



# LEARNERS LIVE



Expanded from Bill Attardi's EnergyWatch.com

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<http://attardimarketing.com/>  
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## Jeff Bezos:

*People who are right a lot listen a lot, and they change their mind a lot. If you don't change your mind frequently, you're going to be wrong a lot.*

## Regret Minimization Model

*I don't want to be 80 years old in a quiet moment of reflection, thinking back over my life and cataloging a bunch of major regrets.*

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## Something to Think About...

***A Leader Is as a Leader Does: Leadership styles, traits, skills and more by Donny Metcalf Electrical Contractor - Let's set the scene. You are approached by your supervisor, who says management feels you are doing very well. You have the respect of the rest of the crew and are ready for a leadership role. The question becomes, what does that look like? What do you look like as a leader?***

## Key leadership styles and traits

If you are given the opportunity to **prove yourself as a leader**, it is likely because you are good at your job and someone saw potential in you. But before you can be an effective leader, there are some key leadership styles and traits to identify.

In my opinion, two distinctive **styles of leadership** stand out: transformational and transactional leaders. A transformational leader inspires and motivates the team to innovate and work toward the goal. This usually results in high-performing teams with high morale.

A transactional leader focuses more on structured goals and rewards. This type of leadership style emphasizes clearly defined roles and performance metrics. Everyone knows the part they play, what needs to be accomplished and what is expected. Things are more black and white. Regardless of which type of leadership you choose to practice, below are a few traits all good leaders possess:

***Something you may not know!***

- **Professionalism**—We should carry ourselves as professionals, from the way we talk (profanity is not necessary every other word) to the way we dress (consider wearing a shirt with a collar and buttons and a clean pair of khaki pants or jeans).
- **Compassion/empathy**—Remember that we were once in our employees' shoes. Understand that everyone is at different levels of experience.
- **Knowledge**—Know the project and process for what you are trying to accomplish. As leaders, it is not necessary to have all the answers, but we must be willing to do some research and find them.
- **Dependability**—A good leader strives to do what they say they will do.
- **Motivation**—Be the person your team can look up to when times get tough.
- **Problem-solving**—Be creative with solutions to problems, especially with more complex projects with shorter completion times. Think of them as chances for excellence.
- **Accountability**—Leaders hold the overall accountability for a project's results (whether good or bad). We also hold individual team members accountable for their portion of the work.

And, one of the most important skills—and often the most neglected—in leadership is communication. [\*\*A Leader Is as a Leader Does: Leadership styles, traits, skills and more | Donny Metcalf - Electrical Contractor Magazine\*\*](#)

## Did you know...

*The Genesis of the U.S. Space Force* - On December 20, 2019, President Donald Trump signed the National Defense Authorization Act (NDAA) for Fiscal Year 2020, officially creating the United States Space Force, a new and independent branch of the U.S. military. The establishment of the Space Force marked a historic shift in how the U.S. views and manages its military operations in space, reflecting the growing importance of space as both a domain of strategic competition and national security. The Space Force is tasked with ensuring the U.S. maintains its superiority in space, focusing on both the defense of space assets and the development of offensive capabilities. Its mission includes:

1. **Space Operations:** Overseeing space-based systems, such as satellites, that provide essential services to the U.S. military, including communication, reconnaissance, and missile defense.
2. **Space Security:** Protecting U.S. space infrastructure from threats, including anti-satellite weapons, cyberattacks, and other potential forms of disruption by adversarial nations.
3. **Space Research and Development:** Developing and deploying cutting-edge space technologies, including space-based defense systems, that ensure the U.S. maintains an edge in space exploration and military operations.
4. **Supporting National Defense:** Integrating space capabilities into broader national defense strategies, ensuring that U.S. forces can operate effectively in space as part of a multi-domain approach to warfare.

The Space Force is designed to streamline and strengthen the U.S. military's space operations, which were previously under the purview of the U.S. Air Force. By separating space operations into a distinct branch, the government hoped to increase focus on space as a critical area of national defense and enhance the U.S. military's ability to respond to emerging threats. Source: Day in History

*Something you may not know!*

## Market News

- 1. *The Future of Roadway Electrification*** - In late 2025, a system designed by engineers at Purdue University delivered 190kW to a battery in a truck traveling 65-mph on a quarter-mile stretch of U.S. Highway 52 in West Lafayette, Ind. A Cummins prototype Class 8 electric semi-tractor was outfitted with a single receiver coil that took the charge from a web of transmitter coils installed below concrete highway pavement by the Indiana Department of Transportation. The successful test, Purdue says, is a milestone in dynamic charging research because it shows that it is conceivable to deliver the higher power levels required for charging the batteries of heavy-duty trucks as they move down the road. The power delivered by the Purdue system in the test far exceeds that delivered in other dynamic wireless charging tests that have focused on less demanding lighter-duty vehicles, opening the door to a future where heavy-duty trucks could be equipped with a single receiver coil and smaller, lighter batteries capable of being dynamically charged. [Electrified Road Tests Dynamic Heavy Truck Charging | EC&M](#)
- 2. *Inflation Held Steady at 2.7% to End 2025*** - Consumer prices rose 2.7% in December, virtually unchanged from November and roughly in line with analysts' expectations, per the latest reading from the Bureau of Labor Statistics. Inflation was helped by falling used car and truck prices, but rising grocery costs prevented the rate from making more progress toward the Fed's 2% target. Food prices spiked 0.7% in December—the fastest monthly gain since 2022, the New York Times noted. Compared to the same period in 2024, food prices were up by 3.1%. Fed Chair Jerome Powell has previously said he expects the peak impact of tariffs to show up in Q1 of this year. [Morning Brew](#)
- 3. *US Trade Deficit Shrinks to \$29.4 Billion, Lowest Since 2009*** - The U.S. trade deficit has been reduced to \$29.4 billion, after last being reported at \$48.1 billion. The forecasted deficit had been \$58.1 billion, [Investing.com reported](#). The deficit dropped by \$18.7 billion, and was \$28.7 billion less than the predicted figure. The deficit is the lowest since 2009, [according the news reports](#). The improved trade balance indicates that while the U.S. is still importing more goods and services than exporting them, the reduced deficit could strengthen the U.S. dollar. With a stronger currency, there could be increased foreign demand for the dollar, resulting in an appreciation in its value. [US trade deficit shrinks to \\$29.4 billion, lowest since 2009 | Just The News](#)
- 4. *US Third-Quarter Productivity Rises at Fastest Pace in Two Years*** - U.S. worker productivity grew at its fastest pace in two years in the third quarter as businesses invested heavily in artificial intelligence, depressing labor costs. Nonfarm productivity, which measures hourly output per worker, accelerated at a 4.9% annualized rate, the Labor Department's Bureau of Labor Statistics. That was the quickest pace since the third quarter of 2023 and followed an upwardly revised 4.1% growth rate in the second quarter. [US third-quarter productivity rises at fastest pace in two years](#)

*Something you may not know!*

5. ***JLL Report:2026 Global Data Center Outlook*** - The data center sector is projected to increase by 97 GW between 2025 and 2030, effectively doubling in size over a five-year period. By 2030, global data center capacity could reach 200 GW. This rapid growth will be driven largely by hyperscale cloud expansion and AI demand. The Americas is the largest data center region, representing about 50% of global capacity. The Americas also has the fastest growth rate of the three global regions, with a projected 17% supply CAGR through to 2030, preserving its position as the dominant data center region. The U.S. drives most of the activity in the region, accounting for about 90% of capacity in the Americas. Key highlights:
- Nearly 100 GW of new data centers will be added between 2026 and 2030, doubling global capacity.
  - By 2030, AI could represent half of all workloads with inference becoming the primary driver.
  - The sector is experiencing an infrastructure investment supercycle requiring up to \$3 trillion by 2030.
  - Tenants will likely spend an additional \$1 to \$2 trillion to fit out their space with IT equipment. <https://www.jll.com/en-us/insights/market-outlook/data-center-outlook>
6. ***Medical Device Manufacturing and Reshoring Efforts by Todd Shryock*** - As the medical device industry heads into 2026, it finds itself at a pivotal moment shaped by rapid technological change, regulatory scrutiny, and ongoing economic uncertainty. Innovation remains the industry's defining trait, but the path from concept to commercialization is becoming more complex and, in many cases, more fragile. [Artificial intelligence](#) is now embedded in everything from diagnostics and imaging to remote monitoring and surgical tools. While AI promises transformative capabilities, it also introduces new layers of risk and ambiguity during development. Questions around data quality, algorithm transparency, bias, and ongoing performance monitoring are increasingly difficult to separate from core product design, raising the stakes for manufacturers long before a device ever reaches the market. [Medical device manufacturing and reshoring efforts | Medical Economics](#)
7. ***US Energy Department Reorganization Signals Major Policy Shift to Nuclear and Gas*** - The U.S. Department of Energy (DOE) has announced a significant shift in its energy policy, moving away from renewable energy sources like solar and wind and towards baseload power sources such as natural gas and nuclear power. This decision involves the reorganization of nearly \$84 billion in loans and conditional commitments, with approximately \$9.5 billion in subsidies for wind and solar projects being eliminated. The DOE's new focus is on supporting the private sector through energy projects that provide consistent power rather than intermittent generation. This shift is part of a broader policy to enhance energy security and domestic production, as outlined by Secretary of Energy Chris Wright. [US Energy Department Reorganization Signals Major Policy Shift to Nuclear and Gas → Energy](#)

***Something you may not know!***

8. ***Siemens and NVIDIA Expand Partnership*** - Siemens and NVIDIA announced a significant expansion of their strategic partnership to bring artificial intelligence into the real world. Together, the companies aim to develop industrial and physical AI solutions that will bring AI-driven innovation to every industry and industrial workflow, as well as accelerate each other's operations. To support development, NVIDIA will provide AI infrastructure, simulation libraries, models, frameworks and blueprints, while Siemens will commit hundreds of industrial AI experts and leading hardware and software. Siemens and NVIDIA will work together to build AI-accelerated industrial solutions across the full lifecycle of products and production, enabling faster innovation, continuous optimization and more resilient, sustainable manufacturing. [Siemens and NVIDIA Expand Partnership – tEDmag](#)
9. ***National Lighting Bureau Opens Call for Entries for 7th Annual Tesla Awards*** - The National Lighting Bureau has opened the call for entries for the seventh annual Tesla Awards, a program that recognizes excellence in indoor and outdoor lighting projects. The awards highlight projects that demonstrate the value of effective lighting design through improved visual performance, support for health and wellness, reduced environmental impact, enhanced safety and security, and increased occupant satisfaction. Open to new construction and retrofit projects completed in 2023, 2024, or 2025, the program welcomes submissions from anyone involved in lighting design or implementation. To learn more or begin a submission, visit [NLB's website](#).
10. ***Scientists Create Robots Smaller Than a Grain of Sand by Daniel Akst*** - They run on light and are the world's smallest, fully programmable, autonomous devices. Now researchers at Penn and the University of Michigan have created the world's smallest, fully programmable, autonomous robots, packing significant capacities into a device smaller than a grain of salt. These are parsimonious little things, barely visible to the naked eye yet able to sense their environment, respond to it and move around in complex patterns. As described in a new paper in the journal Science Robotics, they run on infinitesimally small quantities of energy and gain power from light. Tiny robots do have potential medical functions and a second area of potential use could be in manufacturing tiny devices such as computer chips with intricate circuitry. [Scientists Create Robots Smaller Than a Grain of Sand - WSJ](#)
11. ***The Next Wave of Industry 4.0*** - For years, manufacturers have been told the future of Industry 4.0 lives in the cloud. Cloud-first AI may be powerful, but for many manufacturers, it's too disruptive, too risky, or simply incompatible with day-to-day requirements on the shop floor. As we head into 2026, we're seeing an inflection point. Manufacturers are embracing a new model of AI: lightweight, on-premise agents that integrate directly with existing systems rather than replacing them. These systems don't require a rip-and-replace strategy or a costly cloud migration. Instead, they work with what's already there. It's a more grounded, incremental approach that aligns with how factories actually operate and how leaders actually make decisions. This shift is happening for three reasons at: [The Next Wave of Industry 4.0 | Quality Digest](#)

***Something you may not know!***

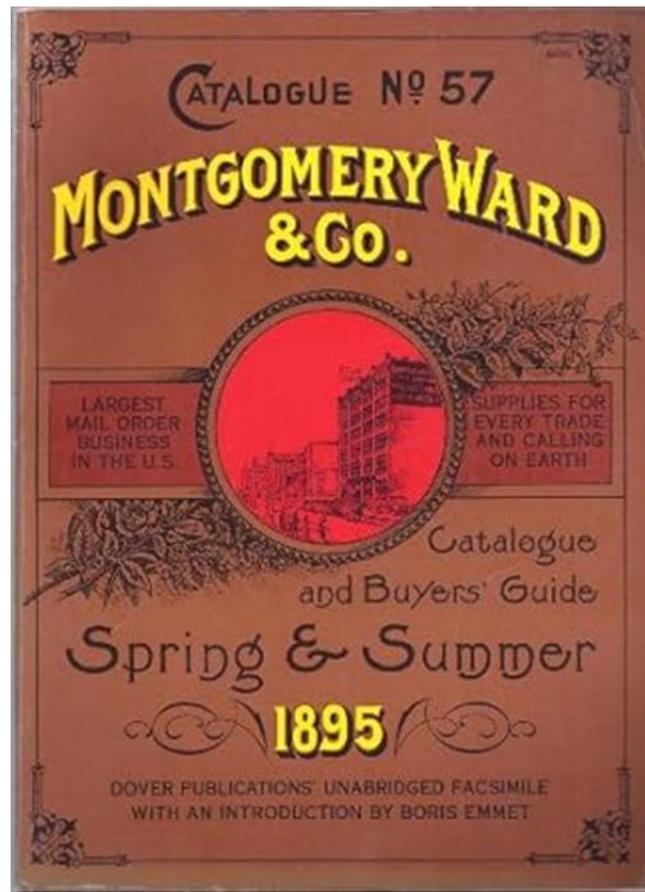
- 12. *America Signs Semiconductor Trade Deal with Taiwan*** - This unprecedented commitment will strengthen U.S. economic resilience, create high-paying jobs, and bolster national security. The agreement establishes a strategic economic partnership between the United States and Taiwan to decisively strengthen U.S. domestic semiconductor supply chains and secure America's technological and industrial leadership. Taiwan will facilitate U.S. investment in the Taiwanese semiconductor, AI, defense technology, telecommunications, and biotechnology industries to expand market access for American companies, deepen technological collaboration, and strengthen U.S. leadership in critical and emerging industries. The agreement will enhance balanced trade through a predictable tariff framework. [America Signs Semiconductor Trade Deal With Taiwan – electrifiED](#)
- 13. *Leviton Celebrates 120 Years*** - Leviton, a leading manufacturer of electrical, lighting, data network and energy management solutions that light, power and connect everyday spaces, is celebrating the 120th anniversary of its founding this year. Established in 1906, Leviton began as a small tinsmithing business founded by Isidor Leviton, where he produced mantle tips used for gas lighting. Since those humble beginnings, Leviton has grown from a single-product manufacturer into a global leader delivering comprehensive solutions across electrical wiring devices, lighting and controls, data networking and energy management. Today, Leviton products are found in homes, commercial spaces such as offices and healthcare facilities, data centers, schools, industrial environments and more – supporting safe, reliable, and increasingly connected spaces. [Leviton Celebrates 120 Years](#)
- 14. *Home Depot Introduces AI Tool for PROS*** - The Home Depot **introduced** Material List Builder AI, a new capability that helps professional renovators, remodelers, builders, and specialty tradespeople create actionable project material lists within minutes. Material List Builder AI leverages AI technology to interpret the project intent and generate an accurate, grouped list of materials needed for the entire job – helping Pros stay on time and on budget. There are multiple ways for Pros to quickly and easily input project details for material list generation at: Material List Builder AI is available for free to all Pro Xtra members within The Home Depot's Project Planning tool, a digital platform designed to streamline how Pros plan, manage and execute complex projects. [Home Depot Introduces AI Tool for PROS – tEDmag](#)
- 15. *20 States and D.C. Add Construction Jobs in December*** - Construction employment rose in 34 states and the District of Columbia over the past year, while 20 states and D.C. added jobs between November and December, according to an **analysis** of new federal data released today by the Associated General Contractors of America. California lost the most construction jobs during the past 12 months (-19,800 jobs, -2.2 percent), followed by New York (-15,700 jobs, -4.1 percent), Washington (-11,600 jobs, -5.2 percent), Nevada (-10,500 jobs, -9.3 percent), and New Jersey (-10,200 jobs, -6.2 percent). The largest percentage loss was in Nevada, followed by New Jersey, Washington, New York, and Vermont (-3.7 percent, -600 jobs). [20 States and D.C. Add Construction Jobs in December – tEDmag](#)

***Something you may not know!***

## e-Learning Showcase

16. *Case Study: Montgomery Ward, Innovation-Centric* - The plan for 2026 is to post a business case study every month for your pleasure and learning experience. I promise you that the analysis of these case studies is the best you will ever find. You will learn from decisions made by the most successful businesses we all know and, in some cases, why they eventually failed. In January we will start with the one that I start every one of my classes: Montgomery Ward. Why did they succeed and why did they fail...great learning lessons that could apply to your business today.

[Case Study: Montgomery Ward LearnersLive JAN 2026](#)



Next Case: Domino's

In 2009, their customers were saying: *You make your pizza and your boxes out of the same material!* Stock was selling at \$10/share. Today, they are the number one pizza chain in the world. How did that happen.....STAY TUNED...

*Something you may not know!*

## Education Resources

- 17. Lutron Releases 2026 Luxury Residential Trend Report** - Lutron Electronics has released its *Luxury Residential 2026 Trend Report: Living with Light*, providing an in-depth look at emerging trends in residential lighting, automated shades, and controls. Informed by custom surveys from The Harris Poll driven by insights from high-net-worth homeowners and residential designers and architects, as well as Lutron sales and product data, the report highlights how lighting, shading, and controls are now central to both the aesthetic and emotional experience of a home. The report strongly signals that homes are increasingly prioritizing mood, wellness, and personalization. Motorized shades and app-controlled lighting are shifting from luxury upgrades to expected design essentials, while layered, tunable light is foundational to creating spaces that feel human, flexible, and attuned to the rhythms of daily life. **Key findings:**

- Lighting as the Heart of the Home
- The Shift Toward Dynamic, Tunable Light
- The Evolution of Window Treatments
- Customization, Personalization, and Materials
- Smart Controls Complete the Design and the Experience

Download the complete report in PDF format: [Lutron 2026 Trend Report - Dropbox](#)

- 18. MIT Sloan Executive Education Programs** - From clear communication to critical thinking and problem solving to adopting new technology, the essential skills of leadership require constant renewal. That's why successful executives understand that lifelong learning isn't just a mindset, it's a strategic advantage. Our 90+ courses are here to help you stretch your thinking and hone your skills. Join us for one (or more) of these upcoming offerings in 2026: [Course Finder for Individuals | MIT Sloan](#)  
[Earn Your Executive Certificate | Executive Education](#)  
[MIT Sloan Solutions for Organizations](#)  
[Executive Education Programs | MIT Sloan](#)

- 19. Navigating the 2026 Fluorescent Lamp Bans by Tom Shearer** - As of January 1, 2026, bans on the sale of linear fluorescent lamps went into effect in Maine, Minnesota, and Hawaii, joining Canada and six other U.S. states that have already enacted similar restrictions. For facility managers, this regulatory shift represents more than a compliance challenge—it can be a catalyst for meaningful facility upgrades that deliver substantial energy savings, reduced maintenance costs, and enhanced occupant comfort. For facilities still operating fluorescent systems, now is the time to plan and implement LED upgrades that not only meet today's requirements but position your building to take advantage of smart, integrated technologies that keep it operating at a high level for years to come. The question isn't whether to upgrade, but how to do so in the most strategic and cost-effective manner. Strategic Planning: four steps to assess your facility's lighting needs at: [Navigating The 2026 Fluorescent Lamp Bans](#)

*Something you may not know!*

## Publications of Learning

### 20. *Integrating GenAI in Smart Buildings: Standards, Risks, and Readiness* by David G.

*Weatherly* - Generative AI, agentic AI, and digital twins are enabling predictive and adaptive intelligence in smart buildings. Here's how they can help optimize key functions—plus, security risks to watch out for. **Key Highlights:**

- GenAI enables smart buildings to analyze complex datasets, predict patterns, and optimize HVAC, lighting, and safety systems proactively.
- Digital twins powered by GenAI simulate operational scenarios, support resilience planning, and enhance emergency response capabilities.
- Successful deployment requires high-capacity networks, low-latency connectivity, and seamless integration of legacy and modern control systems.
- Security risks increase with AI-driven data exchange; layered cybersecurity measures and governance frameworks are essential to protect infrastructure.

[Integrating GenAI in Smart Buildings: Standards, Risks, and Readiness | Buildings](#)

### 21. *Inside the Electrical Industry's AI Learning Curve* by Tim Kridel - As electrical firms

ramp up their use of artificial intelligence, some trends are emerging in why, where, how, and for whom. In electrical, AI use cases run the gamut, from producing multiple iterations of a design to creating slide decks to present those design options to a client. A common denominator — and a big part of the business case — is that AI does grunt work that otherwise would tie up highly skilled employees. Key Takeaways:

- AI enhances productivity by automating repetitive tasks, allowing professionals to focus on complex, high-value activities.
- Effective AI use requires skilled humans to interpret results, validate outputs, and ensure compliance with standards and codes.
- Incremental improvements through AI are prioritized over seeking a 'silver bullet' solution, fostering continuous enhancement.
- Cybersecurity considerations are critical when deploying AI tools, with a focus on secure design and safeguarding proprietary information.

[How Electrical Firms Are Using AI in Design and Construction | EC&M](#)

### 22. *How Natural Daylight Elevates Occupants' Health and Productivity* by Neall Digert -

Access to daylight benefits not just people's bodies, but their brains. Here's why—and what you need to know about human-centric environments that ensure people can enjoy natural light. [How Natural Daylight Elevates Occupants' Health and Productivity | Buildings](#)

- Natural daylight triggers serotonin and cortisol production, boosting mood, reducing anxiety, and supporting sleep regulation.
- Exposure to daylight improves cognitive performance, reduces eye strain, and enhances productivity in workplaces and schools.
- Maximizing daylight in healthcare settings can shorten hospital stays and promote faster recovery.
- Daylight stimulates nitric oxide release, improving cardiovascular health and athletic performance.
- Strategic daylighting design is essential for creating healthier, more productive, and human-centric environments across various sectors.

*Something you may not know!*

## New Technologies

- 23. Acuity Brands Gotham IVO Product Launch** - The launch of Acuity Brands's Gotham IVO was centered around a contractor-first approach to ensure that electricians, contractors, and field installers were well informed, engaged, and supported at each phase of adoption. This approach also extended to distribution channels, which ensured a smooth process from ordering to installation, with an emphasis on making it easier to sell and manage product inventory. Acuity Brands also produced two features and benefits videos, an email signature, a family brochure, and a news release. [Acuity Brands Lighting](#)



- 24. LEDVANCE Emergency Lighting** - LEDVANCE has expanded its emergency lighting portfolio with a new solution designed to combine dependable performance with practical installation features. The Emergency Twin Spot luminaire is designed for applications where high visibility and directional emergency lighting are required.



Suitable for use in both indoor and outdoor environments, its IP65-rated housing offers protection against dust and moisture, making it appropriate for areas such as warehouses, car parks, plant rooms, and external escape routes. Two adjustable spotlights allow installers to direct light precisely where it is needed, helping to improve coverage along

defined escape paths. The luminaire is equipped with a LiFePO4 battery, providing a minimum of three hours emergency operation, and is supplied with mounting accessories to help streamline installation on site. [LEDVANCE](#)

- 25. How eVTOLs Could Impact the Lighting Industry by David Shiller** - Flying cars have been a sci-fi staple for almost a century. There is a type of small flying vehicle that is now very close to commercial production. An eVTOL (electric Vertical Take-Off and Landing) is a new type of aircraft that uses electric power for vertical flight, allowing it to take off, hover, and land like a helicopter without a runway, while also transitioning to forward flight like a plane. These eco-friendly aircraft are designed for urban air mobility (UAM) to reduce traffic congestion, using multiple electric motors, advanced batteries, and often rotors or propellers for quiet, efficient, and potentially autonomous air taxi services. Here are some of the most likely impacts on the lighting industry at: [How eVTOLs Could Impact The Lighting Industry | LightNOW](#)



*Something you may not know!*

## LearnersLive Special Feature

### *Can Better Lighting Unlock a Healthier, Higher-Performing Office? by Fabio Zaniboni -*

Outdated lighting can hurt employee performance—but replacing it with human-centric smart lighting systems can restore productivity while operating efficiently. Here’s how. For decades, office lighting was treated as a basic utility—a functional necessity with little strategic consideration beyond illumination. Today, that paradigm is shifting dramatically. The human-centric lighting market, valued at [\\$2.27 billion in 2024](#), is projected to reach \$8.73 billion by 2030, signaling a profound change in how organizations view their physical environments.

As the modern workplace evolves, forward-thinking leaders are recognizing that lighting is not just an operational cost but a powerful, strategic asset. By aligning with human biology and integrating with smart technology, lighting is emerging as a critical tool for enhancing employee well-being, boosting productivity, and optimizing operational efficiency.

#### **Key Highlights**

- Traditional office lighting often causes eye strain and fatigue, negatively impacting employee performance and well-being.
- Human-centric smart lighting systems mimic natural daylight, supporting circadian rhythms and improving sleep quality and alertness.
- Data-enabled lighting provides real-time insights into space utilization, enabling more efficient energy use and workspace optimization.
- Personalized lighting controls empower employees, enhancing their comfort and perceived productivity in hybrid work environments.
- Adopting wellness-focused lighting aligns with standards like WELL and LEED, giving organizations a competitive edge in attracting top talent.

[Can Better Lighting Unlock a Healthier, Higher-Performing Office? | Buildings](#)

*Something you may not know!*