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Learn about the

**T.R.U.S.T.**

seekers at Maddox  
*Industrial Contractors*



## it's all about **T.R.U.S.T.**



Dear Reader,

In today's world, there is a disturbing disconnect between the way we all want things to be and the way things are. We hear stories about how business used to be done on a handshake, when a man was as good as his word. But in recent years, posturing, positioning and covering your backside appear to be the norm. Contracts are more and more rigid, lawyers are becoming more involved in our day-to-day activities, and documenting everything that happens seems to be at an all-time high. All of these tactics are in place to deal with incompetence, lies and the prospect of failure.

Operating like this isn't necessary if you have trust. At Maddox Industrial Contractors, we think that by following five basic tenets, we can earn and keep your trust. This guide outlines how we do that on a daily basis, getting back to doing business the way we all want it to be done.

Sincerely,  
Brian Kavicky, Vice President  
Maddox Industrial Contractors

When you strap into a roller coaster, you trust that it has been maintained properly and checked for safety. When you board an airplane, you trust that the engine is sound and the pilot is competent. You don't interview the ride operator or pilot. You just get on and go.

For many reasons, hiring a contractor doesn't always work out the same way. When a guy rolls up in his pickup truck and claims that he can move your \$500,000 piece of machinery, there is skepticism. It doesn't matter that he claims to have 30 years of experience; you want to know more. What has he done? Who has he done it for? How successful is his safety record? How stable are his financials?

In our business, there is rarely an automatic extension of trust, and why should there be? Trust is a reliance on some pretty weighty qualities, including integrity, strength, ability and surety. Trust is often hard earned, but it can also be easy to lose. When you hire someone or ask someone for help, you are extending trust to him or her, hoping you made the right decision.

No purchasing system, harsh policy or company rule can prevent all of the potential pitfalls related to trust in our field — and perhaps any field. Mediocre and even bad contractors still make it through our multifaceted screening processes. Each of us has at least one horror story about unprepared, unskilled contractors showing up to perform work. We've kicked contractors off of our sites because they have failed us in one way or another.

But just because problems that prevent trust from developing can't be resolved overnight doesn't mean things can't get better. On a daily basis, we at Maddox work to earn and maintain a mutual trust with our customers by focusing on five specific qualities and behaviors. We call it T.R.U.S.T., and this is what it means to us:

**TRANSPARENCY   RELIABILITY   UNDERSTANDING   SINCERITY   TASK COMPETENCE**

*This booklet outlines a general overview of how we do it.*



### TRUST SEEKERS

**TRANSPARENCY**  
**RELIABILITY**  
**UNDERSTANDING**  
**SINCERITY**  
**TASK COMPETENCE**

## TRANSPARENCY:

*We have nothing to hide*

We will be completely transparent in our relationship with you. Period. Whether we're collecting facts from an earlier job to figure out why something went wrong or just giving you a status report, we are going to be honest, understandable and communicative.

Let's face it. When someone tells you some great news, you get skeptical. You may wonder what they are hiding. When someone leaves out parts of a story, you assume they are keeping significant details from you, or even lying. In our world today, not telling the whole story seems to be normal, accepted behavior.

We will show you our bids, so that you know how we bid things. We will share our bad news with you so that you can deal with it. If we are having difficulties meeting a project requirement, we will let you know as soon as we know.

Wouldn't it just be easier to deal with someone who communicates well, tells you the whole truth and offers up information without you having to ask for it? Transparency eases decision-making and encourages strong working relationships. Everything becomes easier to deal with when information is willingly shared.

There is no better way to work than to be transparent with one another. It's the only way to make sure that everything we do is mutually beneficial, and we can't earn your trust without it.



## RELIABILITY:

*We'll be there*

Reliability ties right in with transparency and adds a little dependability. To be reliable means that you can be counted on.

Think of all of the people in your life that you have had to rely on. How many of them have consistently let you down? How many have never failed you? I bet you can remember the people that are reliable. If you needed someone again, they would be the first people you would ask, and they would once again be there for you.

It is a basic character trait. You either have it or you don't. In contracting, reliability is more about managing resources and keeping promises than anything else. Simply put, if we had one job and put all of our best people on it, observers would say that we were very reliable. We understand that if we take on too much, spread ourselves thin and make promises that we can't keep, our opportunity to remain reliable is degraded.

A customer told me recently, "It is what you are doing for me today that earns you the right to be here tomorrow." Unless we earn your trust through reliability, we will not be back tomorrow.

## UNDERSTANDING:

*We get it, inside and out*

Last year as I was walking a prospective job with a customer, my pursuit of understanding almost undid our chance to bid. The job scope was very confusing and complicated. I began asking lots of questions about why they had decided to do things this way and what it was going to accomplish at the end. About a third of the way through the meeting, the engineer stopped and looked at me. "You know, we have been thinking about this job for about eight months. We have thought all of this through, and we just want you to price what we are asking you to price." I struggled for how to respond.

"Okay. I understand that perspective," I said. "I need you to know that unless I can have a full understanding of why you are doing this and what you want to accomplish, I will not bid this job. After it is installed, if it doesn't work the way you wanted it to, you will always correlate the job failure with me. I can't live with putting in something that will never work."

The customer said he understood my feelings and we continued with the job walk. The next day, I received a phone call. "We thought about some of the questions you were asking and we want to change some things around." It turns out that they realized that there was a better way to install their system. Had I not asked good questions, they might never have figured that out.

We will ask you lots of questions in order to understand not only what you are doing, but also why you are doing it. If we understand how we can help, we can focus our services on what you really need. If we can help you, we can earn your trust.

*"The QUALITY of the guys that work at Maddox are unmatched in their industry. That's why we use Maddox."*

*- Greg Conner, Bastian Material Handling*



## SINCERITY: *We mean business*

I was kicked out of a sales call this year. I told the prospective customer that one of our deal breakers was that I needed him to understand that every word that came out of my mouth would be the truth. At that point, he escorted me out of his office. He told me that he would never trust me or anyone else for that matter.

Sincerity is about being open and truthful, not deceitful or hypocritical. At Maddox, we operate our business with sincerity. And to be perfectly frank about our intentions, we are in the contracting industry to make money. We have nothing to hide, and we have no other motive.

If that sort of sincerity doesn't fit in with your values, then we aren't a good fit for your company. On the other hand, if you believe that trust is built on a combination of personal and professional sincerity, then Maddox will be able to help you in ways that other contractors can't.

## TASK COMPETENCE: *We get the job done*

When someone asks me what we do and I begin to explain that we do concrete, piping, fabrications, engineering, millwright work, and on and on, they stop listening pretty quickly. It doesn't really make sense to anyone today that we would focus on being competent in so many different areas.

However, this is the nature of how industry does business today. Purchasing departments don't want to prequalify a bunch of contractors. They don't want to manage everyone. They prefer to have as few contractors in their plants as possible.

To meet this need and really help our customers, we have to be competent at the tasks we are assigned to perform. That means if a project has a thing-a-ma-bob in a whatcha-ma-jig with a whose-a-ma-call-it, we only give value in taking that all on if we are really good at what we do.

To earn your trust, we have to be competent at a variety of tasks to accomplish all of the things you need us to do.



**"Each project Maddox has worked on for us has met every deadline."**

**- Bob Rooksby, Asphalt Materials**

## A tradition of **T.R.U.S.T.**

We work everyday to build trust with our vendors, our employees and our customers. Our average employee tenure is nine years, with some of us calling Maddox home for more than 15. We have dealt with many of our vendors and customers since the company was founded in 1985. You don't achieve these feats unless you have built trust as you have built your business.

Take a moment to think about what things would be like if you had a relationship with a contractor whose sole focus was to build T.R.U.S.T. with you on a daily basis. How much easier would decision-making be? How much time would you save if you didn't have to do all those things you do to compensate for a lack of T.R.U.S.T.? How much more would you enjoy your projects if you really trusted your contractor?

Please call us up to discuss more of the details on how we will earn and keep your T.R.U.S.T. It just isn't worth doing things any other way.

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