



Harper Today

INDUSTRIES, INC.

Over 50 Years of Excellence!

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Transforming the
Way America Builds
Through **Technology,**
Reliability & Safety



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for more information.



A Message from Billy

Developing an innovative business is not an annual goal or special

project, nor is it a set method with rules, templates, or organizational structures that ensures success. How innovation is measured even varies within our varied companies. But innovation can be a disciplined business process, a way of thinking and acting, for individuals and

groups, that will ultimately benefit each individual subsidiary and Harper Industries as a whole.

An innovative company engages everyone throughout the organization in the task of developing and implementing new ways to reach their goals. Think about the most satisfying job environment you've experienced throughout your career. Now think about the least satisfying

job environment. You will likely see that your personal enthusiasm and level of innovativeness contrasted with each job and company.

Building an innovative culture can be a hard thing to achieve, because encouraging unconventional thinking demands readiness to change, willingness to modify old habits, and it may even rock the boat. Innovation starts on the inside with the mindset

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CULTIVATING A CLIMATE OF INNOVATION

If you have followed the current presidential election process now playing out, you will hear every candidate talk about change. "If elected, I will change Washington." "We need to change the partisanship of politics." Everywhere you turn, "change" seems to be in the air.

Change is inevitable; or is it? The business highway is

littered with failed companies that didn't heed the call for change. There are many reasons for this: complacency, arrogance, bureaucracy and misinformation to name a few. Today's most successful companies are those that can react the fastest to marketplace demands, which of course, requires openness, nimbleness, disposal of ego and... Innovation!

Harper Industries has a stated mission to be an

entrepreneurial and enduring company. Sounds good, but to ensure that we endure, every employee and manager must embrace change. Not change for change sake mind you, but innovative change that comes from our collective creativity.

To be successful in the long term, we need to create a culture of innovation, whereby it becomes a responsibility of every employee to add to the success of the company by contributing ideas for

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COMPANY SPOTLIGHT

Using INNOVATIVE SPIRIT at Harper Construction

Being competitive in business is not built around a lot of heads and hands, but around motivation, dedication and commitment to creative thinking. Continuous innovation enables companies like Harper Construction to keep pace with our ever changing environment and competition from other companies.

A popular myth is that some people are born creative and some are not, we at Harper Construction believe this is completely wrong. Everyone has different degrees of creativity and innovation, and when working together these different degrees can play off of each other to build an innovative climate. By doing this we stimulate each other's thoughts and create an environment in which we can operate in a highly unpredictable industry.

Some of the best strategies we've used to implement an innovative atmosphere are as follows.

1. **Make everyone accountable:** Because few individuals can plan all of the company's activities.
2. **Have a clear business objective:** Otherwise your innovation becomes stifled.
3. **Encourage employee innovations:** Sometimes we have the capabilities within our own organizations but don't use them correctly.
4. **Focus on your core strengths:** Stay competitive by doing what you do best.

These steps may take a while to establish and can be particularly difficult, as someone once said, "The only one who likes change is a wet baby." But we believe these strategies will further our innovative thinking process; as well as, following the guidelines from where our mission statement was established. At Harper Construction we are "Using our innovative spirit to safely construct a better tomorrow."

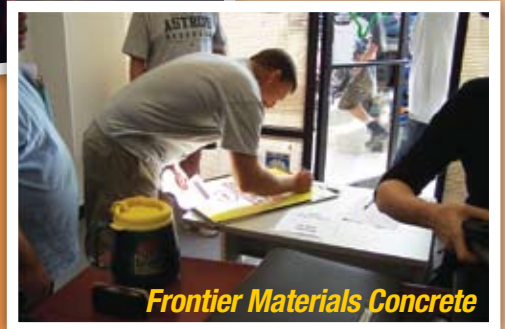
Harper Industries

The only thing missing on October 1, 2007, at the premiere of Harper Industries' "Mission Possible" was Tom Cruise. Although this wasn't the opening

stopped rolling. Because safety is such an important element of our business, and at

home, Harper Industries management designed an initiative to emphasize its significance. Mission Possible,

MISS



weekend of the much heralded movie, by a slightly different name, there were actors, hospitality tents, movies, food, fanfare and much more.

This particular day will be remembered, not so much for what was done, but for the message that was conveyed. Although each Harper company differed in its approach to the introduction of the program to employees, the message was simple... and critical: Zero Accidents, Zero Incidents, It's Our Culture.

Of course, safety was the theme of the day, and each company went to great lengths to make certain all in attendance (and those who weren't) knew the significance of the topic and that the message would live on long after the cameras

by its very name signifies the company's belief that all accidents/incidents are preventable whether at the workplace or at home. Even the smallest of mishaps is no longer tolerable. This point is accentuated by a new incident reporting methodology. Any safety misstep, of whatever magnitude, will be reported by the company C.E.O. to Harper Industries. The H.I. Leadership Group, along with a member of the CSO, including Harper Industries' C.E.O., Billy Harper, will also review the situation. While safety has always been paramount at H.I. companies, this new oversight ensures accountability.

The Mission Possible roll-out

Rolls Out: MISSION POSSIBLE



Morsey Constructors



Precision Steel



Metro Ready Mix

was a fun day, cook-outs, contests, the works, but the seriousness of the message was not lost by the participants. Every Harper associate, if they didn't know it before, now realizes the important role they play in securing the welfare of their co-workers. It's not just about safety at work. We all have loved ones who depend upon us to return home from our travels safely each evening.

Think about who would be affected if you did not return home safely tonight.

A lot of people are counting on you.

Be Safe!



Harper Construction



Vanguard Contractors

The eight elements of the Mission Possible program bear repeating:

1. Process of Accountability
2. Ownership
3. Training
4. Pre-planning/Analysis
5. Performance Measures/ Leading Indicators
6. Communication / Information Sharing
7. Substance Abuse and Screening Program
8. Safety Committee

Each Harper company has a safety program in place. However, the key to successful implementation is "ownership" and innovation. Everyone must subscribe, and actively participate in developing safe practices that will protect the safety rights of all.

Harper Appreciation Dinner a Success

Harper Industries celebrated its second annual appreciation dinner for employees on Friday, November 9, 2007, at the Kentucky Dam Village Conference Center. Approximately 250 employees and spouses were in attendance. Billy Harper recognized all employee spouses for their continued support of the company by giving them a standing ovation. Each company was introduced and several received special recognition for their performances in 2007.

Mike Donohoo handed out awards to the following companies:

Best Safety Performance
(Co-award winners):

- Most Improved Safety:**
- Largest Increase in Profits:**
- Largest Increase in Revenue:**
- Most Improved ROCE:**
- Best Exceeding Expectations:**
- Best Performance Under Adversity:**
- Best Kick-Off of Mission Possible:**

- Morsey Constructors
- Vanguard Contractors
- Federal Materials Company
- Metro Ready Mix Concrete
- Precision Steel
- Metro Ready Mix Concrete
- Metro Ready Mix Concrete
- Precision Steel
- Precision Steel



Thanks to everyone who made the evening a success, and we look forward to next year.

A Message from Billy *(Cont'd from page 1)*

of the employees. When it takes hold, companies adjust, grow and look distinctly different on the outside.

The climate for innovation is changing at Harper Industries. We may even be rocking the boat a bit, but meaningful change cannot occur unless we are willing to challenge the status quo.

We have a great deal of untapped talent within every Harper company. We need everyone pulling together with an innovative spirit to construct a better and safer environment for the future.

Billy Harper

Harper University/WKCTC Course Schedule

February 2008 - April 2008

*All courses will be held at the Harper University classroom at 960 North H.C. Mathis Dr. unless noted otherwise.

- ~ All courses start at 8:00 am (yet subject to change)
- ~ A minimum of 8 participants is required or the class will be cancelled.
- ~ To register for a class, e-mail bmogan@harper1.com or call Bill at 270-442-2753 Ext.1716

- 2/6/2008 - Managing Change
 - 2/13 - 2/14/2008 - Finance for Non-financial Managers
 - 2/27/2008 - Conflict Resolution
 - 3/12 - 3/13/2008 - Presentational Speaking Skills
 - 4/10/2008 - Exceptional Customer Service
 - 4/23/2008 - Coaching and Delegation Skills
- Additional courses will be scheduled soon*



CULTIVATING A CLIMATE OF INNOVATION

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improvement. The ageless concept of, "Two heads are better than one," comes to mind. It's a truism. The more people thinking about ways to improve our operations, the better chance we have for great success.

Great ideas usually don't come from the top down in organizations. In fact, the guy in the mailroom may have a better way of doing things that could save the company thousands of dollars annually!

Every associate within Harper Industries has good ideas. The ideas may have to do with their specific position, or they may have ideas for improvement relevant to other areas. Either way, it is important for those ideas to be shared.

For Harper Industries to be a truly enduring company, we must cultivate a climate of innovation. It is imperative that we "get the creative juices flowing" and continue to challenge the way we do business.

Mike Donohoo

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