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BUSINESS LEADER

MORGAN COUNTY

May 2024



ENGAGING FOR THE FUTURE

Morgan County Administrator Josh Messmer ensures local government runs efficiently while preparing for future growth



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Revolving around relationships

It may come as no surprise that building a foundation of strong relationships in the community is critical to any industry. This publication could not exist without the support of our readers, advertisers, and all the businesses with which we interact. A lot of time is dedicated behind the scenes to growing, strengthening, and maintaining community partnerships and familiarity with our product. This is likely to be something we, as business owners, have in common. There isn't a business out there that can succeed without engaging people in some form or fashion.

In this month's edition of Morgan County Business Leader, we highlight Josh Messmer, County Administrator, and Heather Rushing, financial advisor for Edward Jones. Their roles are quite different, but one commonality stands out - they spend far more time building relationships than one might expect. Messmer is helping officials in the county work together and more efficiently. This entails communication and collaboration: relationship building. Rushing noted that she estimates she only spends about 5% of her time dealing with numbers and much of her time talking with clients about their goals, options, and strategies.

No matter your industry, there are many people you interact with daily: customers, employees, vendors, business partners, even competitors, and more. Like many things in business, these relationships require ongoing maintenance. What are some things we can focus on to achieve that?

Regularly reach out to important contacts, whether



JIM HESS
From the Publisher

checking in about how you can help them or simply sending congratulations about an achievement you've heard about.

Creating a higher level of presence will keep your business in the forefront of their minds and show that you genuinely care.

Ask for constructive feedback and be prepared to listen and integrate ideas that could help you improve. Seeking feedback not only can pinpoint shortcomings or positives in your business but can build trust and business opportunities as well.

In today's digital world, sometimes simply having an online presence can help you remain in touch and up to date with your contacts. It's a great tool for networking as well as sharing information.

Be a resource. It's often easy to see relationships in business as transactional. If there is a way you can offer education or advice, take it. The more we can be helpful to one another, the better we all succeed.

Business success is often measured by the strength of the relationships a company can build and maintain. It takes effort, but it's an investment that is worth the time.

BUSINESS LEADER[®]

MORGAN COUNTY

"Declaring the good works being done"

For we are God's handiwork, created in Christ Jesus to do good works

Ephesians 2:10

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In Conversation with Don Adams

Over the next few months, this corner of the Business Leader that I am so humbled to occupy will be dedicated to conversations – casual questions and answers – with current local government leaders. While our nation's presidential election takes center stage, it is what happens closest to us – right here in our county and its wonderful communities – that matters most.

First off in conversation is the always affable Don Adams, who currently serves as one of the three Morgan County Commissioners – the only layer of government where every single county voter chooses the membership of the entire elected board. As such, the duties of a county commissioner are vast – county road and bridge maintenance, and numerous matters of criminal justice, such as providing the county jail, courthouse, and its supporting offices, just to begin the list.

I enjoy every interaction I have with Don Adams, and this conversation was no exception.

RG: What first drew you to local government service, particularly county government?

DA: I must blame my grandfather. After a long teaching career, he was elected to two terms as Morgan County Auditor from 1952 to 1960. Also, Thelma Gray, my mother's first cousin, was elected Morgan County Commissioner in the 1970's. As best I know, she was the first woman elected commissioner in Indiana. She was instrumental in stopping the move to demolish the courthouse and was involved in the last major renovation of it in 1975. Roger and Dale Davee are also relatives who served as Morgan County Commissioners. I journal, and the other day I had reason to look at 1980. In March of that year, I noted Roger Davee had written a note inquiring to see if I had an interest in running for commissioner. I had completely forgotten that. My first service was on the Morgan County Soil and Water Conservation Board.

RG: What past experiences have best prepared you for service?

DA: In addition to some fine role models, two experiences have had great influence. My Scouting experience as a boy and later as a Scoutmaster gave me some principles for living and serving. Then forty years in the classroom teaching history and government were very helpful. When I was elected by caucus to replace one of my former scouts, Sam Carlisle, on the Morgan County Council, my speech was simple: "I have enjoyed coaching about the game for 40 years – now I would like to enjoy being on the floor."

RG: What do you see as Morgan County's biggest strengths?



**RYAN
GOODWIN**

DA: Simply three blessings: Its beauty, its heritage, and the people who appreciate both. It is also helpful that we now have a newspaper that models that.

RG: What weaknesses in Morgan County need addressing?

DA: The same as the rest of the world – we need more love.

RG: A new justice campus is underway. Two questions: What is the expected opening date, and how do you see this new campus impacting the county?

DA: The grand opening of the Morgan County Judicial Campus, currently under construction near the County Administration building, is scheduled for July 2025. At that time, the four courts will move there and a complete renovation of the 1857 "Old Lady," a reference to the current county courthouse – will begin. When that is completed in approximately two years, most of the current offices in the County Administration building on South Main Street will move into the renovated old courthouse where they originally were. The county's probation and prosecutor's department will then move to the Judicial Campus. The impact is monumental. All the judicial activities will serve under one roof for generations. Nearly all the other services will be centrally located in the renovated "old" courthouse.

RG: What's the most transformative move the county has made in the last 5 years?

DA: The addition of two positions: county administrator and human resources director. This has had a great impact on our operation. It has led to increased service to the citizens with more cohesiveness and collaboration within the county's operation, as well as between the county and its communities. That, in a word, has led to better governing.

Author's Note: Josh Messmer, current county administrator for Morgan County, is this issue's featured cover story.

Ryan Goodwin is a former Morgan County Commissioner and current board member of the Indianapolis Airport Authority. He holds an MBA from Purdue University and writes on business and government.



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By Nicole Davis

Morgan County Business Leader

When Heather Rushing transitioned away from her 16-year healthcare career, she entertained offers from a few financial firms. She wanted to work with a company that matched her need to serve people in a good, quality way and says she has found that through Edward Jones.

“I really get to help people here,” she said. “In my family, I was always the person they came to ask, how do we do this? How do we plan for a will, an estate? Becoming a financial advisor allowed me to learn how to be able to help both my family and others who need people they can trust to help them work through these complexities that everybody needs in life.”

Rushing is a Purdue University graduate with a background in psychology and sociology. She spent four years in market research before entering healthcare, where she thought she would spend the entirety of her career. But after new regulations changed operations to what Rushing said was more revenue-focused and less patient-focused, she began looking at other career opportunities.

She began training to become a financial advisor with Edward Jones in 2017, starting her work at the Mooresville office. She earned her license in January 2018 and established a branch in Danville, where she resides.

“Many companies are focused on selling stocks and bonds, CDs and annuities,” Rushing said. “They’re service-focused and sales-focused. Edward Jones is client focused. We want to help clients feel understood, in control, secure and informed. We truly will only recommend the best products that are right for them. We do that by understanding their goals, how far out their goals are, and the risk they’re willing to take. I try to guide them down the path that makes the most sense with what they’re saying to me but ultimately, it’s their choice and there is absolutely no pressure.”

MOVING TO MOORESVILLE

Last year, Edward Jones needed an experienced advisor to fill a vacancy in Mooresville. Simultaneously, Rushing’s lease was expiring at her Danville office. The timing was perfect. She brought her clients from the Danville branch and merged them with Mooresville clients in July of 2023.

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Heather Rushing

Photo by Nicole Davis

Rushing works with a wide range of clients ranging from small business owners with their personal accounts and setting up accounts for their staff to people starting their first job and wanting to begin a Roth IRA, people who want to roll over their 401(k) or minors with custodial accounts.

“What would surprise people most about this job is its 95% communication and counseling rather than financial planning,” she said. “Five percent of the time I’m working with numbers and the rest of the time I’m helping people set goals, stay on track with their goals, helping them manage any stresses that come up along the way that derail them from their goals. We spend a lot of time just being friends with our clients because they need somebody that they can trust to go to.”

HOW CAN YOU HELP ME?

Rushing said when most new clients come to her, they don’t know what to expect. Their first question is often “how can you help me?” She always starts with a five-step process to identify that client’s overall situation, look at what income is coming into the house, their budget, and monthly expenses.

“We have to identify where they are and what their goals are, then figure out how close they are to meeting their goal or what needs to happen in their specified time frame to meet that goal, then we manage that goal,” she said. “We talk about products that make sense to get them there, then we help them manage the risk. During tumultuous times or times when people are scared, we help them manage expectations and keep them grounded and invested for the long haul. We know that there’s inflation and cost of services are going to go up in our lifetime and if they’re not properly leveraging the market, their assets aren’t going to keep pace with the change of pace in their life.”

Business owners often have unique needs, but it still comes down to identifying their goals and finding solutions to help them reach those. Rushing has an annual review with each business client to ensure things are going well with the path they’ve chosen.

“We also focus a lot on social security as a component of retirement because it is part of the plan,” she said. “We think of retirement as a three-legged stool: personal savings, retirement savings, and either pensions or social security. Pensions are pretty much a thing of the past at this point, but some companies still have them. A lot of people are worried about the state of social security so that is something I stay up to date on with where Congress is going with that. We do believe it will be there, it’s just what is that going to look like and will it satisfy everyone.”

LOOKING TO THE FUTURE

The transition to the new office was more difficult than Rushing anticipated, between trying to continue to serve her existing clients while making connections with the new ones.

“I feel like I just came up for air from the transition,” she said. “Now I feel great about it, just in the beginning there was this sense of urgency where everybody needed me at once.”

Rushing is currently serving one more year as president of the Downtown Danville Partnership, a 501c3 that promotes the historic Danville square, does beautification projects, and awards facade grants and loans to local building owners and merchants. Now that she’s settling into Mooresville, she’s exploring ways to get involved in the Morgan County community including having attended some chamber meetings.

“At this point, we want to continue to grow the business,” she said. “My assistant Jen would like to become a registered branch associate which just means that she would be licensed which allows her to answer certain questions she’s not allowed to answer right now because she’s not registered. Then I’d like to bring in what we call a legacy advisor which is a new advisor which is growing their business so we’d like to help a new branch team get their business started.”

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Would you follow you?

If you really want to know how you're doing at expecting more from yourself, ask this revealing question... Would You Follow Yourself?

This question forces us to look within and be honest with ourselves truthfully. You have to be what you want to see in others. The actions of a team will always mirror the behaviors of the leader. The truth is simple... people do what people see.

I once heard a great parental statement: "Children seldom listen to their parents, but they never fail to imitate them." This statement makes complete sense, especially if you have kids and have experienced it... I know I have.

Years ago, while my family and I were running errands, we got a call informing us that we would have some unexpected company within the hour. We all know "the call," don't we? Panic immediately sets in as thoughts of the morning's breakfast dishes piled in the sink, toys all over the living room floor, and toothpaste tubes left on bathroom counters enter our minds. We knew we needed to get home quickly and pick up the house. As we zoomed down the road, we gave our two daughters a motivating pep talk and specific tasks to get things cleaned quickly. I specifically told them to make sure they had a great attitude when they started to clean since we had a lot to do in a few minutes. I really stressed the "good attitude" part in my instructions! We got home and began to clean at warp speed. Our daughters did a great job. All was going well... and then my wife asked me to vacuum the living room... uh oh... vacuum? I thought that was a bit overboard, so I huffed and puffed and argued with her about why I had to be the one to vacuum. My daughters immediately caught on to my unwillingness to take on the task before me and simultaneously said, "Remember, Daddy, have a good attitude!" I was clearly not setting the right example for my girls, and they noticed... I was caught.

To be a great leader, you must learn to lead yourself first. I have found that the hardest person I have ever had to lead is none other than me. President Theodore Roosevelt once stated,



**JOHN
BARRETT**

"If I could kick the person responsible for all my troubles I wouldn't be able to sit down for a week." We cannot lead others well if we do not lead ourselves well. If we have trouble motivating ourselves, we will have a hard time motivating others. Great leaders push themselves further than anyone else ever will. Walt Disney was a dreamer and pushed himself even when others rejected his ideas. He was known for this motto: "Whatever you do, do it well. Do it so well that when people see you do it they will want to come back and see you do it again and they will want to bring others and show them how well you do what you do."

Lead from the front by modeling the behavior you desire to see. Ask yourself these questions,

"Would you follow yourself?"

"Would you be motivated by yourself?"

"Would you be filled with vision if you were following yourself?"

If the answer is yes, congratulations, you lead by example. If you answered no, you need to start challenging yourself to get out there and become the leader you need to be.

John, a member of Legacy Business Consultants, has been helping leaders for over twenty years. As a certified coach, speaker, and trainer he has worked with Fortune 500 companies, entrepreneurs, non-profits, and individuals who have leveled up their success through his coaching. Invest into your leadership ability and you will be directly investing into the future you desire to experience. You can reach John at www.johnbarrettleadership.com

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ENGAGING FOR

Morgan County Administrator Josh Messmer ensures local government runs efficiently while preparing for future growth

By Nicole Davis

Morgan County Business Leader

You don't get the best if you don't get people willing to engage in the process.

In the nearly five years since Josh Messmer has served as Morgan County administrator, he has worked to engage with elected officials, with the public and other community leaders to ensure the county government runs smoothly and as efficiently as possible.

"Things operate, hopefully, a lot differently today than when I first started," he said. "And we're changing as a community. For a long time, we were able to be a little more ad hoc and go with the flow but with demands being put on us by our citizens as well as developers and changing times, we've had to change what we do. None of that is to say that things before us weren't good but we were finding ourselves in a position to adapt."

MAXIMIZING EFFICIENCY IN MORGAN COUNTY

Originally from Martinsville, Messmer graduated from Purdue University with a bachelor's and master's degree in engineering. After college, he spent a year in Indianapolis before feeling a pull to move back to Morgan County, choosing Mooresville as his new home to grow his family with his wife, Charlotte. He worked for traditional engineering firms for a while before coming to Martinsville as its city engineer.

Over time, he said the confluence of politics and business operations grew more of interest to him than engineering, so when he was asked to apply for the newly created position of county administrator it sounded like a good fit. He was awarded the position in 2019 and set off with a goal to improve efficiency and transparency within Morgan County government.

"Within the commissioners' purview, we have biweekly department meetings - that's dispatch, EMS, highway, all these different agencies talk to one another, find out what each other are doing," Messmer said. "There's different things we need from each other and helping lower the barriers to communication is something we've worked hard on and I think we've made some strides."

Much of what Messmer does professionally is communicating

MORGAN COUNTY

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and working with people throughout the county.

"I'm fairly process oriented as an engineer," he said. "We see a problem, we try to figure out a process, handle it and standardize it. To me, the biggest thing our government can do is provide consistency both to our residents and those who are looking to come in from the outside, whether it be to live, develop something or to be a business. People should expect when they call the government to get an answer about something. It doesn't matter whether you call person A or person B, you'll get the same answer. So, we're trying to work toward a standard process and make it known internally so people know where to look for resources."

BIG PROJECTS FOR THE FUTURE AHEAD

Morgan County currently has a lot of big projects in the works. The largest is its Judicial Campus. The estimated cost of the project is around \$72 million. The first of four phases is complete: a parking lot with space for approximately 200 vehicles. The county is currently working on phase 2, a three-story court building directly behind the current county administration building. Once courthouse staff can move into the new building, the interior of the current courthouse will undergo a complete renovation into office space where those in the county administration will then relocate. The final phase is to update the administration building for the prosecutor's office and child services to utilize the second floor and a few other departments will remain in the administration building on the first floor. The county can then consolidate some of its infrastructure, eliminating buildings it no longer needs.

Morgan County is a year into the process of conducting a water study. The county has hired INTERA, a local engineering firm, to conduct a study of the county's natural water systems. The purpose is to foresee any water resource issues and ensure that the county has a sustainable water source for its future. This is a multi-year, voluntary project which Messmer said they hope to extend years further.

"Let's say some high water user business wants to come into the county," he said. "Maybe we have the capacity for



Josh Messmer

that and that's great, but maybe we don't. Nobody knows that information."

Hamilton County is the first in the state to conduct such a study. Morgan County is the second. Messmer said they're discovering that the county is very reliant on water treatment plants upstream from them.

Looking ahead, the county is starting to work on implementation of its opioid funding. In 2021, opioid manufacturers,

Economy

HEATING - AIR COND - PLUMBING

R THE FUTURE



Photo by Nicole Davis

have the final decision.

“That’s something that will need a lot of long-term stability and making sure we fund the right projects that will have the biggest impact for the community,” Messmer said.

Another thing the county has recently done is, in conjunction with the auditor’s office, to hire a financial consultant.

“We’ve brought in some outside financial advisors to help us figure out how we can forecast the years ahead,” Messmer said. “We’ve always done that in-house but it’s a complicated process to do by ourselves. We’re implementing within all of our departments five-year capital plans so we can start to program what are our real needs over the coming years, are there shortcomings or not? This way we don’t have to place our council in a position where they’re making decisions from a one-year snapshot of data.”

Messmer said that segues into other areas, such as how can they maximize investments to reduce the reliance on as many tax dollars and becoming better financial stewards.

The county has also entered into a new program this year through the state where they have purchased options contracts for fuel, so “they can hedge the price of our fuel,” Messmer said. “If gas prices start to climb, we limit our exposure to climbing gas prices over the next year.

GROWTH IS COMING

Ultimately, most of these current and upcoming projects are necessary to plan for the county’s future growth.

“The county is going to develop,” Messmer said. “Our best days are not behind us. I am thankful we have three commissioners who are excited to move forward, to see this county grow and mature and continue our development. They have done a great job. Commissioner (Kenny) Hale has been really focused on placemaking through parks. Commissioner (Bryan) Collier always says the reason he got into politics is because he wanted to help shape the community so that his kids want to come back here to live. Commissioner (Don) Adams has been a longtime teacher who loves the community and wants to see it move forward.”

Messmer said the communities within Morgan County have dedicated a lot of time and effort to planning for their futures and bringing in good change. He said, for example, Martinsville’s administration has added amenities such as its new amphitheater and has put in a lot of work to see the community grow. Mooresville has one of the biggest business parks in the county and a redevelopment commission which has worked for at least 20 years on getting quality businesses into the community. Monrovia has acknowledged the growth that’s coming and has made strides in preparation. The town government more

recently started its redevelopment commission, a parks department and hired a town manager to position themselves for that growth.

Impending growth also comes with challenges. Often the demand for services precedes the increase in funding for those services. Messmer said at least 1,600 homes are currently approved for development, inclusive of the city and towns. Much of that is in the Monrovia area, so the county could see a notable increase in population in the next decade.

“The biggest hinderance will be local funding and getting utilities where they need to be for development,” he said.

PUTTING OUT FIRES BEFORE THEY HAPPEN

One such need revolves around the county’s fire districts. Morgan County’s commissioners are currently working to bring community leaders and stakeholders together to discuss the topic. The county has a number of fire departments, many of which are volunteer.

“Volunteer firefighters by default can’t be there all of the time,” Messmer said. “You see a lot of bigger community fire departments responding to other community’s fires. We’re asking all of these people to come together to talk about what does a fire district look like? Can we get one county wide? Can we split into halves? That would go from a bunch of little departments to a consolidated unit with a different tax base. By default, you would see an increase in your tax bill for fire departments because a lot of them aren’t adequately funded today. On the flip side, if you have a better ISO rating, you would see a drop in your homeowners’ insurance.”

Messmer said getting people to talk is the first step and nearly every community has shown a willingness to have the conversation to see if this is feasible and if their community would benefit. They’ve yet to develop a timeline for when a detailed plan or decision might be made. Departments are currently working on a draft budget with what they would realistically need to make a change such as consolidation happen.

With each project the county is working on, Messmer said, they encourage and want local engagement. Elected officials across the county want local residents and business owners to show up, talk to them and hold them accountable.

“I love the variability that comes with this role and the sense of purpose,” Messmer said. “You get to serve your community, you get to help people who, rightly or wrongly, feel like they don’t always have a voice and that’s really encouraging to me. There’s so much more we need to do but I think we’ve taken some big steps.”

distributors and retailers agreed to pay more than \$54 billion to settle their role in the opioid epidemic. Indiana will receive \$507 million over an 18-year period, distributing that between its counties. The county commissioners are scheduled to discuss a proposal about having the distribution process put under the umbrella of the Better Communities Coalition and allow that entity to help leverage their expertise as an advisory committee on how those funds should be spent. The commissioners will

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To serve two masters

First off, let me say that I've never been comfortable quoting scripture when giving advice... to my family, to my friends, to my clients. That's why I typically don't do it, quote scripture. As for giving advice, at least of a financial nature? That's what I'm paid to do. But in these pages, I give my counsel for free. If you'd like to start getting much more of it and more of it specifically attuned to your needs... my contact information is on this page somewhere. Alright, enough of shameless self-promotion.

What was I saying about scripture? Oh yes, I don't like to quote it. But I do find great wisdom and guidance within it. For myself specifically, and hopefully, as the Spirit moves through me, in the recommendations of scripture I may point family and friends to. Scripture, in part, says "You cannot serve two masters..." (Matthew 6:24 NIV) And we all know that that is very true. As the verse goes on to tell us, "...Either you will hate the one and love the other, or you will be devoted to the one and despise the other. You cannot serve both God and money."

Now you may ask yourself what business do I have quoting this verse in a column about money, investing and the markets? Because there is wisdom here in addition to the wisdom of guarding ourselves from making money too important in our lives.

I've written in these pages countless times that two things rule the market: fear and greed.

A prudent investor will allow neither to become their master.

If an investor serves fear as master, then they may invest



**JEFF
BINKLEY**
Finance

too much capital fearfully and too frugally. This leads to what growth they are able to achieve ending up being lost in inflation and declining buying power for their too-frugally- invested dollars. If an investor serves greed as master, then they invest too much capital pursuing pie in the sky returns. That strategy may work for a while but as another one of my favorite investing adages attests, "Trees don't grow to the sky." And when that tree fails, it can be very painful.

The prudent investor, like the wise servant, balances the needs of both masters. Through listening, observation, education and experience they learn how to serve and satisfy both masters. They learn to manage their all too often conflicting masters. With the result that neither throws them out of the household... or worse.

Jeff Binkley is the Founder and Managing Director of Binkley Wealth Management Group LLC located in Avon. His firm is an Independent Fee-Only Indiana Registered Investment Adviser that has adhered to the fiduciary rule since its founding in 2010.



Franciscan Health Mooresville recognized as stroke ready center by ACHC

Franciscan Health Mooresville has been designated as a Stroke Ready Center by the Accreditation Commission for Health Care (ACHC).

Certification is a process through which healthcare organizations demonstrate compliance with national standards. Certification by ACHC reflects an organization's dedication and commitment to meeting standards that facilitate a higher level of performance and patient care.

"Being recognized as a Stroke Ready Center by the ACHC affirms our commitment to providing exceptional stroke care," said Trish Weber, chief operating officer for Franciscan Health Mooresville and Carmel. "This distinction presents the opportunity to spotlight the quality of service we provide the patients we serve in Morgan and surrounding counties."

Being a Stroke Ready Center, Franciscan Health Mooresville has the required infrastructure and protocols in place to stabilize and provide rapid care.

The facility has also met specific guidelines as a Stroke Ready Center, featuring a comprehensive system for rapid diagnosis and treatment of stroke patients admitted to the emergency department.

ACHC is a nonprofit organization that has stood as a symbol of quality and excellence since 1986.

Franciscan Health Mooresville is located at 1201 Hadley Road in Mooresville.



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The managerial paradox: Why getting things done remains elusive at the Office

In the bustling landscape of modern workplaces, the role of managers is pivotal. They serve as the bridge between organizational vision and execution, entrusted with the responsibility of steering teams towards success. However, despite their crucial position, a persistent paradox plagues many managers—they struggle to get things done effectively. From missed deadlines to stalled projects, the repercussions of this managerial inertia reverberate throughout the organization.

But why does this paradox persist? Let's look into some common reasons behind managers falling short in their duty to drive results and some real life examples so you can better recognize them in your work:

OVERWHELM AND TASK SATURATION

In today's fast-paced work environments, managers often find themselves inundated with tasks. Juggling multiple projects, meetings, and administrative duties can lead to cognitive overload. As a result, managers may struggle to prioritize effectively, leading to important tasks slipping through the cracks.

Example: Sarah, a mid-level manager in a marketing firm, is responsible for overseeing several campaigns simultaneously. Amidst the whirlwind of deadlines and client demands, she finds it challenging to allocate adequate attention to each project. Consequently, some initiatives suffer from delays, affecting both client satisfaction and team morale.

LACK OF DELEGATION AND MICROMANAGEMENT

Some managers fall into the trap of micromanaging their teams, unwilling to delegate tasks or relinquish control. While this may stem from a desire for perfection or a lack of trust in team members' abilities, it ultimately hampers productivity and stifles innovation.

Example: Alex, a department head in a software development company, struggles to delegate responsibilities to his team members. Fearing that tasks won't be completed to his standards, he insists on overseeing every aspect of project execution. This not only drains his own bandwidth but also undermines team autonomy and creativity.

COMMUNICATION BREAKDOWNS

Effective communication lies at the heart of successful management. However, when communication channels are murky



**JACK
KLEMEYER**

or ineffective, misunderstandings arise, leading to lack of trust, delays and inefficiencies.

Example: James, a project manager in a construction firm, fails to communicate project timelines and expectations clearly to his team. As a result, team members are unsure of their roles and responsibilities, leading to confusion and missed deadlines.

LACK OF ALIGNMENT WITH ORGANIZATIONAL GOALS

Managers who operate in silos, detached from overarching organizational objectives, often struggle to prioritize tasks effectively. Without a clear understanding of how their efforts contribute to broader goals, they may focus on the wrong initiatives or overlook critical areas.

Example: Emily, a sales manager in a retail chain, is solely focused on meeting quarterly sales targets without considering the long-term implications for customer satisfaction or brand loyalty. Her narrow focus on short-term gains may lead to missed opportunities for strategic growth and customer retention.

Let's address this paradox so we can overcome the challenges associated with managerial inertia and ensure that tasks are completed effectively, you can adopt some of these proactive measures:

- **Foster a Culture of Empowerment and Trust:** Encourage a culture of trust and empowerment, where managers feel confident delegating tasks and empowering team members to take ownership of their work. Recognize and reward managers who demonstrate effective delegation and mentorship skills.
- **Provide Adequate Training and Support:** Equip managers with the necessary skills and resources to prioritize tasks, delegate effectively, and communicate clearly. Training programs on time management, delegation, and effective communication can empower managers to navigate challenges more effectively.
- **Streamline Communication Channels:** Implement clear and transparent communication channels to ensure that information flows freely across teams. Regular team meetings, project status updates, and feedback sessions can help minimize misunderstandings and foster collaboration.
- **Align Individual Goals with Organizational Objectives:** Ensure that managers understand how their efforts contribute to broader organizational goals. Provide clarity on key performance indicators (KPIs) and performance expectations to help managers prioritize tasks in alignment with strategic objectives.

In today's workplaces, the role of managers is indispensable. However, the paradoxical challenge of getting things done effectively remains, often stemming from overwhelm, communication breakdowns, and a lack of alignment with organizational goals. By addressing these underlying issues and empowering managers with the necessary skills and support, organizations can unlock their full potential and drive sustainable success in today's competitive landscape.

Grow Your Business™ Coaching founder Jack Klemeyer is recognized as a preeminent resource for business professionals. Jack can be reached at Jack@GYBCoaching.com or at 317-755-6963. Learn more at GYBCoaching.com.

Effective communication lies at the heart of successful management. However, when communication channels are murky or ineffective, misunderstandings arise, leading to lack of trust, delays and inefficiencies.

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Kendrick Foundation awards \$100k to Youth First



The Kendrick Foundation continues to invest in the health and well-being of Morgan County youth and families. A grant award of \$100,000 was recently presented to Youth First, Inc. to provide mental health support and substance misuse prevention.

The Kendrick Foundation invests in conditions that support the physical and mental health of all Morgan County residents and is leading health initiatives to address mental health, substance misuse, physical activity and nutrition.

Keylee Wright, Executive Director of the Kendrick Foundation, states, "We are more committed than ever to providing additional mental health services, resources and supports to our communities, schools, families, and youth during this unprecedented time of need. Since 2018, the Kendrick Foundation has invested in Youth First programs, and we continue to see results. We are truly grateful for the work of Youth First and the support of our Morgan County schools to make these vital programs and services more accessible for our youth and families."

The grant to Youth First will allow for continued mental health support for students in selected Martinsville and Mooresville schools. Youth First partners with 125 schools across 14 Indiana counties to embed prevention programs and over 90 skilled mental health professionals (primarily master's level social workers) in school buildings, where they provide extra mental health support for students and prevention coaching for parents and teachers. Youth First Mental Health Professionals build caring relationships, foster readiness for positive change, and boost resiliency along with other valuable life skills.



From left, Keylee Wright, Executive Director, Kendrick Foundation; Nikki Jo McCrady, Program Manager, Kendrick Foundation; Laura Keys, Vice President of Programs & Services, Youth First, Inc.; Hannah Gill, MSW, LSW, Youth First Social Worker, Youth First, Inc.; and David Spencer, Regional Development Officer, Youth First, Inc.

Research shows these protective factors are the keys to effective prevention of negative outcomes for young people. The organization's positive work and strategies are driving growth, with more schools seeking Youth First's help to address the growing need for mental health supports for students.

About Youth First, Inc.: Youth First, Inc. is a nonprofit dedicated to strengthening youth and families. Youth First provides prevention programs and over 90 highly trained mental health professionals (primarily master's level social workers), parent

engagement coordinators, and bilingual support personnel who assess needs, develop and implement prevention plans, and connect students and their families to vital resources, to 125 schools across 14 Indiana counties. Over 52,000 youth and families per year are served by Youth First's school-based student assistance and community programs that promote mental health, prevent substance misuse, and maximize student success. To learn more about Youth First, visit youthfirstinc.org or call 812-421-8336.

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Tech's place in a strategic plan

Does your business have a strategic plan? I don't mean those concise vision and mission statements that we come up with after a few days of brainstorming. Nor do I mean a set of core values that guide your business and help you dial in ideal opportunities. When I ask this, I mean that next step... the step where we take those nice, concise statements and turn them into a real plan – one with specific, measurable goals, and one that we can hold our stakeholders accountable to. Do you have one of those?

At my business, we drafted our first strategic plan back in 2018. I use the word “drafted” because it was always viewed as a living document. It wasn't set in stone, but it was made up of specifics that we thought long and hard about and didn't plan to change for several years. This plan took us through 2022, and while we did a good job “coasting” through 2023, it's time for a refresh. We are revamping it this year as we continue to evaluate our success, find areas to improve, and chart the course for what's next.

Our plan includes a key section we call “Critical Goal Categories” where we came up with five key areas that our goals would live within, and then came up with specific goals within each of these that we sought to achieve over the course of 3-4 years. Categories like Team Autonomy, Growth Facilitation, and Long Term Planning were among the areas we knew we needed to invest in.

This plan will be our guiding light for several years. It points us to the people we needed to hire next, the types of partnerships we needed to put in place, and the financial environment we need to maintain to see those goals come to life. One thing I've noticed: the C2IT strategic plan has little to say about technology. It doesn't say we'll focus on the C# language or set our sights on a specific Cybersecurity tool.



CHET CROMER
Technology

It doesn't even dive into the areas of technology services we'll focus on, like mobile app development or content curation and delivery.

I imagine if we looked at your plan, we'd find a similar thread... The tools we use to achieve our goals pale in comparison to the goals themselves. Yes, it's important to have the right set of tools to achieve high customer satisfaction or increase profitability... but how we get there is not as important as knowing where we want to get to in the first place. In my world, these tools are the technology tools of hardware and software. In yours, they might be the “tech” of a new fleet of vehicles or the mobile app your team uses to do their job. But in the end... technology's place in our strategic plan is to SUPPORT the plan, not BE the plan.

As we begin to execute our new plan, I expect to see some recurring themes from the past, but I'm also excited about some of the new vision-based goals. I'd love to hear what your own plan looks like, talk about the bumps you've experienced, and learn from the successes you've seen as you take the time to plan what's important to you and your team.

Chet Cromer is the president of C2IT Consulting, Inc., a Plainfield-based technology business that provides websites, mobile apps, and IT consulting/support to businesses across central Indiana. He can be reached at chetcromer@c2itconsulting.net or (317) 721-2248.



Due to the mild winter, physicians are predicting a spring and summer with an alarming increase of the particles in the air that cause those with seasonal allergies to suffer. There is little that you can do if you venture outdoors, but did you know that you can eliminate as much as 99.98% of these particles from the air inside your home? If you or someone that you love suffer from seasonal allergies, PLEASE contact us to discuss



Jod Woods

the Trane Clean Effects air cleaning system. This air cleaner works with your furnace blower to safely remove particles such as dust, pollen, pet dander, dust mites, viruses, and smoke as well as pet and cooking odors. Don't wait until the sneezing starts! Contact Anita or Carrie at 317-831-5279 to schedule a project manager to discuss your options and quote this amazing piece of equipment.

Please let me know if there are any topics that you would enjoy being discussed. I can be reached at 317-831-5279 or JodWoods@EconomyHVACP.com.

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Gordon Reed, MD, joins Franciscan Physician Network IMPACT Center in Mooresville

Gordon Reed, MD, has joined the team at Franciscan Physician Network IMPACT Center in Mooresville.

Dr. Reed is a graduate of the Indiana University School of Medicine in Indianapolis. He completed his residency training in internal medicine at Methodist Hospital in Indianapolis. He is board-certified in internal medicine, a fellow in the American College of Physicians and a senior fellow in the Society of Hospital Medicine.



Gordon Reed

The IMPACT Center offers pre-surgical testing and post-surgical care for patients undergoing procedures at the Mooresville campus. Dr. Reed and his partners provide patients with perioperative consultations and nursing assessments with the goal of reducing surgical complications.

Franciscan Physician Network IMPACT Center is located at 1201 Hadley Road, Mooresville. For more information and to contact the practice, call (317) 834-3263.

Hire for attitude, train for skills

“Experience,” the top job requirement on nearly every job posting, isn’t always necessary. In fact, “Experience Required” could actually be a barrier to landing great employees.

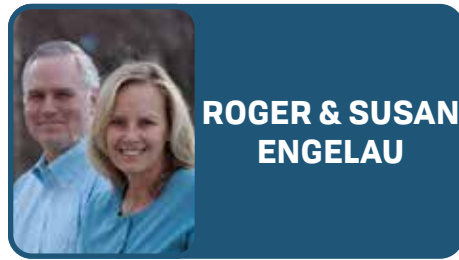
We coach clients to “hire for attitude, train for skills.” Skills can transfer from one industry to another but character aspects—like work ethic, values, and attitude—come with the human package and are typically not trainable.

Whether your company does CNC machining to elevator installation or manufacturing to marketing and IT services, you can respond to skilled labor shortages by seeking first things like ‘being a team player,’ ‘has a positive outlook,’ and ‘takes accountability.’

Derek and Erin Hammer of Hammer MetalWerks are long-time clients of Inspire Results and have found that you can train and upskill an employee who has a good attitude... and that benefits the employee as well as the company.

“Our laser operator and brake press operator had never used those machines in their life before working here. But they were intelligent, familiar with computer systems, and had a positive attitude to learning, so we hired them based on that,” said Derek, President.

HOW TO HIRE FOR ATTITUDE, TRAIN FOR SKILLS



ROGER & SUSAN ENGELAU

You may be asking how to hire for attitude when many of the qualities are hard to measure. How do you know if someone has them?

The answer is “Behavioral Interviewing.” Instead of traditional interview questions like, “What are your strengths?” or “Would you say you hold yourself accountable?” behavioral interviewing is based on the premise that past behavior is the best predictor of future behavior, so you ask candidates to tell you about specific situations they’ve encountered and how they navigated them.

Say you want someone with a strong sense of Accountability. The behavioral question you could ask in the job interview is — “Tell me about a time when the boss was nowhere to be found and the work came to a halt. What did you do?” If the candidate says, “I waited for the boss to show up and told her we were at

a standstill and asked her what we should do next,” then, you know this person isn’t going to fit in your culture. But if he says, “I was pretty sure I knew what the boss would want us to do next so I took a chance and started doing it,” it’s a pretty sure bet you’ve got someone who’s a self-starter.

To phrase your questions, use the STAR approach — ask the candidate to tell about the Situation, the Tasks involved, the Actions they took, and the end Results. The more detailed their descriptions, the more helpful they are... and the more likely they are to be true.

SAMPLE QUESTIONS YOU CAN ASK TO HIRE FOR ATTITUDE

Here are a few examples of behavioral questions you can use—

Being a team player

- Think of a time when you worked with a difficult co-worker. How did you handle it?
- Describe a time you worked with a team that didn’t get along well. What was the situation, what did you say and do, and how did it work out?

Integrity

- Tell me about a time you made a mistake that cost the company money.

What was the error and how did you handle it?

- Think of a time when you knew a co-worker was doing something untruthful. What were they doing and what did you do? How did it impact your relationship?

Initiative

- Talk about a time you had to go ‘above and beyond’ to get the job done right. What was the task, what actions did you have to take, and how did it turn out?
- Tell me about a career goal you set and made. What obstacles did you encounter and how did you finally accomplish it?

Next time you need to hire, instead of saying “Experience required,” try “Positive attitude and strong sense of accountability required; will train for skills.”

Award-Winning Business Coach and Owner of Inspire Results Business Coaching, U.S. Military Academy at West Point graduate, Roger Engelau, his wife Susie, and their team of business coaches apply their business expertise to help business owners improve their business, income, and lifestyle. To schedule a no-strings discussion, call 317-908-5809, or email Roger@InspireResults.com.