

1900-2025

James **CRAFT** & Son
MECHANICAL CONTRACTORS Inc.



125th ANNIVERSARY

125TH
ANNIVERSARY

Celebration

The CRAFTsman

Useful tips, news and information from James CRAFT & Son, Inc.

Winter 2026



Spiral Duct Installation



Acoustic Ceiling Blade Baffles

York, PA - Office HVAC Upgrades

Conductive Technologies, Inc.

In keeping with newer office design trends our long-time customer, Conductive Technologies Inc., decided to have an office facelift involving an open ceiling with exposed and painted mechanicals.

After removing individual office walls, the drop ceiling and the old rectangular ductwork, the two existing rooftop HVAC units serving this area were replaced with resized York Equipment and five fan-powered VAV boxes below the roof. This allowed for better zone control, and new spiral ductwork was installed with accompanying slotted supply diffusers and new return grilles.

One challenge we overcame was the suspension of the VAVs and routing of the ductwork to maintain a clean state-of-the-art look—all coordinated with the general contractor and building controls company.

Our team included: Andy Leh (Sales), Karl Arndt (Estimator), Angie Temple (Project Manager), Kyle Kauffman (Jobsite Foreman), and Adam Hildebrand (Mechanical Installer).



Rectangular & Spiral Duct



Painted Duct



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What is the world's most spoken language by number of native speakers?

Trivial Pursuits

1. What is the world's most spoken language by number of native speakers?
 - a) English
 - b) Spanish
 - c) Mandarin Chinese
 - d) Hindi
2. Which planet has the most moons?
 - a) Jupiter
 - b) Saturn
 - c) Uranus
 - d) Neptune
3. What is the smallest unit of life?
 - a) Atom
 - b) Cell
 - c) Molecule
 - d) Organelle
4. Which element is liquid at room temperature?
 - a) Mercury
 - b) Bromine
 - c) Both a and b
 - d) Gallium
5. How many bones are in the adult human body?
 - a) 206
 - b) 196
 - c) 216
 - d) 226

Answers: 1) c; 2) b; 3) b; 4) c; 5) a

The Future of Leadership: Moving From Management to Mentorship

The role of a leader is undergoing a profound transformation. Gone are the days when leadership was synonymous with top-down decision-making and rigid hierarchies. Leaders who will thrive in the coming decade are those who embrace a new paradigm: shifting from managers to mentors, from directors to developers of people.

Mentorship matters now more than ever. The rise of remote and hybrid work, generational shifts in the workforce, and the increasing pace of technological change have created an environment where employees seek more than just a paycheck. They seek purpose, growth, and connection. A 2024 Gallup Poll revealed that employees who feel their leader is invested in their development are 3.5 times more likely to be engaged at work. Furthermore, companies with strong mentorship cultures report 20% lower turnover rates and 30% higher innovation output.

Mentorship-driven leadership is not about being soft; it's about being strategic. It's about unlocking the latent potential within your team, fostering resilience, and building a pipeline of future leaders from within.

How do you cultivate a mentorship mindset?

- Practice active coaching. Replace the annual review with ongoing, forward-looking conversations. Use a framework like GROW (Goal, Reality, Options, Will) to structure discussions that empower employees to find their own solutions.
- Embrace vulnerability. Share your own failures and learning moments. This psychological safety is the bedrock of trust and encourages risk-taking and honest dialogue.
- Delegate for development. Instead of delegating only simple tasks, delegate challenging projects that stretch capabilities. Provide the “why” behind the work and act as a safety net, not a micromanager.
- Invest in structured programs. Pair junior and senior employees in formal mentorship programs, but leave room for organic, peer-to-peer mentoring relationships to flourish. Provide training for mentors to ensure effectiveness.

The ultimate return on investment in mentorship leadership is a self-sustaining, adaptable, and deeply loyal organization. By focusing on developing people, you're not just building a stronger team for today—you're future-proofing your entire business.

“The power of positive thinking is the ability to generate a feeling of certainty in yourself when nothing in the environment supports you.”

— Tony Robbins

Feel The Breeze

Wind chill is the “feels like” temperature we get when wind speed is factored in with the actual air temperature. The modern formula—adopted by the U.S. and Canada in 2001—is based on a model of how quickly a human face loses heat in the wind. Essentially, as wind speed increases, it accelerates the rate of heat loss, making the effective temperature feel colder than the thermometer reads. For example, if the air temperature is 20°F (-6.7°C) with a 20 mph (32 km/h) wind, the wind chill index would be approximately 4°F (-15.6°C), indicating a significantly heightened risk of frostbite. Importantly, wind chill only applies to living things. Inanimate objects like car engines or water pipes cannot be cooled below the actual air temperature.

Impressive Feats

The Empire State Building was built in just 410 days—one of the most impressive feats in construction history. From the start of construction on March 17, 1930, to its completion on April 11, 1931, the 102-story skyscraper rose at an average rate of 4.5 floors per week. At its peak, workers installed 14 floors in just 10 days.

The building's steel frame was so precisely pre-fabricated that workers often bolted pieces together without needing to drill new holes.

The project also had an exceptional safety record for its time, with only five fatalities.

The world's tallest building, the Burj Khalifa, left, uses a unique Y-shaped floor plan and a "buttressed core" structural system inspired by the geometry of the

Hymenocallis (spider lily) desert flower. This design helps stabilize the building against wind forces and distributes weight efficiently, allowing it to reach 2,722 feet.

During construction, workers poured concrete only at night and added ice to the mix to prevent it from curing too quickly in Dubai's extreme heat.



The Soft Skills Renaissance

As AI and automation rapidly advance, handling routine analytical and operational tasks, a profound rebalancing of workplace value is occurring. Technical skills have a shorter half-life, while the enduringly human capabilities—empathy, creativity, collaboration, and adaptability—are surging in demand. We are witnessing a full-blown renaissance for soft skills, or more accurately, essential human skills.

LinkedIn's 2024 Workplace Learning Report identified communication, leadership, and problem-solving as the most in-demand skills across all industries. A World Economic Forum report stated that 50% of all employees need reskilling by 2025, with critical thinking and creativity topping the list. These skills are precisely what AI cannot replicate; they are the complement to technology, not a competitor. For businesses to thrive, they must systematically develop these workforce competencies:

- **Empathetic Communication:** This is about active listening, reading non-verbal cues (even in virtual settings), and navigating difficult conversations with compassion. Training should focus on non-violent communication frameworks and conducting feedback conversations that build people up rather than shut them down.
- **Collaborative Problem-Solving:** The complex problems businesses face cannot be solved in silos. Foster skills in facilitation, conflict resolution, and consensus-building. Use cross-functional projects as live training grounds, rewarding teams for process and unity as much as for the end result.
- **Adaptive Agility:** The ability to pivot, learn quickly, and manage ambiguity is key. Develop this by creating "safe-to-fail" environments where employees can experiment with new processes or pilot projects. Encourage job rotations and "stretch assignments" that push people outside their comfort zones.
- **Creative Synthesis:** This is the human superpower of connecting disparate ideas to generate novel solutions. Encourage "oblique thinking" time, where teams explore inspirations from entirely different industries or fields.

Investing in the soft skills renaissance is not a "nice-to-have" HR initiative. It is a strategic imperative for innovation, employee retention, and customer satisfaction. The organizations that will lead are those that recognize their greatest asset is not their technology stack, but the uniquely human potential of their people.

SPEED BUMP

Dave Coverly



Now You Know...

- Octopuses have three hearts, and two of them stop beating when they swim.
- A single teaspoon of soil contains more microorganisms than there are people on Earth.
- If you removed all the empty space from the atoms in every human on Earth, the entire population would fit into the volume of a sugar cube.
- The pistol shrimp can snap its claw so fast it creates a bubble that, when it collapses, produces a flash of light hotter than the Sun's surface.
- Humans share about 60% of their DNA with bananas.



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Training & Recognition Safety Day - 2025 Edition

At our Annual Safety Day gathering in December, our entire team had the privilege of listening to Joe Hileman, of HSTG (Hileman Security Training Group), present on the topics of Active Shooter Training & Drugs in the Workplace.

The following were also recognized for significant accomplishments:

Years of Service Awards

- 20-Years of Service – Jake Stough & Nate Cooper
- 30-Years of Service – Mark Krout
- 40-Years of Service – Kris Jordan

Safety Awards

- 5-Year Safety Awards – David Barth, Ken Gabler, Philip Gregg, Logan Hersh, Michael Hoschar, Darcy Lea, Raymond Mattei, Matt Miller, Ron Staley, Richard Toner
- 10-Year Safety Awards – Jason Glatfelter, Dennis Judy, Kyle Kauffman, Chuck Vaughn
- 25-Year Safety Awards – Shawn Ely, Marc Krout, Allen Mowen, John Myers



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