

SHARED GOALS

The direction that DHI takes is set by a considered plan that is developed through membership input and DHI personnel. It is rewritten every three years. The leadership and staff are directed by this plan. However, each leader brings a different set of skills that determines how they can best contribute to moving DHI forward. I would like to share with you my goals and plans for the coming year as the new DHI president.

MARK S. HALLGREN, AHC

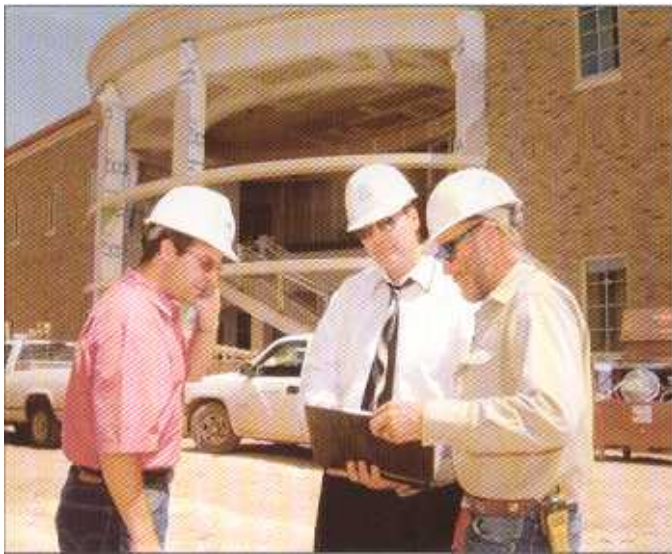
LET ME START BY PROVIDING YOU WITH A LITTLE of my history within the architectural openings industry. I started my career in this business with Barnes-Smith Builders Supply when I was 16 years old and still in high school. Over a cup of coffee, Larry Smith, the owner of the firm, shared with me his belief that I possessed a key set of skills. He referred to these as "potential and capacity". I have never forgotten those words. He told me this gift would serve me well as I progressed through my



life's personal and career journey. I wasn't sure exactly what he was referring to at the time, but for a sixteen year old, it was pretty impressive stuff and I soon began to set some goals.

My first professional goal was reached at the age of twenty-one when I earned my Architectural Hardware Consultant certification. I was inspired to become an AHC by my brother, Mike. He has been, and continues to be my mentor. His dedication to the "code of ethics" as an Architectural Hardware Consultant and his command for respect continues to be an inspiration. Looking back, this was an accomplishment that had a huge impact on my future, perhaps more than any other career accomplishment or event. The next goal was reached in 1982 when I opened a branch office in Midland, Texas and my brother, Michael, and I formed The Hallgren Company. At that time The Hallgren Company was a holding company that was used to build our current operation. Over the years, our growth has been steady and today The Hallgren Co. is comprised of seven operations located throughout the Southwest. This includes our newest International division located in the bay area of San Francisco, CA.

Over the past twenty plus years, I have learned a great deal. The most important were three key principles that were directly responsible for my success. What you may find interesting is that I developed these philosophies while striving to obtain my Architectural Hardware Consultant certification. The first principle is to constantly endeavor



to increase your knowledge, especially in our industry. The second principle is to be creative and innovative when developing and recommending solutions. And the final principle is to "do business with your friends." As I undertake this year, it is these principles that will be the guiding force behind my presidency.

I would like to share with you one additional mind-set that I recently learned of while attending a seminar. The instructor

referred to the membership of any association as the "owners or shareholders." As a member of DHI, I subscribe to that thought; however, and more importantly, as the president of DHI, I feel an obligation to meet the expectation of you, our "owners and shareholders"!

The governing board of DHI has the Institute concentrating on many key endeavors over the next year. They include the release of two new credentials (AOC Architectural Openings Consultant and EOC Electronic Openings Consultant) on January 1, 2005, the introduction of a brand new format for our education, the advancement of the fire-door re-inspection concept and the development of Security Guidelines. Furthermore, this winter we will be undertaking a complete review and revision of the DHI strategic plan that will establish our focus for the next three years. It promises to be an energetic year.

As the new education format and enhancements to the credentialing programs are introduced during the coming year, the concentration of the staff and the governing council will be to monitor the initial effectiveness and to make adjustments as necessary. As a consultant member (shareholder) of DHI and a distributorship owner, it is important to me that the DHI programs meet the needs of our industry. Our goal is for the education to be customized to the student; accountable to the investor (owner/student) and to be flexible...it must meet these benchmarks! Everyone at The Door and Hardware Institute will

continues on page 18





be looking for feedback on this new format in order to determine the effectiveness. If we are successful with the first stage, then we can move to the next stage. In that stage, we will begin to develop distant learning vehicles. Offering education through the Web in an "in-house" training format and through the local chapter system will enable us to bring education to the participant as opposed to requiring a student to come and get it. I stated earlier that one of the key principles I have adopted is to constantly strive to learn. Accordingly, DHI must continue to be an essential resource when it comes to education and that this education accurately supports the advancement of the certification programs. Certification has been a tool to position me as a consultant to architects, building owners, developers, contractors and end users. By always searching for creative solutions, and understanding my responsibilities as a consultant, I have been able to provide complete and accurate information to allow my clients to make informed decisions. I have found that my customers appreciate my certification and truly treat me as a valuable consultant.

Not only does certification help to attract customers, it will also help to attract and retain personnel. The new certification plan, which incorporates a series of courses (certificate programs), will allow the existing and prospective trade workforce a vision for their future in our industry. It is with this in mind that we need to ensure that DHI is firing on all cylinders as we go forward with these new projects. We must have effective tools to attract the future members of our industry and to provide proper training for the advancement of our current members.

While focusing on the future of the industry, I'd like to address a crucial topic for our industry- Life Safety and Security. It is my belief that security as it relates to life safety offers more opportunity for the door and hardware industry than ever before. In fact, it is based upon this belief that we are building our firm's future.

The door and hardware industry has always been, and will always be, involved in providing both mechanical and electronic security while accommodating, not sacrificing, life safety. Today there is a greater demand for security products, not only the ones traditionally supplied through our businesses, but additional products and services supplied by other trades as well. These products and services are converging at the architectural opening. Our built environment is facing a challenge to acquire the appropriate knowledge in order to provide security that incorporates life safety. DHI is developing Security Guidelines, by building type, to help position our industry as the leader in managing this aspect. To succeed, we must position our companies as the expert in the coordination of security and life safety! We are at a crossroads and I will spend the next year working with our members to help us all understand that we provide security and life safety access and therefore we are the leaders and we need to lead.

Another area that I feel will directly affect the future of our industry is fire-door re-inspection. DHI, in conjunction with several other related organizations (BHMA, WDMA, SDI, and AAMA), is working diligently to add code language to NFPA 80 and 101 to require an inspection process that will address the poor maintenance of existing life safety openings. Many

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of these openings no longer meet code because untrained building management and improper security changes in the field have caused dangerous scenarios. Because of our profession, we consciously inspect doors every time we enter a room, noting the persistent violations in fire and egress codes. If successful, our industry will be positioned to be the leader in conducting annual inspections requiring correction to these violations and thereby improving the balance between security and life safety in the infrastructure of the United States and Canada. This "Door Inspection Concept", as it has been referred to, will provide the opportunity for our industry to work closer with the end user and to develop long-term relationships with our clients. Maintenance contracts and annual inspections will create annuity income for the progressive company. With this program, the demand will be created by the codes – the training and process will be provided by DHI and the life safety solutions will be offered by our industry.

I mentioned earlier that next winter we are undertaking a full rewrite of our strategic plan. This will set the direction of DHI for the next three years. At this time, the Strategic Advisory Council is addressing several major issues impacting this industry:

Attracting, training and retaining personnel to the industry

Improving distribution effectiveness through the identification of best practices

- **Opportunities in Electronic Security and Access Control**

Building Code influence

The Council will develop recommendations for each of these mega issues to be reviewed by the Board of Governors. Many surveys will be conducted over the next six months to incorporate our members' point of view. It is imperative that you respond to these surveys in order for DHI to effectively move forward.

Before closing, I want to talk about one of my main beliefs that I have yet to address, "Conduct business with your friends." One of the many rewards of a career in this profession has been developing friendships with people from all aspects of our industry. I have been fortunate to develop close friendships with manufacturers, sales representatives, architects, engineers, contractors and end-users. I am not suggesting that you only sell to your friends; I am suggesting that you develop friendships with those whom you do business. Not only does it allow you to bring trust into the relationship, which I believe will produce greater results, but it is more enjoyable to work for those you like. Perhaps I am suggesting we make our careers a little more fun.

I have also developed a lifetime of friends through my involvement with DHI, some of whom we do business, and many of whom I rely on for counsel. It is truly the greatest reward of serving the industry through DHI.

The DHI *Plan Room, Doors and Hardware*, letters to our members, the DHI Web site and the Annual Conference offer much information on the activities of DHI. I encourage you to review these communication vehicles and to keep up to date on our progress. Remember you are the owners and stockholders of DHI. Let us know if we meet or exceed your expectations. As president, one of my goals is to see that we do. ■

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