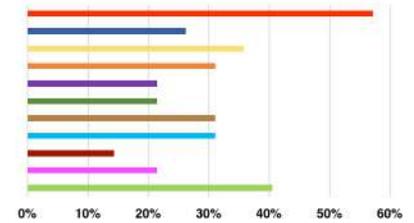


TRENDLINES

Work travel



Fifty-seven percent of respondents to Zweig Group's new *Work Travel & Reimbursement Spotlight Survey* said that **all employees** are allowed to conduct business-related travel at their firms. Forty-one percent said that the **president/CEO** conducted business-related travel, 36 percent said that **project managers** traveled, and 31 percent said that **principals, associates, and all management levels** could travel for business. Twenty-one percent of respondents said that all **C-suite executives**, all **upper management, and directors** conducted business-related travel; 26 percent said that **technical staff** could travel for firm business; and 14 percent said that **partners** conducted such travel. Percentages sum to more than 100 because answer choices were not mutually exclusive. — *Andrea Bennett, research and publications manager*

How owners hurt business

A lot of owners of A/E/P firms complain, but in fact, they're not really trying to grow.

"These three things – not a 'lack of capital' or 'being a mid-sized firm' – are what kills companies. Fix these three problems – ALL three of them – and you cannot help but be more successful!"



Mark Zweig

EDITORIAL

As an executive in residence teaching entrepreneurship in the Sam M. Walton College of Business at the University of Arkansas, I get to learn a lot about entrepreneurial small business ventures in the state and region as a whole. And as a management consultant to the AEC industry working in this same field for more than 36 years, as well as founder of a company that will do more than 25 research studies on the A/E industry this year – I get to learn a lot about A/E/P firms.

People often ask me where business owners go wrong in the A/E world (and elsewhere). I can tell you it is in three things:

- **First problem.** The owners take too much money out of the business and don't reinvest enough back into it. Whether salaries are too high, bonuses are too large, too many relatives are on the payroll, or any number of other things, the result is the same – the company does not have the capital it needs to grow. Therefore, it gets stuck. Meanwhile, demands for cash from profits are high. Owners have lifestyles that were perhaps established while working in other jobs and they are not psychologically equipped to make the sacrifices necessary to really get the business to a position of strength where it is better able to survive any blows that may have occurred.
- **Second problem.** The owners don't do any marketing. There are many reasons for this. They don't believe it really works, don't have time, and don't value anything but architecture

See MARK ZWEIG, page 2

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ON THE MOVE

EMERSON ANNOUNCES LEADERSHIP APPOINTMENT FOR NEWLY-FORMED COMBINED BUSINESS SEGMENT Emerson announced the appointment of **Robert Sharp** as executive vice president for its newly-formed, combined Commercial and Residential Solutions business segment announced last year as part of Emerson's strategic portfolio repositioning of its core businesses.

Sharp leads Emerson's Climate Technologies business, which will become a part of the new Commercial and Residential Solutions business segment.

"I have every confidence that Bob will drive innovation and growth for our newly-combined Commercial and Residential Solutions business segment as we transform Emerson to a more highly-focused portfolio," said Emerson Chairman and CEO David Farr.

In his new role, Sharp will lead five business groupings within the commercial and residential solutions segment, including: air conditioning, refrigeration, electronics and solutions, sensors and controls, and tools and home products.

Sharp joined Emerson in 1996 as a strategic planner at the corporate headquarters in St. Louis, Missouri. He held positions of increasing responsibility at Emerson corporate, including investor relations, profit planning, supply chain, and leading the development and implementation of the company's Perfect Execution strategy, which generates long-term strategic operating plans for all of Emerson's business units. Sharp also had leadership roles within Emerson Process Management, serving in Minnesota and

abroad across Europe. In 2015, Sharp was appointed executive vice president and business leader for Emerson Climate Technologies.

COPT ANNOUNCES STEVE BUDORICK TO SUCCEED ROGER WAESCHE AS PRESIDENT AND CEO COPT today announced that **Stephen Budorick** will be appointed president and CEO, effective after the company's May 2016 annual meeting of shareholders. Budorick, who currently serves as COPT's executive vice president and chief operating officer, will succeed Roger Waesche, Jr.

"Succession planning has long been a priority for the board and in Steve we have the ideal person with the vision to lead COPT forward," said Thomas Brady, chairman of COPT's board of trustees.

"I am honored to lead COPT as we advance to our next stage of investment and growth," said Budorick. "Among office REITs, COPT is differentiated by our unique franchise of operating and developing specialized buildings that serve the U.S. government and high-tech defense contractors, including defense information technology companies, cyber security firms, and other contractors engaged in carrying out critical aspects of national security. Our customers rely on our office buildings to execute their missions in safe, efficient environments and in specific locations. I will continue to work closely with our board and talented team to execute our well-defined strategy to create lasting value for our customers, employees, and shareholders."

MARK ZWEIG, from page 1

or engineering. They think the marketing budget should be tied to revenue, and that it should decline if revenue declines. No matter what it is, there's no real marketing expenditures or activities. Sure, they'll call their friend in a client organization if they think it will help win a job, but that's not the kind of marketing I'm talking about. I'm talking about branding and positioning, doing unique research and publishing it, using direct mail, email, PR, and social media, creating original communications and sharing them with a very targeted audience. Most companies do none of this! Then they sit around and talk about how "word of mouth" is their most effective marketing. No one can give you word of mouth if they don't try you in the first place!

■ **The third problem.** The owners take their people for granted. If you don't believe me, pick up an A/E firm's business plan and read it. Just look at how many references there are – substantive ones – about how they'll make their firm a great place to work. Unique organizational structure? Structured training program? Open book management? Special rewards programs tying pay to overall company profits? Rotating board seat for a member of the rank and file? So much of this just **ISN'T** there. The implicit assumption is they just pay the least they have to so everyone doesn't just quit and that should be sufficient to keep everyone motivated, engaged, and thrilled about providing outstanding client service. Guess what – it won't be!! You cannot take your people for granted and then expect them to "Wow" all your clients. Just won't happen!!

These three things – not a "lack of capital" or "being a mid-sized firm" – are what kills companies. Fix these three problems – ALL three of them – and you cannot help but be more successful! ▽

MARK ZWEIG is Zweig Group's founder and CEO. Contact him at mzweig@zweiggroup.com.

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PROFILE



Arizona State University, College Avenue Commons. / Henderson Engineers

Hard work in the heartland

The CEO of Henderson Engineers Inc. strives to maintain five pillars of well-being, and he can throw a Frisbee a long way.

By LIISA ANDREASSEN
Correspondent



Rich Smith,
President and
CEO,
Henderson
Engineers

Rich Smith, president and CEO of **Henderson Engineers** (Lenexa, KS), a 620-person comprehensive engineering design firm with 12 offices, began his career with Henderson in 1994.

He says that while he started out as the director of mechanical engineering, once he started with Henderson he quickly developed an interest in marketing, business development, and branding.

“It all came together. I was able to further develop those skills that I was passionate about at a time when there was a need at Henderson,” he says.

The firm was recently named to the *Kansas City Business Journal’s* list of Healthiest Employers. Always on the lookout for newsmakers, *The Zweig Letter* caught up with Smith for a short Q&A.

The Zweig Letter: What are your key strengths? What do you feel the key strengths are for an effective leader?

“I believe the most important strengths for effective leaders are a positive attitude, the drive to work hard no matter what the situation or task is, and the ability to put others first.”

Rich Smith: At Henderson, all employees participate in Strength Finders, a program that helps individuals better understand what their top strengths are. As a result, we tend to focus on the strengths of each individual and celebrate their diversity. I took the test too, so I know exactly what my strengths are. The top ones include:

- **Positivity.** I am always able to see a solution to a problem and focus on the positive.
- **Achiever.** I am driven to get my hands dirty and work hard.

See Q&A, page 4



Q&A, from page 3

■ **Developer.** I have a keen ability to see the potential in others.

■ **Relator.** I enjoy close relationships.

As for others, I believe the most important strengths for effective leaders are a positive attitude, the drive to work hard no matter what the situation or task is, and the ability to put others first. These are strengths that are universal and apply to people regardless of whether you are in an entry-level position or C-suite.

TZL: How would you describe your leadership style?

RS: Consensus building. I think it's key for leadership to meet as often as needed to share and discuss strategies and ideas and to be on the same page. I am also organized, yet relaxed in my approach which is a great fit for the culture of our company. I work on blending honesty and accountability into the daily operation and leadership of the company. I also try to be a servant leader. I think it's important to be an available resource and to put the needs of the employees and the company above yourself.

“It's this culture that helps us to attract the best and brightest. It creates a snowball effect that in turn creates an environment where people can do their best work.”

TZL: What is the greatest professional challenge to date and how did you deal with it?

RS: I don't think I'm alone in saying this: The economic downturn. It was difficult making layoffs, but knowing we were doing it for the best interest of the company made it more bearable.

TZL: What makes Henderson Engineers a healthy place to work?

RS: Our HR department has created five pillars of well-being. They are:

- **Career.** Feeling happy, challenged, and fulfilled at work is the essence of career well-being. It is also about having opportunities to learn and grow, being recognized for contributions, and feeling comfortable in the workplace.
- **Financial.** We want to help people make good financial decisions today and plan for the future.
- **Community.** We want people to be able to give back. It's not just about work at Henderson.
- **Social.** We want people to have healthy relationships with colleagues, family, and friends.
- **Physical.** We've changed the lives of people with our fitness center and health related programs.

TZL: What is your vision for the future of Henderson Engineers?

RS: To “Be the Firm” that changes how the industry deals with clients and employees, how design and construction is more integrated, and a focus on building life. How are

we going to do this? By documenting what works and what doesn't and focusing on our short-term and long-term goals associated with each. At the end of the day, we want to be the best place to work, to stand by our five pillars, and to have our clients view us as trusted advisors.

TZL: How have you helped your firm to outperform some competitors?

RS: We are passionate about our culture. Many businesses put business first and company culture second. Culture has become a bit of a buzzword, but we were focused on it before it was “cool” and that extends back to our founding in 1970. Culture drives people to be engaged and elevates projects. When I started with the firm in 1994, culture was paramount and it still is. It's this culture that helps us to attract the best and brightest. It creates a snowball effect that in turn creates an environment where people can do their best work.

TZL: Are you married? Do you have children? Pets?

RS: I've been married for 25 years and have four children ages 8 to 18 – three boys and a girl.

TZL: What's one thing most people at the firm don't know about you?

RS: I am an ex-professional Frisbee player. Yes – I used to get paid to play Frisbee.

TZL: What is the last book you read (digital or print)?

RS: *Drive* by Daniel Pink, which is an excellent book on what motivates people in today's world. Most of the books I read have to do with self-improvement and business. I alternate between print and digital.

TZL: What is the last movie you saw?

RS: *Star Wars*. My whole family loves *Star Wars*. In fact, a few years ago, we had a *Star Wars* marathon and watched all six movies in one day. For the new release, we got tickets early and made a special night of it. It was a great way to spend an evening together as a family.

TZL: What is the best piece of work-related advice you've ever gotten?

RS: You can't make everyone happy.

TZL: Who is a leader you admire? Why?

RS: Walt Disney. I've read a great deal about him. I really respect how he always made time for his family. He was not only an achiever, hard worker, and a visionary, but he really understood the importance of having strong family values.

TZL: When you're not working, what types of activities do you enjoy?

RS: Well, with four kids, you can imagine my wife and I are pretty active with all of their activities. We also like to travel together and try to make a point of a family vacation twice a year. This March we are going to the Caribbean. Last June we went to Alaska. I also love college sports – go Jayhawks – and enjoy exercising (P90X) and reading. ▀

OPINION



Getting the best from each other

Today's workforce is multigenerational, so those with experience and seniority must learn to understand, and teach, younger colleagues.



**Ed
Friedrichs**

**FROM THE
CHAIRMAN**

I was born in 1944, a couple of years before the baby boom. But my values and my approach to relationships align pretty well with that generation. My challenge as a young professional was to communicate with “the greatest generation,” who didn’t always understand where I was coming from.

In my career, I’ve worked with Generation X, Generation Y, and now I’m working with millennials. It’s been an interesting journey, as each generation has some unique characteristics. The success of our work and our firms is deeply dependent on our ability to communicate well across generations. Here are a few thoughts on what I’ve learned and observed on this topic.

I’ll start from a point early in my career. In 1972, I was assigned to work as the tenant development coordinator for the Oakland City Center. Both the developer and contractor asked that I attend the owner/architect/contractor meetings each week so I would be familiar with the technology and operations of the building when meeting with tenants. This turned out to be a graduate course in how to take a complex project through design, bidding, buying, and into construction.

The project executive from the contractor became a role model for the balance of my career. One

of the most important lessons he taught: Not everything is urgent, so don’t treat every task the same. Some items were brought out to get everyone thinking about them, with a long-range date by which an answer was necessary. Others, sometimes brought up at the spur of the moment, were urgent and needed action within an hour, a day, or two days. I learned that in project leadership, you must understand this and not run a fire drill unless it’s necessary. He also gave me a feel for how a project proceeds.

I was also privileged early in my career to be within walking distance of a number of projects that I was working on. This offered me the opportunity to visit a project during the lunch hour, introduce myself to the subcontractors on the job, and ask them what they thought of our drawings. I wanted to know if our drawings communicated clearly our intent and, if not, how

See ED FRIEDRICHS, page 8



SPOTLIGHT ON: Acquisition

PROFILE



Florida Hospital for Women, Orlando, FL. TLC provided MEP/FP and AV design, along with energy modeling, for this 400,000-sq. ft. facility. / TLC Engineering for Architecture Inc.

Structurally sound

TLC Engineering for Architecture Inc. acquires structural engineering firm, adding proven depth to its bench as it competes in dynamic markets across the South.

By RICHARD MASSEY
Managing Editor



Michael Sheerin,
President and
CEO,
TLC
Engineering

Looking to reinforce its capabilities as a full-service firm, **TLC Engineering for Architecture Inc.**, (Orlando, FL), acquired a small company with a big reputation.

TLC, a 340-person firm with offices across Florida, in Texas, Tennessee, and Louisiana, acquired **Allan and Conrad**, a 55-year-old firm with a hyperfocus on structural engineering.

The acquisition doesn't change TLC's services, which are centered around MEP, or mechanical, electrical, and plumbing. Rather, the acquisition gives the firm greater depth and ability not just at the headquarters in Orlando, but across the board where TLC does business.

"We needed the structural capacity to ensure that

we are capable of that 'full service' integrated solution whenever our clients need it," says Michael Sheerin, TLC's president and CEO.

The acquisition is expected to be a key asset as TLC completes current work and negotiates for future contracts.

"There are some great projects we are talking about with our clients, from themed entertainment to new hotels and mixed use development to senior living and major hospital expansions," Sheerin says. "These are great opportunities that Allan and Conrad will help us deliver fully."

"We needed the structural capacity to ensure that we are capable of that 'full service' integrated solution whenever our clients need it."



Acquisition:

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Looking ahead, 68 percent of firms said their business plan includes a merger or acquisition within the next five years, according to the Zweig survey. Based on the results of the study, structural engineering firms will be prime targets for acquisition.

The general consensus in the A/E/P industry is that M&A is on the rise. But not long ago, that wasn't the case. According to Zweig Group's 2015 *Merger and Acquisition Survey of A/E/P and Environmental Consulting Firms*, the market was gutted by the recession.

In 2006, before the downturn, 73 percent of firms said they would consider acquiring another firm. But the market bottomed out in 2012, when just 30 percent of firms expressed interest in acquiring another firm. By 2015, however, the trend was back on an upward trajectory, as 42 percent of firms surveyed said they would consider buying another firm.

Looking ahead, 68 percent of firms said their business plan includes a merger or acquisition within the next five years, according to the Zweig survey. Based on the results of the study, structural engineering firms will be prime targets for acquisition.

Such was the case for TLC.

"With the downturn, structural was hit harder than MEP, as we had been able to maintain a stronger core in MEP focusing on infrastructure and other non-development work," Sheerin says. "With the market strengthening and development work moving forward, our structural capacity didn't match our firm's MEP capacity, so we are really helped by bringing the Allan and Conrad team on board."

"With the market strengthening and development work moving forward, our structural capacity didn't match our firm's MEP capacity, so we are really helped by bringing the Allan and Conrad team on board."

Allan and Conrad staff have moved from their old office in Winter Park to the TLC headquarters in Orlando. Steve Shelt, former Allan and Conrad VP, is now a TLC principal and manager of TLC's Orlando-based structural engineering group. Robert DeLany and Carl Jenne, former shareholders in Allan and Conrad, are now shareholders in TLC.

The Florida construction market is among the hottest in the nation, making the stakes high for TLC. Just in Miami, where the firm has an office, commercial and multifamily construction starts came in at \$6.3 billion last year, making it the second largest market behind New York, according to Dodge Data & Analytics research. In Dallas, where TLC also has an office, development is booming all across the northern corridor, racking up \$6 billion in construction starts last year. And in TLC's own backyard is Walt Disney World and Universal Orlando.

See TLC, page 8

FOR YOUR BOOKSHELF

WANT MORE M&A DATA?

Zweig Group's 2015 *Mergers & Acquisitions Survey* collects data on the frequency of ownership shifts, how they're conducted, and consolidation trends in the industry.



If you're considering selling your firm, use the *Merger & Acquisition Survey* to:

- Find out what today's buyers are looking for – who, where, and what
- See what kind of price you can expect for your firm
- Learn what's motivating other sellers like yourself, and what buyers are hoping to achieve through an acquisition

If you're considering buying another firm, use the *Merger & Acquisition Survey* to:

- Learn how long it takes to buy or sell a firm, from start to finish
- Find out how many firms are satisfied with the acquisitions they've made

If you've recently completed a merger or acquisition deal, use the *Merger & Acquisition Survey* to:

- Learn how the price you paid or the amount you received compares with other similar deals
- Find out if your peers or competitors also recently completed any transactions
- Compare the success of your firm's transactions with other firms' successful (or not successful) transactions

With all the changes the A/E industry has faced in recent years, more firms than ever are including a merger or acquisition in their strategic plan. If you think a merger or acquisition may be in your future – and even if it's not currently in your firm's plan – you'll want to see the results in the 2015 *Merger & Acquisition Survey*. It's the most comprehensive report available on the real buying, selling, and merging activity in the AEC industry today.

SHOP SMARTER! Zweig Group's 2016 *Mergers & Acquisitions Survey* is now open for participation! By participating in the 2016 *Mergers & Acquisitions Survey*, you'll be contributing to the most up-to-date data on mergers and acquisitions, plus you'll receive a discount of 65 percent off the published survey or any other current Zweig Group survey. For more information, visit zweiggroup.com/survey.php or email research@zweiggroup.com.

ED FRIEDRICHS, from page 5

we might do them better. Once again, I was privileged to learn from seasoned professionals, who, because my inquiry was genuine, always took the time to guide me.

I've tried to model my experiences and what I learned as I've gotten older. Here are a few thoughts about how senior members of your firm can convey the wisdom they've gained over the years with younger staff:

- Share willingly what you've learned. Don't just tell a person what to do, tell them why to do it that way. Don't lecture them; share what you know in a positive and collaborative way.
- Listen well; ask a lot of questions. Don't just jump in and give them an answer.
- Don't be patronizing or condescending in any way. Show the younger person respect. It will encourage them to continue to seek your advice and to show respect for others.

So, what should this younger generation be aware of about themselves as they begin to develop in their careers?

Once I was talking with a technology executive from Germany during a TED conference break about how dramatically both our professions had changed with the rapid advancements in technology. I expressed a concern about the difficulty of critiquing the work of my younger colleagues. Rather than a floor plan on a large sheet of paper, allowing me to look at the entire project in context, I was dealing with a colleague who had only a small window into the project on the computer screen. That made it impossible for me to comment with any sense of context.

I was amazed by young employees and their ability to "see" the entirety of what they were working on while only being able to see a fraction of the drawing. Perhaps this came from hours of playing complex, multi-layered computer games, a direct simile for what was going on.

"Share willingly what you've learned. Don't just tell a person what to do, tell them why to do it that way."

TLC, from page 7

Sheerin is confident of TLC's chances, even if the firm is swimming with the big sharks.

"We can compete for any job," Sheerin says. "Now it's about, 'Can we deliver,' and this helps us deliver. It's a nice addition to our team."

While a merger is an official transaction with plenty of legal, insurance, and cultural issues attached to it, the way in

"At some point, we had a lunch that just became a longer conversation about their future, our future and how those things may be better together. The actual deal was quick, maybe six months or so."

My German colleague said, "That's nothing. I have a more severe problem. These young kids don't know how to solve a problem as a team. I was frustrated last week when people sitting right next to each other sent text messages back and forth. In frustration, I called them all into a conference room, sat them down and said we're not leaving until we solve this together. Within five minutes they were all screaming at one another and charged out of the room to continue with their way of solving a problem – by texting." They clearly never learned the fine art of face-to-face negotiation.

"Learn to interact with your colleagues, young and old, by inquiry as opposed to command. Find out together what the right answer is. Learn to negotiate."

So, for you as a young professional, on your way into a leadership role, here are some thoughts:

- Learn to interact with your colleagues, young and old, by inquiry as opposed to command. Find out together what the right answer is. Learn to negotiate.
- Take advantage of your more seasoned colleagues. They can make you look good.
- Learn from their hard-earned people skills (those who actually took the time to gain them). A major part of your career path as you develop is your ability to boost morale, and make a decision about whether a conversation should take place face-to-face rather than via email or text.
- Learn how and when to say "congratulations" on a job well done. Each of your colleagues reacts differently. Some appreciate recognition in front of others; some are more comfortable if it is delivered in private.

Being aware of and working through your inter-generational communication skills is worth the effort. ▀

EDWARD FRIEDRICHS, FAIA, FIIDA, is a consultant with Zweig Group and the former CEO and president of Gensler. Contact him at efriedrichs@zweiggroup.com.

which TLC's acquisition came about was somewhat informal.

"They were never a specific target," Sheerin said. "At some point, we had a lunch that just became a longer conversation about their future, our future and how those things may be better together. The actual deal was quick, maybe six months or so."

As acquisitions are a two-way street, Allan and Conrad had to be willing partners. Sheerin said the discussions were wide-ranging, but in the end, at least part of the deal was brokered on the fact that Allan and Conrad, a 10-person firm, had to consider its future.

"Sometimes they're hemmed in because they're not big," Sheerin says. "It was hard for them to position themselves for bigger work. One of the biggest things is that all of their staff had a good place to be. It ended up being a great set of conversations." ▀



It's not personal. It's business.

In the AEC marketing world, proposals are usually treated as business as usual, but I believe we need to make them personal.



Javier
Suarez

SALES STRATEGIES

I will be celebrating my 20th wedding anniversary on June 1 (I married young, by the way). My love, loyalty, and commitment to my wife is confirmed, without a doubt, by the fact that I have sat down with her to watch (and enjoy, but let's keep that a secret) the 1998 Warner Bros. hit *You've Got Mail* more than 25 times. Tom Hanks' character is the head of a multimillion dollar bookstore chain that drove Meg Ryan's local, independent children's bookstore out of business. While trying to court her, Hanks' character explains that what happened wasn't personal, that it was business. She replied with, "Whatever else anything is, it ought to begin by being personal." This piece of dialogue has always stuck with me.

In the AEC marketing world, proposals rule the land. They are usually treated as "business as usual," but I believe we need to make them personal. One of the best, tried and true techniques to tailor proposals is the IFBP process (Issues, Features, Benefits, Proofs). In the IFBP process, benefits is the coveted "so what?" moment in which we drive the content to talk about the client's goals. After all, we are always reminding practitioners (and ourselves) that "it is about them, not us."

Client benefits have multiple layers, including: project (solution to a particular problem), business (cost savings and/or set-up to make money moving forward), department (improve standing within the corporate structure), staff (professional

"In the AEC marketing world, proposals rule the land. They are usually treated as 'business as usual,' but I believe we need to make them personal."

development), and a big picture "ultimate" goal (financial, social, sustainable, environmental, etc.). It is this "ultimate goal" that often gets lost in the shuffle and becomes a wasted opportunity to make the submittal "personal."

Take, for example, a high school renovation/expansion project. A sample of the client's benefits

See JAVIER SUAREZ, page 10



TRANSACTIONS

WESTWOOD ACQUIRES KADLECK & ASSOCIATES Westwood Professional Services Inc. – the nation’s No. 9 architecture, engineering, and construction firm by Zweig Group – announced that it completed an acquisition of **Kadleck & Associates** of Plano, Texas.

With the recent acquisition of **Pogue Engineering**, the Kadleck acquisition further expands Westwood’s commercial and residential market presence. Leading Westwood’s Dallas-Fort Worth office and the firm’s national land development business, Bryan P. Powell, PE says, “Westwood’s team in Dallas-Fort Worth just got stronger. Our goal is to provide the best products and services we can to support the markets we serve – and our strategy to do that is to attract and retain the best people in the industry. The acquisition of Kadleck, brings years of regional experience and expertise to expand our growing team. Westwood is excited to have closed this deal.”

Founder of Kadleck & Associates, Lynn Kadleck, worked as a consultant and in land development since 1972. Kadleck is a professional civil engineer and registered professional licensed surveyor. He is excited to join forces with Westwood, “Westwood and Kadleck align very well and the growth opportunities provided by this acquisition are

mutually beneficial. Kadleck clients will benefit by the expanded service capabilities available at Westwood. And, the strong relationships and expertise we’ve established in the region will help to support Westwood’s growing professional team and strategic objectives.”

Moving forward, the Kadleck team will serve its clients from Westwood’s Dallas-Fort Worth, Texas location.

Westwood is a multi-disciplined survey and engineering firm providing services to support commercial and residential development, wind and solar energy, power delivery, and oil and gas projects nationwide.

Lynn Kadleck founded Kadleck & Associates in January, 1987. The firm provided civil engineering and land surveying services throughout the metroplex to support both the public and private sector on municipal projects, master-planned communities, and residential and commercial projects.

FLUOR FINALIZES ACQUISITION OF NETHERLANDS-BASED STORK Fluor Corporation announced that the company closed its acquisition of **Stork Holding B.V.** Fluor announced in early December 2015 that the company had agreed to purchase 100 percent of Stork’s shares

from U.K.-based private equity firm Arle Capital Partners.

“I welcome our 15,000 new colleagues from Stork and we are excited to have them join the Fluor family,” said David Seaton, chairman and CEO of Fluor. “Fluor’s most important asset is its people, and we are fortunate to have found in Stork a company that shares the same values, pride and global heritage as we do.”

Stork is a global provider of maintenance, modification and asset integrity services associated with large existing industrial facilities in the oil and gas, chemicals, petrochemicals, and power markets. Founded in 1827, Stork has long-term relationships with a diverse range of customers. It has operations in Continental Europe, the U.K., the Middle East, Asia Pacific, and the Americas.

The addition of Stork’s capabilities to the Fluor portfolio will help meet customers’ needs throughout the full lifecycle of an operating plant.

Stork, along with Fluor’s current Operations & Maintenance organization, will be led by Stork CEO Arnold Steenbakker and reported financially under the Global Services business segment.

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could be listed in the following levels:

- **Project.** Modernization and expansion of aging facilities (problem solved!).
- **Business.** Innovative engineering methods led the client to save money in overall project costs (good investment!).
- **Department.** The office of facilities and construction management had been under scrutiny after the last two construction projects went severely over budget (great positioning for your firm moving forward!).
- **Staff.** The recently appointed chief facilities officer’s first completed project was a huge success (cultivate this relationship and it will last forever!).
- **Big picture.** A community of more than 5,000 students, previously under served, now has access to state-of-the-art classrooms and ancillary facilities. The athletic fields adjacent to the school will be part of an extended-hours program that will benefit the community for years to come.

Even though we should weave all the benefits listed into the submittal, this “big picture” benefit should be our guiding light when preparing our proposal. As Vince Lombardi once said, “Success demands singleness of purpose,” and the only purpose for modernizing and

“Winning proposals are typically the result of having cultivated great relationships and submitting outstanding proposals.”

“Reviewers that can easily understand our proposed approach and how we are working with them to achieve the ‘ultimate goal’ will feel good about selecting us. The relationship will go to another level because we made it ‘personal.’”

renovating this high school was to better serve the students and the community. That is something everyone can get behind and relate to. It makes it “personal.” Don’t you want every kid to pursue their education at the best facilities you could offer? Drill down this message throughout your submittal because, at the end, we are all working toward the same goal.

Winning proposals are typically the result of having cultivated great relationships and submitting outstanding proposals. Reviewers that can easily understand our proposed approach and how we are working with them to achieve the “ultimate goal” will feel good about selecting us. The relationship will go to another level because we made it personal.

Who knows, maybe we can meet at the 91st Street Garden at Riverside Park in New York City as the main characters in *You’ve Got Mail* did and then ... Sorry, I seriously need to watch a superhero movie! ▀

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PROFILE



Challenges CEOs face around the world

From geopolitical instability to the rising cost of business, and from company culture to the challenges of change, firm leaders have their work cut out for them.

By LIISA ANDREASSEN
Correspondent



Tony
Mirchandani,
CEO,
RTM
Engineering
Consultants

The old adage, “The only thing that is constant is change,” certainly applies to today’s business climate. From mergers and acquisitions to staying competitive in a global marketplace, leaders need to stay on their toes.

In the 19th annual *Global CEO Survey* released this year by PwC, a multinational professional services network, CEOs admitted to what keeps them up at night. The survey, compiled by responses from more than 1,400 company leaders in 83 countries, shed light on their concerns. Here are a few highlights from the survey:

- 74 percent of CEOs, geopolitical uncertainty
- 72 percent, availability of key skills
- 69 percent, increasing tax burden
- 65 percent, social instability
- 61 percent, cyber threats

The survey revealed that CEOs are less confident about global economic and business growth, as they see bribery and corruption, distrust of

Change efforts should include plans for identifying leaders throughout the company and pushing responsibility for design and implementation down, so that change cascades through the organization.

businesses, and social instability, on the rise. The countries seen as the most important for overall growth prospects are the United States, China, Germany, and the U.K.

Global CEOs surveyed said that within the next five years, it will be more important for top talent to work for a company with social values aligned with their own.

CULTURE AND CHANGE. In an earlier *Culture and Change Management Survey*, authored by DeAnne Aguirre, Rutger von Post, and Micah Alpern, and in subsequent published articles, PwC outlined a few top tips for managing change including:

See CEOs, page 12



CEOs, from page 11

- **Having a plan in place.** A formal approach for managing change – beginning with the leadership team and then engaging key stakeholders and leaders – should be developed early, and adapted often.
- **Doing the wave.** Change efforts should include plans for identifying leaders throughout the company and pushing responsibility for design and implementation down, so that change cascades through the organization.
- **Communicating change.** Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable. Communications flow in from the bottom and out from the top. Over-communicate if you need to.
- **Assessing culture.** Make sure core values, company beliefs, behaviors, and perceptions are clearly understood. These things serve as the common baseline for designing essential change elements, such as a new corporate vision, and building the infrastructure and programs needed to drive change.

A change program will likely not go completely according to plan. People may react in unexpected ways and external factors may shift. Effectively managing change requires continual reassessment fed by real data.

- **Being ready for anything.** A change program will likely not go completely according to plan. People may react in unexpected ways and external factors may shift. Effectively managing change requires continual reassessment fed by real data.

A REAL-WORLD SCENARIO. With **Milan Engineering's** office located just outside Orlando, Florida, it marked the farthest geographic merger to date for **RTM Engineering Consultants** (South Barrington, IL), a 100-person engineering and consulting firm, and No. 35 on Zweig Group's 2015 Hot Firm List.

"We originally were more concerned with cultural integration and joint management due to the distance, but quickly discovered that the internal culture and behavior of the Orlando office closely aligned with the culture of RTM's other offices," says Tony Mirchandani, CEO of RTM.

Although integration has been considerably easier than expected, RTM has employed various measures to promote cultural synergies. The development of personal relationships among team members creates true cultural integration, and they have been able to achieve this by having a significant number of team members spending one to three weeks in their counterparts' offices.

"We also have formed joint task forces among offices to tackle unique and challenging projects in which skillsets from one office complement those of other offices," Mirchandani says. "Additionally, principals of each office have spent a great deal of time together at offsite retreats, sharing and brainstorming how to continue the integration process."

Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable.

Above all, Mirchandani advises that the key to a successful acquisition and integration is communication.

"Find numerous ways to focus on removing uncertainty by providing information about operating methods, the design process, and the changes and benefits associated with the acquisition," he says.

Another important lesson learned is to realize that the culture of both parties has to change in order to have a successful merger or acquisition. A new, combined culture built out of respect for each other's opinions and expertise evolves through the development of relationships among team members.

REINFORCE TRAINING. Ongoing training is also important for new and seasoned employees, but what's the best way to make sure that employees retain what they've learned?

At RTM, training of new staff is reinforced by providing open lines of communication through internal training programs such as RTMU and SKYE. The SKYE program fosters a culture of teamwork and collaboration among offices while bolstering the firm's commitment to education. The SKYE program was started by senior leadership to encourage young engineers to help each other grow.

"They have taken it over and are supporting each other across different offices," Mirchandani says. "They educate each other on a formal and informal basis and no senior leadership is involved."

"Find numerous ways to focus on removing uncertainty by providing information about operating methods, the design process, and the changes and benefits associated with the acquisition."

He adds that additional measures to "build the family," including fun teaming events and volunteering opportunities, are implemented to create cohesion.

"We keep these on top of people's minds by sharing them internally in weekly newsletters and on the intranet," he says.

So, once you've assembled a strong C-Suite team to lead change and implement training, don't let them go. Ensure they are being compensated like they should. For more details, check out Zweig Group's *2016 Engineering Firm Salary Survey* at zweiggroup.com/survey.php. ▀