



Rich Fenwick

VP Construction - Concord Pools

of fulfillment throughout my career. To put my thirty-two years at Concord Pools in some perspective, the average length of stay for our management here is over twenty-five years.

Success Magazine: Rich, you have been with Mike and Concord Pools for an impressive thirty-two years. Why have you stayed at Concord Pools so long?

Rich Fenwick: Mike has always created an environment of opportunity and growth here at Concord Pools. He challenges you to uphold the strict standards that allow our company to offer superior customer service. I have always enjoyed a tremendous sense

SM: What resonates in your personal life that you bring to your job at Concord Pools?

RF: I would have to say loyalty and commitment, I bring this to work every day. Most of us have been together so long that we consider ourselves family. My commitment to the men and women at Concord Pools and their families runs very deep and I have always felt it is mutual.

SM: Your customers and crews

look to you for leadership on a daily basis. What leadership style have you learned and how have you put your own personal twist on it to sustain your number one ranking in the industry?

RF: I have found that leadership requires clear and constant communication of goals and expectations. I personalize my approach with each person to develop and nurture a mutual compassion for our business. I am a firm believer in systematic approaches to the many facets of our organization. Consistency is a large component of our success.

SM: How do you ensure the consistency of your

management and perfection on your job sites?

RF: I think it comes down to the effective communication of our standards. We expect the men and women of Concord Pools to make their own personal commitment to these standards throughout their careers. We are very fortunate to have an extremely motivated organization that thrives on being, and remaining, number one in our industry.

SM: What one word describes you?

RF: Driven. I believe in taking control of your own destiny through hard work, accountability, and determination.



Forest Smith

VP Retail Operations - Concord Pools

education. Additionally, I am responsible for the overall shopping experience our customers enjoy while visiting our stores and meeting our staff.

SM: How have you ensured growth in this recession?

FS: I have learned that in times of economic uncertainty, it's more important than ever to work closely with one another and communicate effectively so that we can operate as efficiently as possible. I have learned that we can cut back, stay the course, work a little harder with a little less. When the economic tide changes, we will be stronger individually as well as corporately.

SM: Honesty and trust are critical when dealing with your clients. How have those traits been interwoven with

you and your organization at Concord Pools?

FS: Honesty and trust are core values that were instilled in me as a young boy. These two traits are the core components of our success and the main character traits of the individuals that we look to hire. When you develop an organization that possess these core qualities, consumers want to do business with you and will sing your praises to others.

SM: What plans do you have for your future at Concord Pools?

FS: My plans are to continue doing what I have enjoyed for most of my life: working each day with my Concord family, spending time in each of our stores, and working with our customers on a personal level.

SM: What is the secret to sustaining such a long and successful relationship with Mike and Rich?

FS: There is no real secret to this. We started out together in the mid seventies. I was fourteen. We share the same core values of honesty, trust, and integrity. Do we always agree with one another? Not always. However, this allows us to look at and see things from different perspectives, then work out the best solution. We each have different personalities as well as roles within the organization, which allows us to work closely together. As I think back over the last thirty-five years, I would say it's the respect we have for one another that has allowed us to sustain such a long and successful relationship. We truly are brothers.

Success Magazine: Forest, how long have you worked at Concord Pools?

Forest Smith: I started working for Concord Pools in 1980. Prior to that, I worked with Mike and Rich at the Imperial Pools' retail outlet in Colonie.

SM: What are you responsible for at Concord Pools?

FS: I am responsible for the operations of our three retail stores, purchasing, new product line development, and product