

Speaker 0 00:00:05 Welcome to the Clear Impact Podcast brought to you by PGTI University. Thanks for joining us today. My name is Sherri Connor, and I am your host.

Speaker 1 00:00:19 To make sure they recognize and that they know that, look, you're my priority right now. And I want to get you the help that you need. So that's been one of the things I've seen over the years that makes the greatest difference.

Speaker 0 00:00:27 On today's Clear Impact Podcast. We are chatting with Bryan Lingle, Corporate Chaplain and Life Coach for PGT Innovations. Bryan and I had a lot to chat about regarding the value of people, how to really connect and tune in with employees and what their needs are and how that might require something from us. I hope you enjoy today's episode

Today we are on the Clear Impact Podcast, and we are in the series Running A Successful Business. And one of the things that I know about business is that it's really about people, and who better to talk about people than our own Bryan Lingle. And so Bryan, welcome to the show.

Speaker 1 00:01:07 Hey, thank you for having me. I'm glad to be here.

Speaker 0 00:01:09 It's a wonderful space to just sit down on a Monday and chat about some things. So the topic for today's podcast is Why People Matter. And I would like for you to introduce yourself and tell us your title and a little bit about what you do here.

Speaker 1 00:01:24 Sure, my name is Bryan Lingle and I am the Corporate Chaplain, Life Coach for PGT Innovations. A lot of what I do deals with the holistic care of our team members coming alongside them, helping them deal with hardships, difficulties, trials, tribulations, you name it, whatever they may be going through as the chaplain, a life coach, I kind of come alongside them in those times and really kind of help them out and try to do what we can to support them and really make sure that they are,

Speaker 0 00:01:50 And that's, that's not a small job because how many people do you impact? How many people are under you?

Speaker 1 00:01:57 All of them, all of them. So I travel to all our locations. I'm blessed that we have a chaplain in C CGI in Miami and Hialeah. So, Carlos is down there and he's great. And he helps me out a lot and he's down there taking care of those folks. So, but yeah, I go out to Western out in Phoenix. I go to all of our locations. Tomorrow I'll be in Tampa, I was in New South, Last Friday, I was at Eco, I was in Fort Myers. So yeah, I travel over just checking on team members and being available to them.

Speaker 0 00:02:26 That's wonderful. And so you said you're a chaplain, so you have training in ministry.

Speaker 1 00:02:31 Yes. My background is, I've been a pastor most of my career. So I've been doing that for 20 plus years. I still am at a local church in the area, but yes, my whole background has really been in caring for folks, caring for people and ministering to people. That's been really what I've done for 20 plus years.

Speaker 0 00:02:47 Oh, that's wonderful. What a great thing to have at our disposal. I agree. That's fantastic. so it's been said that people are a company's most valuable asset. Would you agree with that?

Speaker 1 00:02:59 Most definitely. Think also when I think about this question, I think about the opportunity we also have as a company, when we think about the team members that we encounter

each and every day, and when I'm training leaders, I try to really challenge them to think about how many people do you come in contact on a daily basis, on a weekly basis, on a monthly basis, and think about each of those as an opportunity, an opportunity really, to make a difference in their lives in some way, shape or form. And when we think about them coming here, building windows and doors, but they're much more than that. We think about the opportunities we have to care for them holistically and the opportunity we get to make sure that they know that they have value. They know they have, that they're have worth and that we care about them and it's a huge, huge opportunity for us.

Speaker 1 00:03:43 And then just the reality of what an engaged workforce can do for a business and what that can mean to the bottom line. I think as sometimes is lost in the conversation. When we think about a statement like, the most valuable asset, you know, I'm trying to think if you would ever respond, that'd be like, no, they're not, Right, but, understanding what you can gain by caring for them holistically and how that can impact the bottom line of any business, uh, but also how you can enrich their lives, what you can do there.

Speaker 0 00:04:13 I think, well, nobody ever wakes up in the morning to go to work thinking I'm going to do a terrible job. I'm going to have a bad attitude. I'm going to just perform poorly. No one, at least I don't think people wake up and think that, I mean, if they do, they definitely need to go see you or a counselor.

Speaker 2 00:04:31 Or someone. Right.

Speaker 0 00:04:34 So what are some things, we're speaking to our dealer audience specifically today. And so a lot of them probably don't have the resource to hire a full-time chaplain or have a counselor at their disposal. What can an employer or a manager, or even just a team leader do, to help their people feel valued? How does that play out? Like practicality?

Speaker 1 00:04:57 Sure, sure. No, that's great question. I think there's so much opportunity. You know, we talk a lot when I'm training leaders, we cover things that are, I believe simplistic, but yet difficult at times to get ourselves in the right head space, to be aware of simply asking someone, you know, how are you doing? And then having enough recognition of, I need to stay present in the moment to listen for the response and be able to listen actively, listen, those are huge just in the sort of the interactions we can have day in and day out with team members, making them know that we care and that doesn't have to have any necessarily any training or you don't have to have a degree or, you know, just being present and engaged in that moment. As a leader to where you're being open and honest with them, with sincerity and transparency, and you're asking, and you're listening to what they are telling you is, is a huge thing. It's unbelievable how that can make a difference in someone's life. Then being available is another one that's so, so important than just an engaging with them.

Speaker 0 00:05:57 I don't know. I think there could be some training around that. I think sometimes I think sometimes, especially if you're in a production type setting and you've got a workload that is miles long and everything is behind, and people are feeling pressured, and someone comes in in a teary story. Like the last thing you really want to do is sit and listen to why they're having tears that day or what happened, just to be present and just to stop everything else and, and to make that person feel more valuable.

Speaker 1 00:06:28 Yeah, I think just, I mean, that, that can be overwhelming for some people, uh, that can be very challenging for some people. And I get that and I understand that, but in that moment to be able to put yourself in a place where you're able to be present with them and listen to what they have to say, you may not be able to fix that right. There may be very little, you can do, but the impact being available and being able to listen to what someone is saying, and to be able to either empathize with them, show empathy, or even just to come alongside them and just be there is huge. Now again, you're right. Not everybody possesses those skillsets. Um, but I think we all can be available and we can all be more intentional about being available too. That's another thing I challenge leaders with quite often, you know, have intentionality in what you do in regards to relationship building.

Speaker 1 00:07:20 If you just think it's going to happen, you're probably going to miss out on that because some of us are not necessarily wired to where that is something that maybe is a natural bent within us, that we just simply are geared towards, Hey, how are you? We may be more about, Hey, what are we got to get done today? Right? And so even with leaders, I'll talk to them all the time about putting time on their schedule. Like they actually blocked time on their day and I'll put in their relationship time where they'll actually go in and purposely talk with individuals, what their day was like, listened to what they had to say, spending some time engaging with them in an intentional manner. You have to come up with ways that you make sure you do that as a leader. And if you can do that, if you can really do that and do it well, you're going to make a difference in those people's lives.

Speaker 0 00:08:03 That's wonderful. And I think as an employer or a manager, I think that we often have more weight and power to our words and to our actions than we actually recognize. I know as a parent, the influence that I have over my children is staggering and almost terrifying at times. And I know my daughter and I had a conversation the other day and I gave her my opinion. And then she had this hurt look on her face. And I said, why do you care what I think? And she's like, because you're my mom. And I was like, wow, that only took 23 years. You know? Like, why do you care now? Why didn't you care when you were 13 and embarrassing me? Um, so it's just the influence that we do have over others. And it can be positive. There is a sign that a coworker used to have in her office, everyone who comes into this office as a blessing, some when they come, some when they go.

Speaker 2 00:08:55 I love that. I love that that's so right on. Right.

Speaker 0 00:08:59 You don't want to be one of those people. That's a blessing after you're like, oh, good. They left. Oh gosh. So I know a lot of times when you're in an employment situation, when you think of valuing people, you think of paychecks and benefits and maybe certificates or awards, or, you know, employee parking space of the month or things like that. What are some things that you have seen in your history in working in an HR space? Some things that work and some things that are obviously don't work.

Speaker 1 00:09:27 Right? Yeah. I think there's a lot of things I think back over the years, that really that I would look at and say, you know what, here's something I know that really makes an impact. And one of the things I'm really proud of our HR team that they have done as being attentive to the team member in the moment, because often in the fray of what we may be engaged in throughout our day, it can get really kind of chaotic. I like to think about the HR front desk as like ground zero. I mean, it's like the tip of the spear. Uh, there's times you come out there and there could be 12, 13, 14 people in that space. And I always try to remind myself that person right there, the thing that matters to most of them is their thing. That that is their priority. That is the thing that they are most pressed about.

Speaker 1 00:10:09 And then how do we give attention to that? And I think our HR team does a great job of making sure that team member in the midst of that moment recognizes that we want to help. And that we're truly here to care for you and to do what is needed. Sometimes that's not always the most convenient thing. Sometimes it might not always be the easiest thing, but yet being present with them in the moment to make sure they recognize and that they know that, look, you're my priority right now. And I want to get you the help that you need. So that's been one of the things I've seen over the years that makes the greatest difference. Uh, the appreciation that you see from the team members after taking the time to do that and whatever it might be, it's palpable. You can almost feel it and sense it and what that's like. And so I think that makes a huge difference. It really does. When I think about some things that don't work necessarily, one of the things that I've always struggled with, whenever we put anything out there about who we are, it's so important that we not be in conflict with what we're saying,

Speaker 0 00:11:00 Be sure to tune in for upcoming episodes to help you understand the fenestration industry, what you need to know when buying windows and doors and other related topics, you can find out more about us at pgtiuniversity.com. You can also find us on Facebook and LinkedIn.

Speaker 1 00:11:19 So important that we not be in conflict with what we're saying. And so the battle with, as an organization, any organization, the words and the actions I think are so important that they match up, right? There's gotta be substance behind the words that are used and it's gotta be something that's seen. It's gotta be something that's known. It's gotta be something that the team member can say that it's demonstratable. I see it. I think when you don't have that, that's where I think it creates issues within an organization. The team members sense it. They recognize it, it can impact morale. It can impact, you know, a multitude of things. It can lead to distrust, it can lead a lot of things that kind of undermine an organization in the workforce. It could be a disengager. And you know, when we look at anything, you study from a standpoint of the engaged workforce and what that does now in regards to the product that you make, the quality of it, the safety, I mean, all of those factors you look at, um, but then when you look at a disengaged workforce that also equally it's pulling away from all of those positives.

Speaker 1 00:12:14 So again, those are the things I think can, can really be a struggle, is if you're going to put something out there, if you're going to be about something, then you have to be about it. You have to, you have to follow through on that. I think that's huge for any organization to be successful. And if they don't do that, I think it could be something that really can be a downfall for a company because it can sound good. I mean, it really can, it can really sound good. It can really be great, but then what's that going to require? What's it going to cost and how are we going to get it accomplished? I think there are huge things to be mindful about. And I don't think enough time has put into thinking about, we're going to say this, or we're going to try to do these things. How are we going to carry the day with it? What's it going to require of us to do this consistently day in and day out over the long haul?

Speaker 0 00:12:54 Right? Well, it's to have integrity as an owner or a manager or a leader means that the people underneath you can trust you. And that if you say that this is what's going to happen, then that is what is going to happen. Yeah. I appreciate communication. And I appreciate when people are upfront, you know, Hey, this is what we're hoping for. It may or may not happen. I would like to give you a raise right now, but right now this is more pressing. And so instead, how would you like to have an

extra day off, right? Or, you know, just to be in communication with your people around what you can and cannot do, but by golly, if you promise somebody something you better come up with.

Speaker 1 00:13:31 Yeah. That's huge. And I think that's, and you're, you're spot on. I mean, the communication is one that you see often that team members will struggle with where there's a lack of it or unclear. However, they view that in sort of how they just sort of interpret what's going on there. That's so impactful in the lives of any team member is just being able to have clear communication that I think often can kind of get lost and just not realized. And in regards to the power of the words, and what's said, and like you're saying how that can impact somebody. And again, I love that the thought process of, I might not be able to tell you what you want to hear, but I'm at least going to be truthful with you. Right. I think that's so important as well is just to be able to be transparent about this is what I can tell you. This is what we're dealing with. Right. I think team members value that greatly. And I think sometimes we run from that. We will do, we'll go radio silent thinking that somehow saying nothing is the better choice, but that's typically not the better choice. Uh, and so again, I think that could be very, very damaging in an organization. If we don't realize the importance of clear communication.

Speaker 0 00:14:30 And it has to be a unified message, it can't just be from one level or two levels. It has to go all the way up. One of the things that I have seen consistently, and I'm still new to the organization, I've been here since January, but almost unequivocally, when I ask people what they love about being here, they say the people, and that is from the guy at the front gate, who is greeting people and checking IDs, all the way to the top. I've had conversations with many, many people along the way, and everyone says, I love the people. Yeah, that's so true. It's a really a great environment. What happens if it's not? What if that is not, what if that's not true for you? Uh, sometimes it can be difficult working for a family owned business. Sure. Uh, sometimes it can be difficult to run a family owned business because if the husband and wife are in a disagreement and then they bring that into work with them, that can be really hard to work in that kind of a space. Any words of wisdom to someone in that boat?

Speaker 1 00:15:25 I think that's challenging. It really is. I think a big part of that is the culture of an organization. There's so much to be said about companies that have a good culture in their organization can be incredibly impactful. And the lives of those team members that are, that are operating in that, I think whenever there's culture conflict, you know, whenever that exists, there's gotta be an awareness that is possessed by the individual, that if they're not a fit within that cultural dynamic, whatever that organization is, that's most likely going to be an uncomfortable position to be in, because I would expect that the culture would not change. It's kind of like those core values, right? Those non-negotiables, right. So when those are present, I think, and we were just talking about this today and one of the leadership class today, and we were just going through the importance of making sure it's a culture fit as well as anything.

Speaker 1 00:16:14 I mean, it could be a skill set there, there could be a, a knowledge base, or it could be a lot of things that would be a fit. But if there's not a good culture fit, that could be incredibly challenged to try to, you're almost setting someone up for failure in a way, and bringing them in, in that kind of environment. So again, that can be very difficult, but I think it's one that's important because again, at the end of the day, these are my core values, then they should be just that. Right. So the expectation should be no, no, no, we operate this way because this is what matters. Right.

Speaker 0 00:16:41 And there is no shortage of people hiring. So if, if it's not working for you find someplace, that is because there's a lot of people that are hiring and looking for good people to jump in and participate. Any other pieces of advice that you would have when it comes to HR practices for one of our dealers?

Speaker 1 00:16:58 Yeah. I think the big thing for me is I mentioned this earlier, the holistic care of the team member. I think being just aware of first and foremost opportunities, you know, when I look at it in light of the fact that, I don't know who I'm going to encounter today, uh, I don't know what they may be dealing with. I have no idea. I don't know what they might be going through. I don't know what they, might've just experienced. Having that as part of my thought process and what I'm doing each day, uh, just to be aware of those opportunities that I might have to come alongside them and care for them in a holistic way. And then what I mean by that is they may come to you in regards to a payroll issue, or they may come to you in regards to an issue with their leader, but there could be a multitude of other things going on within their lives that we now have an opportunity to make sure they know that they, number one, they have worth and they have value and that we care about them and we want them to be okay.

Speaker 1 00:17:49 Right. And understanding that that means it's going to require more of me as a leader. It's just going to, and just knowing that, and just knowing that I'm willing to make that investment, because number one, none of them are going to make an impact in that person's life beyond what they produce for me, but I'm going to care for them in a way that helps them just holistically in their life as a whole. And then also recognizing us from a business standpoint, the impact that has to the bottom line. And when I have a team member that has cared for, knows they have worth, knows they have value and is going to bring about a product or something that is going to be far greater, because I've taken the time to be intentional about building relationship with them, about investing in them. So those are the things that get me excited to get me up in the morning that get me excited about coming into work, about being able to say, you know what, today is a day that's full of opportunity, right?

Speaker 1 00:18:35 Today's a day that I don't know who I'm going to encounter, but I know I'm going to encounter someone. And I know I'm gonna have an opportunity if I'm willing to listen, it's going to cost something of me, but it's worth it. It's worth it in the long run. I'm going to benefit from a business standpoint, but I'm also going to benefit it from being just a good human being, you know, caring for people, and doing the right thing and caring for them in the right way. Right. Um, that just gets me all excited to be able to do that.

Speaker 0 00:19:01 And you don't have to make as many apologies later. Exactly. Clear the slate of apologies. I wasn't a jerk today.

Speaker 2 00:19:10 Exactly. Right. It could be, I could be less of a jerk.

Speaker 0 00:19:15 Sometimes that's just the goal, right? Like I've just helped me. Like sometimes maybe it's not as far reaching as there's opportunities for me to be a big blessing, but maybe I just don't do any damage today. Maybe it starts there. Sometimes those lofty ideas can be too lofty. And so maybe today I'm just in a funk and I'm not doing my best, but I'm not going to spill that out onto the rest of my team. I'm going to just kind of be quiet. If I can't, if I can't say something nice, I'm not going to say anything. Right. Silence is golden. Yes. There's some tremendous value.

Speaker 1 00:19:48 And that's very true. Sometimes we got to get it out of our own way sometimes. Right?

Speaker 0 00:19:52 Well, and in Proverbs, there's a verse I think about even the fool is thought wise if he keeps his mouth shut.

Speaker 2 00:19:57 You got it right. That is Proverbs. Exactly. There's a lot of wisdom.

Speaker 0 00:20:02 There is a lot of wisdom in Proverbs. Well, I'm grateful that this is a company that is based on those values, but doesn't shove those values down anyone's throat. And that the genuine care is around people and the team. If you're a dealer and you're trying to figure out how to value your people, ask them what they need. You might have the greatest intention, but if it's not going to hit them, you know, where it needs to, then it doesn't matter. They may, you may want to give them a trip to Mexico, but if they would just rather have a weekend to stay home and, you know, fix their yard, then maybe that's the thing that they need. So just knowing your people, having time is kind of the recap, I'm understanding. Oh no, you're know, your people spend time with them. Ask them how they're doing. Don't be afraid of the answer. That's right. You have to be careful when you ask

Speaker 1 00:20:49 Those questions. Well, I think it's value in that though, from being reactionary to being proactive. Right. I think the intentional leader, uh, that is engaged in that process of, of intentionally spending time getting to know them, knows the answers to some of those questions what matters most right. I can gain that through listening and getting to know them and know what matters to them. Right? So, um, and then also when I build that relationship and I get engaged in that regard, I can be ahead of so many things. In an organization, I can be ahead of what might be going on, because why, because I've done my due diligence to really get to know the team, to know what the wrestling with, know, what they're dealing with. That information is a priceless commodity, right? To have that, and that's so beneficial to any leader or any business owner for that matter. We could talk all day, but we'll have you back another time. We'll find something. Yeah. This was so much fun!

Speaker 0 00:21:37 This has been a great conversation, Brian, thank you so much for taking time today. Most welcome.

Speaker 3 00:21:41 Have a great day. Bye-bye bye.

Speaker 0 00:21:44 PGTI University is the customer education team for an entire family of brands. We began with the original Eze-Breeze Porch Enclosure line, then became PGT, America's leading brand of impact resistant windows and doors. We then added CGI, CGIC, WinDoor, Western Windows, New South Windows, and Eco Windows and Doors. We create products built to withstand major storms, keeping people safe, secure, and prepared. Our exceptional brands give you the protection you need without compromising design or functionality. PGTI University is here to educate you, our listener, so that you can be a more informed consumer of window and door products.