

# OUELLET TODAY

PARTNERSHIP  
IN CONSTRUCTION

## Up In The Air

Colby College was chartered in 1813 and is one of the nation's oldest independent liberal arts schools. The "new" campus dates to 1937, when the college relocated from downtown Waterville to Mayflower Hill. Lorimer Chapel sits at the crest of the hill, the first building completed on the new site, which was developed by architect Jens Frederick Larson.

Last December, OAI was asked to restore the copper roofing and wood trim of the chapel's steeple. The team has worked closely with Colby project manager Dale DeBlois, WBRC Architects, Seacoast Scaffolding and Hahnel Brothers. Designing a support structure that wouldn't stress the structural integrity of the historic building was an early challenge. The solution: a freestanding cage was built around the steeple for staging.

Lorimer Chapel and its steeple have withstood the elements atop Mayflower Hill for more than 70 years, a testament to the construction methods of

the original builders. The team chose to follow their lead, using construction methods similar to those employed in 1937.

Project manager David Lawrence notes the novelty of this job and the particular challenges it presents for the craftsmen involved. "Their work site starts 50 feet in the air," he says. "From there they climb a narrow, 72-foot ladder, straight up. It's a test of everyone's stamina." On top of which, workers have been at the mercy of this summer's heat and humidity. Nevertheless, the project is on time and slated for completion before the fall semester begins.

"The old steeple has held up remarkably well," says Dean Ouellet. "We hope our restoration retains the integrity of the original detail, with a few enhancements, and lasts at least another 70 years."

## OUELLET ASSOCIATES INC.

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*Michael Pontbraind concentrates on soldering the new copper roof.*



*Lorimer Chapel steeple, encased in a 122-foot-high scaffolding cage during the restoration.*



# Who Wants To Be A Billionaire?

Are you destined to become a billionaire? *Forbes* magazine conducted an informal, unscientific analysis of its list of self-made billionaires and noted a few common denominators:

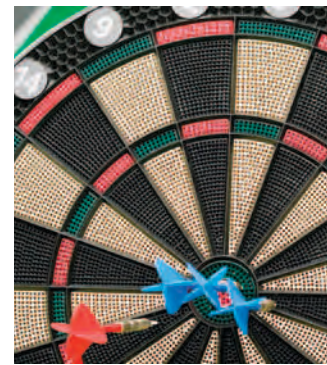
- **Math skills.** A lot of the world's wealthiest people show a high aptitude for math. Many of their parents had math-related careers such as engineering or accounting.
- **Birth date.** More billionaires were born in the fall than in any other season. September was the most common month of birth for the 380 self-made American billionaires who appeared on the *Forbes* list in the past three years. What does this mean? Nobody knows. Maybe it's the magic of mistletoe.
- **College.** Higher education isn't necessarily a requirement for vast wealth. Of the 292 Horatio Algiers on *Forbes'* most recent list, 20% either didn't complete college or never bothered with it in the first place.
- **Failure.** *Forbes* notes that several of the billionaires on its list failed to score on their first attempt. Some of their first attempts at business were disastrous—but they learned from their failures and now view them as a necessary step to their eventual success.



# Set Your Sights On The Right Target

Your organization won't grow unless you and your team are working toward goals. Setting the right goals, though—goals that will inspire and motivate—is crucial. Aim for goals that are...

- **Quantifiable.** You should be able to measure success in objective terms so everyone can see the value of your efforts.
- **Challenging.** If it's too easy, chances are your objective won't have significant impact on your organization.
- **Company-focused.** Set a goal that supports your organization's agenda, not one that just makes you or your department look good.
- **Realistic.** Although challenge is important, pursuing an impossible dream will result only in a morale-crushing letdown.
- **Flexible.** Don't back yourself into a corner. Although you don't want to adjust your goal to suit your results, be willing to modify your ambitions if circumstances push your original objective out of reach.



# 5 Tips For Being A Better Boss

Every manager wants to get better at his or her job. But how can you do it? Here are some guidelines:

- **Adapt to each person you oversee.** Look at employees as individuals. Get to know their strengths and weaknesses and deal with them accordingly.
- **Don't be a know-it-all.** Acknowledge your own humanness. Turn to employees for advice on how you can be a better supervisor to them.
- **Learn to let go.** Don't micromanage. Trust employees to do their jobs. Cultivate their growth by giving them a little more than they think they're capable of doing.
- **Stay available.** Keep your door open, and let employees know they can come to you at any time to discuss any issue that affects them positively or negatively.
- **Work for employees' goals.** That means first knowing what an employee's goals are. Then, serve as a mentor, and strive to do what you can to advance a person's professional goals.

# Getting Feedback From Your Employees

It's part of your job to give feedback to your employees. But good bosses know they need constant and constructive feedback, too. Here's how to make sure you're getting the feedback that will make you a better manager:

- 1) **Ask for it.** Few people automatically provide feedback. Because you're the boss, your underlings are even less likely to speak up voluntarily; they may be intimidated or don't want to ruffle any feathers. Set up a meeting with them, and let them know what you want.
- 2) **Make sure you ask the right people the right questions.** Be specific about the feedback you want. Make sure your request for information and feedback is focused. The responses will be more valuable.
- 3) **Probe for specifics.** Sometimes the feedback needs elaboration. Don't hesitate to probe deeper. You need to fully understand what is being said to put it to use effectively.

SPEED BUMP

Dave Coverly





What British name applies to a type of sofa...?

## Who Knows This Stuff?

- 1) What breed of dog is commonly referred to as the Russian Wolfhound?
  - a) Basenji
  - b) Saluki
  - c) Whippet
  - d) Borzoi
- 2) What telltale shape is hidden inside the FedEx logo?
  - a) a truck
  - b) a wedge
  - c) an arrow
  - d) a cross
- 3) Which American humorist died in a 1935 plane crash along with aviator Wiley Post?
  - a) Bill Nye
  - b) Will Rogers
  - c) Mark Twain
  - d) James Thurber
- 4) Graves' disease often causes an abnormal protrusion of which part of the human body?
  - a) the nose
  - b) the eyeballs
  - c) the tongue
  - d) the belly button
- 5) What British name applies to a type of sofa, a style of overcoat and a brand of cigarettes?
  - a) Davenport
  - b) Winston
  - c) Wellington
  - d) Chesterfield

Answers: 1) d 2) c 3) b 4) b (Graves' disease is an autoimmune disease that causes an overactive thyroid.) 5) d

## Orient New Workers Quickly

Companies today often don't have the time to conduct extensive orientation sessions for new hires. But getting newcomers up to speed quickly is as important as ever. Here are some tips for getting "the new hire" started:

- **Don't overload them.** Start with information that directly affects their current job. Skip the interesting but unnecessary history of the company. Don't explain outbound sales calls, for example, if they're starting with inbound customer calls.
- **Find out what they know.** If they're already familiar with certain functions of the job, don't waste time "teaching" them.
- **Assign one person to take charge of each new employee.** Try not to hand new people off from one supervisor to another. An immediate supervisor or HR person should stay with the new hire throughout the first day and much of the first week.
- **Recognize their accomplishments.** New hires want to know what they need to do, why they need to do it, and—most important—whether or not they're doing it correctly. Make a point of recognizing their improvement, no matter how small, to build confidence.

## What Do You Want Out Of Life?

To-do lists. Phone calls and e-mails. Urgent assignments. Demands on your time—and your sanity. Every once in a while it all piles up, and you feel ready to collapse. Before you have a breakdown, you need to step back and focus on priorities. Here's what to do:

- **Create a master list.** Start writing down everything you want to do in your life. Not the tasks you have to do, but the things you've dreamed about. Take your time—walk around your home and your neighborhood, letting your thoughts run free, and listen to your memories.
- **Organize your list.** Group the items into three categories: things you really want to accomplish (include some steps you can take right away); activities you're interested in but not fully committed to (hold this list in reserve and check it every few months); and goals you want to drop (either you've accomplished them or they no longer really interest you).
- **Discard your master list.** Throw away the big list you compiled in step one. This symbolically clears your mind of all your scattered thoughts and let you zero in on the activities you want to pursue in the immediate future.



## Mother Tongue

We've spoken foreign languages all our lives, often without realizing it. Check out these foreign terms that are quite common to us:

- ad hoc (Latin): impromptu, spur of the moment.
- aficionado (Spanish): a fan or enthusiast.
- alma mater (Latin): literally, "nourishing mother," applied by students to former schools.
- angst (German): dread and anxiety.
- carte blanche (French): unrestricted authority or freedom.
- et cetera (Latin): "and the rest."
- mea culpa (Latin): literally, "I am to blame," an expression of responsibility or guilt.
- pro bono (Latin): without charge, free service.
- quid pro quo (Latin): an equal exchange of one good or service for another.
- verboten (German): forbidden, prohibited.
- versus (Latin): against.

# Follow The LEEDers

OAI has always emphasized sustainability and energy conservation as a component of our value engineering principles. We were integrating “green” building practices in our project management long before green building became fashionable. This year, we took our commitment to the next level, when Bruce Freeman, Marcel Cyr and Dean Ouellet became LEED® Green Associates, certified by the Green Building Certification Institute (GBCI).

LEED stands for Leadership in Energy & Environmental Design, an internationally recognized green building certification system, providing third-party verification of construction methods intended to improve performance in energy savings, water efficiency, CO<sub>2</sub> emissions reduction, improved indoor environmental quality and the conservation of resources.



GBCI is an independent, third-party organization established to administer project certifications and professional credentials within the framework of the U.S. Green Building Council's LEED Green Building Rating Systems™. GBCI offers the highest-level validation that those earning certification have met specific, rigorous criteria.

Congratulations Bruce, Dean and Marcel.



OAI's LEED Green Associates (left to right) Bruce, Marcel and Dean.

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