Rick Bunker of Schiavone Construction (right) presents the award to Joe Sugar (left) and Eric Kechejian.

Safety Milestones

Congratulations to **Haverstraw** for one year no-lost-time on 2/5/04.

Congratulations to **Mt. Hope Asphalt** for three years no-lost-time on 4/28/04 and **Mt. Hope Recycling** for two years no-lost-time on 3/4/04.

Congratulations to **Poughkeepsie Asphalt** for five years no-lost-time on 4/1/04 and three years no-record-able-injuries on 6/1/04.

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ment was not available at the outset of my career. For the future of Tilcon and their own careers, I encourage participants to take full advantage of the many pearls of wisdom there for the taking," added Vice President of New York Quarry Operations Mike Sheahan.

Throughout this year, Tilcon will have all managers and supervisors participate in this Leadership Development Program. The next training takes place in June and July.