

Truly better project management

For continued success, firms should seek PMs with traits that set them apart.

Engineers who understand that they have to (heaven forbid) sell their ideas will get a lot farther in their careers than those who don't.



Mark Zweig

EDITORIAL

Every A/E and environmental firm in the world is trying to improve their project management capabilities. Makes sense – after all, doing projects is how you make your money. They better be managed well, or, not only will you lose money, but you can also lose a good client that you do other things for AND create potential future liabilities that will hurt you down the road.

If you look at people who are really good project managers, you'll find they have certain abilities that lead to their success. Here are a few of them:

- 1) Good at sizing-up people.** There's no substitute for being able to size-up people quickly. If you are good at this, you can predict what they will and won't like, know how to please/impress them, and know how to communicate with them. If you are bad at this, you'll have problems. You don't want problems with your projects! Call it intuition, or call it being a student of human behavior – it makes no difference – some folks have it, and others don't.
- 2) Effective listening and observational skills.** It's been said that God gave us two ears and one mouth so we could listen twice as much as we talk. God also gave us two eyes for seeing and observing. You can learn so much through your eyes. PMs with good observational skills are way ahead of those who don't have them. Combined with

See MARK ZWEIG, page 2

MORE COLUMNS

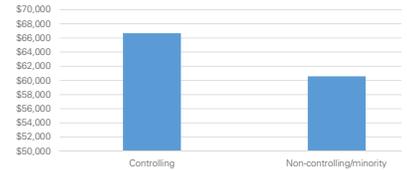
■ GUEST SPEAKER: What's your legacy going to be? Page 9

PLUS

■ SPECIAL CENTERFOLD: Spotlight on social media. Pages 6, 7

TRENDLINES

TIC value per employee



Zweig Group's 2015 Valuation Survey of Architecture, Engineering, Planning & Environmental Consulting Firms finds that median values are higher for valuations performed on a controlling interest than for valuations performed on a non-controlling or minority interest.

The median TIC value per employee is \$66,667 for controlling interest valuations. Meanwhile, the median TIC value per employee is only \$60,578 for non-controlling/minority interest valuations. – Leah Santos, Research Analyst Assistant

FIRM INDEX

Arup	10
Choice One Engineering Corporation	7
EMCS, Inc.	7
Ennead Architects	10
EPS Group, Inc.	4
Foster + Partners	10
GATE, Inc.	11
GZA GeoEnvironmental, Inc.	4
Hurt & Proffitt, Inc.	12
Jacobs Engineering Group, Inc.	10
Karn Charuhas Chapman & Twohey	4
Merrick & Company	6
PD Saurey Associates	4
Populous	10
Professional Service Industries, Inc.	4
P.W. Grosser Consulting	7
RPS Klotz Associates	4
Shive-Hattery	4
Syska Hennessy Group	4
Warner White Engineering Partners Inc.	12

Behavior-based project management

Page 3

Strategy: Firms must plan for the long-run

Pages 5, 11

CALENDAR

MSE WALL DESIGN WITH TENSARSOIL SOFTWARE Tuesday, March 31, at noon CST. This free one-hour webcast is presented by Civil + Structural Engineer, sponsored by Tensar, and applicable toward 1 PDH of continuing education.

TensarSoil Grade Separation Solution Software aids in the design of mechanically stabilized earth retaining wall systems and allows users to input and alter wall geometry, geogrid grade or layout, surcharge load, and soil characteristics to determine internal and external stability data and material costs. More information: cenews.com/continuingeducation.

BECOMING A BETTER SELLER Thursday, April 9, in San Francisco. The Zweig Group's acclaimed one-day seminar teaches design professionals how to win more work for their firms. Attendees will learn to describe their firms' services in succinct, persuasive ways that demonstrate what sets them apart from competitors. Not everyone is a natural salesperson, but everyone can learn how to be more effective in capitalizing on opportunities and creating avenues for business, marketing, and promotion. Other dates: Thursday, June 18, in Madison, Wis., and Thursday, October 8, in Charlotte, N.C. More information: zweiggroup.com/seminars/better_seller.

BECOMING A BETTER PROJECT MANAGER Tuesday, May 5, in Miami; Thursday, May 7, in Dallas. New and aspiring project managers in architecture, engineering, planning, and environmental consulting firms are invited to The Zweig Group's one-day seminar designed to help technical professionals move into project management. Led by Howard Birnberg, this is the first seminar specifically tailored to new and aspiring PMs and provides them with a

MARK ZWEIG, from page 1

effective listening skills, you really have a powerful combination. The next time you are presenting an idea or discussing a design or construction problem in the field, look around at the other people. How are they reacting to what you are saying? Do they like it? Do they clearly not like it? This can be useful information later on, as things develop and you may need intelligence on who you need to win over to your way of thinking. Engineers who understand that they have to (heaven forbid) sell their ideas will get a lot farther in their careers than those who don't.

3) Great verbal and written communication skills. I'm not sure how best to train people in this, but you have to try, if you want good project managers. Both verbal and written communication skills are critical. So much of what we do as PMs is in the form of emails, but we also have to talk to people on the phone and face-to-face. If we are clear, succinct, can confront what needs confronting – yet at the same time not alienate anyone – those are the critical communication attributes PMs need.

4) Multi-tasking ability. As a project manager, there will be all kinds of conflicting demands on your time. You typically have many different projects, clients, and other priorities tugging at you at the same time. You have to be able to juggle all those balls and still get done what needs getting done, without upsetting anyone in the process. It's an art. Some folks are wired this way, and others just aren't. I don't know if it's

teachable. You have to be highly organized and good at setting priorities.

5) Know how to treat people. You cannot get away from this one. If a PM doesn't know how to treat other people – many of whom do NOT report directly to him or her – you've got a problem. Social skills – social graces – tuning in to how others are reacting to you and acting on it – are essential to your success as a PM.

6) Integrity. You have to keep your promises, do what you say you will, and be honest and trustworthy to be an effective PM. You cannot keep a client happy if you are known as someone who speaks empty words and doesn't follow through. Sure it is difficult – especially when you don't control all the resources – but it's essential to being an effective PM.

Looking at this list will hopefully help you see the kinds of people you need to be using in your PM roles. Come to think of it, this is a pretty good list of skills for most anyone working in the A/E/P or environmental business in darn near any capacity! ▀

MARK ZWEIG is the chairman and CEO of Zweig Group. Contact him with questions or comments at mzweig@zweiggroup.com.



GOOD TO KNOW

The Zweig Group will soon release the second edition of Successful Project Management for A/E/P and Environmental Consulting Firms, which is full of resources and information to guide projects from start to finish. *Learn more:* info@zweiggroup.com.

fundamental understanding and specific tools they can use be more effective as project managers in the A/E/P and environmental industries.

Zweig Group is registered with the AIA for continuing professional education credits, and the course is applicable toward 6 CEUs. Other dates: Tuesday, May 19, in Philadelphia; Wednesday, May 20, in Chicago; Tuesday, June 9, in Los Angeles; and Tuesday, June 16, in San Francisco. More information: zweiggroup.com/seminars/better_pm.

PRINCIPALS ACADEMY 2.0 Thursday-Friday, June 11-12, in Seattle. The Principals Academy 2.0 is a crash course in all aspects of managing a professional services firm. Like a two-day MBA, the course is designed to dramatically change the way attendees approach their careers and creating success for themselves and their firms.

The program is presented by a team of speakers – including Zweig Group founder and CEO Mark Zweig – with extensive experience working with and for A/E/P and environmental firms. The speakers have a clear understanding of what it takes to lead and grow firms, and they present that knowledge to attendees through 10 modules. Other dates: October 22-23 in Ft. Lauderdale, Fla., and November 12-13 in Las Vegas. More information: zweiggroup.com/seminars/tpa.

THE ZWEIG LETTER

38 West Trenton Blvd., Suite 101
Fayetteville, AR 72701

Mark Zweig | Publisher
mzweig@zweiggroup.com

João Ferreira | Managing Editor
jferreira@zweiggroup.com

Andrea Bennett | Editor
abennett@zweiggroup.com

Christina Zweig | Contributing Editor
christinaz@zweiggroup.com

Liisa Sullivan | Correspondent
lsullivan@zweiggroup.com

Tel: 800-466-6275

Fax: 508-653-6522

E-mail: info@zweiggroup.com

Online: www.thezweigletter.com

Twitter: twitter.com/zweigletter

Blog: zweigwhite.blogspot.com

Published continuously since 1992 by Zweig Group, Fayetteville, Arkansas, USA. ISSN 1068-1310.

Issued weekly (48 issues/yr.). \$475 for one-year subscription, \$775 for two-year subscription.

Article reprints: For high-quality reprints, including Eprints and NXTprints, please contact The YGS Group at 717-399-1900, ext. 139, or e-mail TheZweigLetter@TheYGSGroup.com.

© Copyright 2015, Zweig Group. All rights reserved.

Experimental economics, psychology

Researchers say, when implemented correctly, behavior-based project management is a viable option for leading teams.

BY LIISA ANDREASSEN
Correspondent



Benoit Hardy-Vallée,
Consultant,
IBM Canada.

Benoit Hardy-Vallée, a consulting leader for IBM Canada's Workforce Sciences division, says that projects often fail because organizations put more emphasis on rational factors than on employees' psychological engagement – and the cost to organizations is enormous. He suggests a different, more powerful approach: behavior-based project management.

"This approach enables organizations to gain higher levels of emotional commitment and performance from their project team members and increased levels of emotional involvement from stakeholders in a way that improves both engagement and performance," he says. "Behavior-based project management uses scientific research on human nature and the workplace to develop more effective project teams and to enable better project delivery."

"We should try to adapt through human nature rather, than trying to fit human nature in processes that are not made for it."

WHAT IS BEHAVIORAL-BASED PROJECT MANAGEMENT? Hardy-Vallée says that behavioral project management is based on the concept that project management should focus on experience or experimental economics, in addition to human psychology.

"We should try to adapt through human nature, rather than trying to fit human nature in processes that are not made for it," he says. "Having a behavioral approach to project management is basically doing what Daniel Camden, Thomas Verusky, and several other great behavioral economists did in economics. They decided to look at how people function, to study it, and then apply it. Whether it's in policy or even in management, we apply those findings from experimental economics."

Joseph A. Demkin is the author of several project management handbooks for architects, and he says that more intangible responsibilities often require a broader application of judgment than objectively identified responsibilities. This behavior-based side of project management relies on attitude,

personality, behavior, and even personal habits. It involves people skills, such as attentive listening, motivating team members, and leading conflict resolution.

APPLYING THE PRINCIPLES TO THE PROJECTS.

Hardy-Vallée provides the following tips on applying behavior-based project management to projects:

■ **Start strong.** Start with project managers who have strong people skills and emotional intelligence.

■ **Cater to strengths.** Managers need to help people to know their strengths and to work with those strengths.

"There is a tremendous difference when employees are able to do what they do best on a daily basis," Hardy-Vallée says. "For example, if you're a competitive person, you have to be able to leverage that strength. If you're an analytical person, you have to be able to use that strength. Unfortunately, we tend to want to polish people and make sure they fit the role, rather than adjusting the role for the people."

■ **Make it part of the overall strategy.** This type of management works well in an organization that is essentially project-based or has a large part of its workforce involved in projects or multiple projects.

"Create a steering committee or governance committee that would be part of your leadership team. That would make sure that your PM, your IT department, your human resources, and other key stakeholders are on board, so that you can devise a strategy on how you will progress from rational to behavior-based project management," he says. "You need a road map, because it's not going to happen in one shot. You need to do a cultural transformation."

■ **Keep the lines of communication open.** At the PM level, it's a good idea to develop or update current project management frameworks by developing a tool to measure the level of engagement of certain project team stakeholders. Once you have the framework in place, then it becomes a daily duty for a project manager to keep the lines of communication open about individual roles and expectations.

■ **Provide recognition.** By providing the right tools and equipment, you provide a positive foundation for people to do their jobs and to engage them. After that, you have to have a conversation about people's progress and how they connect to the mission of the project team.

See BEHAVIOR page 4

TALK TO US

Do you have an interesting story to tell? Is your company doing things differently and getting results? Let us know. We'd love to contact you and feature you in an upcoming case study. If interested, please email LSullivan@zweigwhite.com.



ON THE MOVE

SHIVE-HATTERY APPOINTS NEW OFFICE

DIRECTOR Thomas Bosch has been named the next office director for **Shive-Hattery** (West Des Moines, IO), a 400-person architecture and engineering firm. Bosch will transition from his role as structural group leader to office director of the West Des Moines design office upon Mike Kammerer's retirement in July.

Bosch joined the firm in 1997, following four years at a structural consulting firm in the Kansas City area. Since coming to Shive-Hattery, Bosch has served as a structural engineer, project manager, structural group leader, and industrial sector leader.

KCCT WELCOMES DIRECTOR OF CORPORATE INTERIORS

Kam Charuhas Chapman & Twohey (Washington D.C.), a 50-person architectural, planning, and interior design firm, announced that **Barbara Silverman** has joined the firm as director of corporate interiors. With more than 25 years of industry experience in commercial, hospitality and government sectors, Silverman will focus on growing the firm's corporate interior practice in D.C. and the private sector.

Silverman's portfolio includes projects recognized for design excellence both locally and internationally. She was project manager and senior designer for the interior architecture and design for the public spaces of D.C.'s WestEnd25. The luxury apartment building was the first in the city to earn a LEED Gold certification.

EPS GROUP CONTINUES GROWTH

EPS Group, Inc. (Mesa, AZ), an 18-person civil engineering firm, announced the addition of three experts to its staff:

- **Woody Scoutten** comes with experience in municipal engineering and improvement/community facility districts. He has served as the contract city and town engineer for various Arizona communities

since 1985. His project experience includes infrastructure planning, design, and construction; capital improvement planning; and policies and standards development.

- **Paul Saurey** brings 30 years of experience in landscape architecture and planning, the last 25 of which were with his company, **PD Saurey Associates**. Saurey offers a seasoned approach to developing functional and aesthetic land planning and landscape design solutions.

- **Maher Hazine** brings 20 years of experience in operations, engineering design, development, and construction to EPS. Hazine was the former City of Peoria deputy public works director and is currently a regional director of the American Public Works Association.

PSI APPOINTS PRINCIPALS **Professional Service Industries, Inc.** (Oakbrook Terrace, IL), a 2,300-person firm that provides environmental, engineering, and testing services, has announced the appointment of **Stephen Long** to principal-in-charge for its environmental site assessment service line in Westminster, Colo. The firm also recently appointed several employees to principal consultant positions.

- **Christopher Vovak** will serve as principal consultant for the construction services line in Fairfax, Va.

- **Nicholas Marcelletii** will serve as principal consultant for Phase II and III environmental site assessments in Plymouth, Mich.

- **Richard Curtis** will serve as principal consultant for the geotechnical engineering service line in Kennesaw, Ga.

RPS KLOTZ ASSOCIATES HIRES SENIOR PM

RPS Klotz Associates (Houston, TX), a 120-employee transportation, traffic, ITS, water and sewer, aviation, drainage, land

development, environmental and consulting engineering firm, announced the recent hiring of **Martin Gonzalez** as a senior project manager with the firm's Texas Department of Transportation department.

Gonzalez has 25 years of experience in transportation and has planned and designed projects ranging from two-lane streets to multilevel interchanges. He is a member of the Texas Institute of Transportation Engineers and the American Society of Civil Engineers.

GZA GEOENVIRONMENTAL NAMES SENIOR PM

GZA GeoEnvironmental, Inc. (Norwood, MA), a multi-disciplinary firm with more than 540 employees, announced **Jonathan Pickering** as a senior project manager of its Cincinnati office. Pickering specializes in geotechnical engineering, water resource engineering, civil site engineering, and engineering site inspection.

SPIEZZE ARCHITECTURAL GROUP ANNOUNCES BOARD APPOINTMENTS

Spiezzle Architectural Group, Inc. (Trenton, NJ), an architectural firm serving clients throughout the Northeast, has announced the appointment of its new chairman of the board and new board member.

- **Anthony Cimino**, senior executive vice president of Kaufman Zita Group, LLC., will assume the board chairman position in April.

- **George McCann**, former CEO of CMX, has been appointed to fill the board position recently vacated by James Lynch.

SYSKA HENNESSY POINTS SITE LEADER

Syska Hennessy Group (New York, NY), a global consulting, engineering, and commissioning firm, announced the appointment of **Michael Terringo** as site leader for its Washington, D.C., office. Terringo has more than a decade of project management experience and has been with the firm for his entire career.

BEHAVIOR, from page 3



Chris Hendrickson, Professor, Carnegie Mellon University.

ACTIONS SPEAK LOUDER THAN WORDS.

Chris Hendrickson, professor in the Department of Civil and Environmental Engineering at Carnegie Mellon University, Pittsburgh, agrees with Hardy-Vallée that the behavioral science approach for human resource development is important, because management entails getting things done through the actions of people.

Hendrickson says that an effective manager must understand the importance of human factors such as needs, drives, motivation, leadership, personality, behavior, and work

groups. He says that the major contributions made by the behavioral scientists to the field of management include the

“There’s really no big secret: It’s mostly about communication, communication, and communication.”

formulation of concepts and explanations about individual and group behavior in the organization, the empirical testing of these concepts methodically in many different experimental and field settings, and the establishment of actual managerial policies and decisions for operation based on the conceptual and methodical frameworks.

“There’s really no big secret: It’s mostly about communication, communication, and communication,” Hardy-Vallée says. ▀

OPINION

You have a strategic plan. Now what?

Knowledge without implementation and action is nothing; for an example, just look at Kodak.



Chad
Clinehens

BRAND BUILDING

Let's face it: Strategic planning does not have a great reputation among the general population, especially among A/E firm cultures. The cynical attitude that many express toward the process results from a chronic problem of failure to execute. Many firms go through the motions when it comes to strategic plans and then end up putting the plan on the shelf after an exhaustive, and often overly complicated, planning process. We expect to see firms do very well this year, thus, the importance of the strategic plan is greater than ever. Now is the time to invest in a meaningful plan to guide your future and enhance the success you are hopefully enjoying.

There are several key issues we see when talking to firms today about strategic planning. Most have not been through the process in five or more years. This is mainly due to the recession, as firms cut back expenses like strategic planning in order to survive. Another big issue is that, of those firms that have a pre-existing plan, very few have made any progress on the initiatives. Some put forth a lot of effort to, and, unfortunately, it seems it was misguided. These overly complex plans tend to have committees or groups of people involved in executing the initiatives. The committee structure is vague, with no clear leader or accountability, and so are the initiatives. In the end, nothing gets done and people are frustrated with the amount of time they have spent and the amount of Jason's Deli they have consumed over the past five years with nothing to show for it.

The importance of strategic planning is paramount, and a well-executed plan can provide immense benefits to a company. I'm quite passionate about this process, and my goal is to convince every firm I can to embrace a true strategic mindset and commit to execution of a clear, powerful plan.

I was recently studying the failure of Kodak as a result of a trip I took to Rochester, N.Y. As my plane made its approach into Rochester, I got a glimpse of the once-expansive campus of the Kodak Corporation, a company that we can thank for capturing and defining the development of our great nation, our families, and our lives on film. Founded in 1888 by George Eastman, Kodak was a visionary company that pushed the limits of true innovation. What led to its demise is the very technology it invented in 1975: the digital camera.

See STRATEGY, page 8

GETTING STRATEGIC ABOUT STRATEGY

According to the Zweig Group's A/E Marketing Fitness Plan, an effective strategic plan includes:

- Issues.** When developing a strategic plan, the first step is to identify the firm's key issues. Issues are the obstacles, roadblocks, or hurdles that stand between where the firm is and where it wants to be.
- Mission.** The firm's mission statement answers the question "Why is the firm in business?" Design firms should use their answers to differentiate themselves from their competitors.
- Vision.** The vision paints a vivid picture of the firm at least five years into the future. It describes the firm's size, in terms of revenue and people; its profitability; the markets that it will lead; the geographic region it will serve; and how it will manage its finances, human resources, and technologies.
- Goals.** The inclusion of a series of quantitative goals that can be reached in one to three years provides objectives for which to aim and a baseline by which to gauge the firm's progress.
- Strategies.** Descriptive, detailed strategies address each of the firm's key issues, outlining how the firm will overcome them as it moves toward its vision.
- Action plans.** Each action item consists of an individual task to be accomplished by a member of the management team. Every task has an agreed-upon deadline, which builds accountability.
- Communication and implementation.** Strategic planning is not finished when the plan is completed. Leadership must continuously manage the firm's progress through regular meetings with the planning group, keeping track of progress toward goals and communicating that progress with the entire firm.



SPOTLIGHT ON: Social

Socially savvy firms

Organizations use various platforms to engage with target audiences; several provide resources for employees' interactions.

BY LIISA ANDREASSEN
Correspondent



Kaye Borchers,
Client Relations/
Funding
Specialist, Choice
One Engineering.

Everyone's doing it – using social media to market their architectural, engineering, planning, or environmental consulting firm. Some organizations have usage policies in place to guide employee's interactions, and others provide loose guidelines to ensure everyone is on the same page when it comes to representing the company online. The common thread, however, is that social media continues to be a marketing machine.

SOCIAL STRATEGY. Merrick & Company (Greenwood Village, CO), a 500-person employee-owned engineering, architecture, design-build, surveying, planning, and geospatial solutions firm, has recently started to hone in on its social media strategy, and it is paying off.

Jeni Crowder, who works in corporate communications, says that the firm first initiated an online campaign in 2009. But it has only been within the last year that Merrick has really taken a more focused approach on expanding its reach through social media.

"In less than a year, we have been able to grow our LinkedIn connections by more than 30 percent and our Twitter followers by more than 80 percent," she said. "Social media is a great tool for building relationships, connecting with people in real-time, helping to position ourselves as thought leaders, and to share Merrick's story."

Currently, Merrick's main channels are LinkedIn and Twitter. The firm is also in the process of building its YouTube video content.

Merrick has a social media policy in place. Crowder says it's important that employees understand that activities are encouraged on social sites with the expectation that:

- employees know and understand the Merrick & Company Business Ethics policy;

WANT MORE?

The Social Media Examiner, the world's largest online social media magazine, offers the following predictions for what social media users will see more of in 2015.

They include:

- communication is done in a professional and responsible manner;
- communication does not disclose confidential material;
- communication has no detrimental impact on job performance;
- there are no expenses incurred by an employee on behalf of the company, and
- any information detrimental to the company and its operations is prohibited.

The firm's corporate social media pages and analytics are managed by two people, however, the firm also encourages the broader Merrick population to help spread company information on their personal sites.

"Social media is a great tool for building relationships, connecting with people in real-time, (and) helping to position ourselves as thought leaders."

"We do this by offering several postings – corporate and market sector topics – and staff are asked to simply copy-and-paste a selection of these messages on to their sites," Crowder said. "Enough topics are offered in the agenda for the entire month."

Merrick's goal is to update corporate accounts at least once a day; Twitter is typically updated several times throughout the day.

"We are able to do this by keeping a social media content-calendar that is scheduled out two weeks in advance," Crowder said. "The calendar helps us stay organized and make sure that all of our market sectors are building on their digital footprint. With that being said, constant change

- More video
- More SlideShare presentations
- More conversations and interactions (two-way discussions)
- More focused networking (niche topics)

and flexibility. We are coming out of our calendar, as

LinkedIn updates. We're testing project information. We're the same as the industry to

SCHEDULE
Borchers, c
Choice On
(OH), a 33-p
company e
company h
and Twitter

"We post to
post that b
counts," Bo

Like Merric
cy in its HF

"It's a good
same page,

There are tw
dia: a grap
person in c

TAKE TH
er Corinne
a 46-perso
firm, start
three years
and Facebo

EMCS does
provided er
and appro

EMCS has
dia conten
gether on i
frequency a

■ **Facebook**
(at minim
ture and t
pany outi
project up

■ **Twitter:**
culture, c
neering s

■ **LinkedIn**
postings,
zational r
tions, and



al Media:

CONNECT WITH US



Zweig Group is social and posting every day!

ity is really the nature of social media. continuously adding to and adjusting our s new information comes in daily,”

updates include content around inter- ects, employee achievements, career n, and company culture. Merrick takes approach on Twitter but also tweets on p topics and during events.

THE TIME FOR SOCIAL MEDIA. Kaye client relations/funding specialist at **the Engineering Corporation** (Sidney, person civil engineering firm, says the ntered social media in fall 2010. The as a presence on Facebook, LinkedIn, r and a WordPress blog.

o the blog every other Friday, and then log post on our other social media ac- rchers said.

ck, Choice One also has a written poli- R manual as a safeguard.

way to ensure that everyone is on the ” Borchers says.

wo people who handle their social me- hic designer/marketing head and the harge of client relations.

FREE According to Business Manag- e Evans, **EMCS, Inc.** (Milwaukee, WI), n, multidisciplinary civil engineering ed its social media campaign about ago. The firm started with LinkedIn ok and most recently joined Twitter.

not have a social media policy but has mployees with guidelines for etiquette riate behavior on social media sites.

one person who drives the social me- t, but there is a group that works to- ideas. Here is the firm’s social media and content outline:

Facebook: Typically two to three updates a week (maximum). The content focuses on work cul- the human side of the company: com- ings, meeting and events, job openings, updates, and works in progress.

Twitter: One to two tweets per week about work ompany culture, career fairs, and engi- chools.

LinkedIn: One to two updates per week on job job anniversaries, promotions, organi- news, employee involvement in associa- d articles about engineering. ▀

A simple refresh

New website, strategic social media integration combine for real marketing results



Christina Zweig

MARKETING MATTERS

Taking home Third Place in the Online Marketing Category of the Marketing Excellence Awards, **P.W. Grosser Consulting** (Bohemia, MY), a small environmental engineering firm, modernized its online presence in a few simple steps.

With a general purpose of utilizing the online marketing campaign to increase PWGC’s visibility online, the firm decided to hire Digital Motion to create a new website, utilize SEO to increase its PageRank on Google, and help with social media networks to gain a stronger online presence.

PWGC’s website update began at the end of 2013, the previous website had been created in 2009.

“PWGC knew that an up-to-date website shows that a company stays on top of all of their materials, even those that may not generate a huge buzz,” said Nick Anastasi, marketing director.

Before 2014, PWGC’s online presence was weak. The firm had an out-dated website, social media networks that were static, and its PageRank on Google was nonexistent. After deliberation and discussion, PWGC decided on a design that best fit its vision, mission, and overall marketing goals and launched a website with a simple, modern design that presents a professional and clean look. The navigation from page to page is clear, and it does not take more than two clicks to obtain and gather information.

Along with its new website, PWGC began to increase its activity on Facebook and Twitter, posting relevant news and information on a daily basis.

PWGC determined that an online marketing method that utilized its website and integrated social media networks would best fit its goals. Every piece of content is posted on the website first, then mirrored onto social media for increased visibility.

PWGC’s initial target audience is industry leaders, engineering firms, and individuals whom practice engineering. So, the firm wanted to provide up-to-date news and information for the industry. ▀

CHRISTY ZWEIG is a Zweig Group managing and marketing consultant. Contact her at czweig@zweiggroup.com.

WHAT’S WORKING:

- The website is used as a “backbone,” with content mirrored on social media networks.
- Steady growth of visibility and activity.
- Website and social media networks viewed as “ongoing campaigns” with adjusted benchmarks.

RESULTS:

- Google Analytics were used to gauge the effectiveness of the new website.
- Online sessions, visiting users, and page views increased by roughly 30 percent; duration of web views increased by 5 percent; bounce rate dropped by 18.7 percent; and new visits increased by 3.55 percent.
- Strong and steady growth were also reported on both social media networks.

RESOURCES

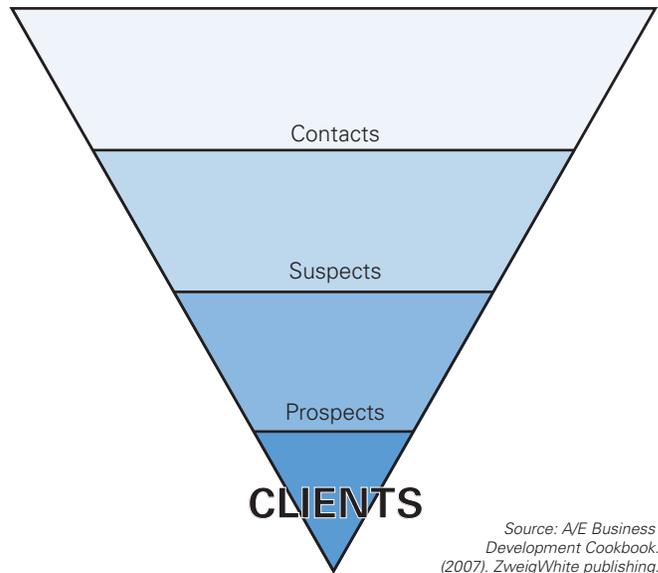
A/E BUSINESS DEVELOPMENT COOKBOOK Many organizations achieve rapid, ongoing growth through the planned use of business development tactics. Regardless of size or discipline, firms profit by making business development an ongoing process and requiring the commitment of the entire firm.

The Zweig Group's A/E Business Development Cookbook outlines strategies to:

- identify, capture, and qualify opportunities;
- coordinate marketing and business development efforts;
- build lasting client relationships;
- decide upon, negotiate, and close deals;
- develop a business development program;
- align the firm's business development goals and strategic plan;
- ensure that everyone in the firm plays a role in business development

The following chart – just one of the helpful resources in the book – depicts a firm's opportunity pipeline for developing new clients. For more information, visit ZweigGroup.com/books.php.

PROJECT MANAGEMENT AND THE OPPORTUNITY PIPELINE



Source: *A/E Business Development Cookbook*. (2007). ZweigWhite publishing.

STRATEGY, from page 5

The company correctly predicted that digital technology would replace film, which concerned them for obvious reasons. But, even armed with data and spot-on projections of the future of photography, Kodak was unable to make the decisions and execute the initiatives it knew it had to in order to survive. Through this case study, we see several problems at Kodak that A/E firms can use to execute strategic plans and create visionary companies.

- **Have aggressive support from the C-suite.** Fortune magazine estimates that 70 percent of CEO failures are due to failure to execute the strategic plan, as opposed to the plan itself. This certainly reinforces the point that building a visionary company is more about the execution than the actual vision. CEOs must drive execution and never let up. Accountability for progress should be a part of the operational structure of the company. From the top-down, strategic plans and execution should be talked about and the results celebrated often.
- **Have a clear plan.** Our approach to strategic planning involves a great deal of research and data. We do this well ahead of a "retreat." In Kodak's case, the company had the data and spot-on projections but failed to translate it into a clear and simple plan to execute. There was some degree of "analysis-paralysis" among the team and a resistance to do anything that interfered with their core business – film. Clarity of the plan is essential in order to get support from the organization. Support and buy-in are critical.
- **Always be willing to change.** Strategic plans are all about change, and that is a big stumbling block for A/E firms. As in Kodak's case, leadership could not agree to change in order to survive and therefore lost the organization and their once prominent position among the world's largest companies. This is despite the fact that they invented digital technology and had the advantage initially! Resistance to change and analysis paralysis are big problems in A/E firms, and although we are not usually dealing with a market change as big as film going to digital, we still have many market changes that demand we stay ahead of them. A good strategic plan is one where everyone is willing to be something else. Change is inevitable.

PLANNING FOR MARKETING

According to the Zweig Group's A/E Marketing Fitness Plan, firm leaders can ensure that marketing is integrated into the strategic plan by:

- Including a marketing representative in the planning process.
- Ensuring that the marketing representative tracks the costs and benefits of all marketing efforts.
- Ensuring that the marketing representative knows everything about the firm's competitors and clients.
- Developing a defined mission and vision for the firm.
- Determining the firm's core markets and services.
- Evaluating the strategic plan frequently.
- Using the strategic plan as the basis for the firm's marketing plan and marketing budget.

"The importance of strategic planning is paramount, and a well-executed plan can provide immense benefits to a company."

The importance of strategic planning is paramount, as firms are doing well again and have the opportunity to design a plan that can enhance current success and better prepare themselves for the next market downturn. My best advice is to break the tradition of a strategic plan that is overly complicated while being just vague enough to evade accountability. Come up with a clear and simple plan, driven by data and research that the entire organization can get behind. Then make the execution of the plan a part of your daily business and drive hard until you get it done. The Kodak story tells us that no matter how big you are or how important you see yourself to your clients, if you do not plan and execute strategically, your story can change quickly and the consequences can be disastrous. ■

CHAD CLINEHENS is Zweig Group's executive vice president. Contact him at cclinehens@zweiggroup.com.

What's your legacy going to be?

Building a strong legacy not only validates your life's work, but also gives future generations the opportunity to lead and leave their imprint.



Stephen Lucy,
managing
principal, J.O.

No matter how people frame it, we all look at life asking the question: How will I be remembered? This is not ego speaking; it is about making transition plans. Professionally, the most powerful things we can leave behind are the accomplishments created by the entity that we and others have built over the course of our careers.

So, how do you create legacy value? What are the key considerations? In my view, there are seven aspects of developing your firm in order to build a lasting legacy:

- 1) **Your culture.** There is considerable conversation today about creating a strong firm culture. Perhaps this conversation reflects the generational changes that are taking place, as firm leaders near retirement and younger managers step into executive positions. The culture of a firm is based on many core values that you have established over time. How do you treat your employees? Is your team known for its technical expertise? How does your staff interact with each other? How do they interact with your community? A strong culture can withstand the business cycles that inevitably impact every firm. A well-defined culture that has been passed down and embraced by every employee grows richer over time.
- 2) **Your leadership.** Selecting future leaders often depends upon your hiring and training processes. What programs do you provide to cultivate future leaders? What expectations do you place on their performance? Do your leaders value the culture you have created? Can your leaders manage generational shifts without sacrificing the core values you have built? Answers to these questions will define your legacy plans. In addition, developing a sound mentor-protégé program enables those younger leaders to understand how you expect business to be practiced and, ultimately, how you expect your vision to survive when you have exited.
- 3) **Your technical expertise.** It goes without saying: You must deliver the goods. Your ability to do outstanding work and to attract the best and the brightest to your firm will help to build your reputation, impact your growth, and provide a path of success that legacies are built upon. It also goes without saying: Clients seek out firms of great repute. Securing projects that give your team the opportunity to be challenged professionally is one of the best opportunities you can provide.
- 4) **Your diversity.** There are two types of diversity that matter: business diversity and staff diversity. From a business viewpoint, greater diversity delivers greater opportunities to perform and grow. Whether you diversify your service offerings, enter new markets, or expand geographically, business diversity enables

"In the course of my career, I have seen self-centered leaders undermine their businesses' success. I have also seen them thrive but lose their legacy with their passing."

you to provide unique challenges and opportunities to your staff.

Staff diversity reflects your commitment to cultural inclusion. Does your team match the demographics of the community in which it operates? Cultures and communities are rapidly changing, and you need to align with those changes. With women and minority engineers graduating in significant numbers today, how much diversity do you have among your partners or principals? For that matter, how many other leaders reflect your intentional decision to diversify your leadership and accept that we operate in a global society, not an insular one? We still struggle as an industry with staff diversity, and only through active hiring processes can we address this issue. As long as you are open to the dialogue, your diversity at the top will happen. The question is: How long can you wait?

- 5) **Your vision plan.** Planning is an important component of a successful business. Many firms prepare strategic plans, both for the short-term and the long-term. There is another plan – the vision plan – that is equally important, if you are to leave a legacy. How recently have you considered what you want to leave when you are gone? Have you made progress in fulfilling these goals? How will you overcome obstacles in order to realize your vision of what you are trying to accomplish? If you can paint that vision, people will support it, join in, and – if they sense they will be rewarded – help you pursue that vision. They may have their own vision, but individual goals do not have to be mutually exclusive.
- 6) **Your public relations.** A firm's legacy shouldn't be skewed to a "one person/dominant

See STEPHEN LUCY, page 10



BUSINESS NEWS

JACOBS AWARDED ENVIRONMENTAL ASSESSMENT SERVICES CONTRACT

Jacobs Engineering Group, Inc. (Pasadena, CA), a 66,000-person provider of technical professional and construction services, announced that it was awarded a contract to provide environmental impact assessment services for Sydney Rapid Transit, a rail project in New South Wales, Australia. The project is part of the NSW government's 20-year Sydney Rail Future plan to improve public transportation to meet the needs of an expanding population.

The new 18.6-mile track will extend the North West Rail Link, of which Jacobs is currently contract manager, through a tunnel under Sydney Harbor. At least three new train stations are planned for the Sydney Central Business District, with two additional stations planned for north of the city. When complete, the rail system will aim to deliver a train every two minutes through the heart of Sydney, allowing for 60 percent more trains during peak hours and serving an additional 100,000 people each hour.

Jacobs is working with the government, customers, local communities, and businesses to assess the impacts of the project.

"We are delighted to continue our work with the NSW government on another important element of its strategy to improve Sydney's transport network," said Michael Shirley, Jacobs Group's vice president. "We will be working closely with all stakeholders to deliver the best possible outcomes for all those impacted by this high profile project."

ENNEAD ARCHITECTS WINS SHANGHAI PLANETARIUM COMMISSION

Ennead Architects (New York, NY), an architecture firm, will design the Shanghai Science and Technology Museum's new planetarium. Ennead was awarded the commission through an international competition.

The design will be led by Ennead Principal Thomas Wong and Managing Partner Guy Maxwell and aims to build a scientific identity for the Lingang district, south of the city's central business district. The design strategy was influenced by the astronomical principle of orbital motion.

Three key features – "celestial bodies" – comprise the 409,000-square-foot structure's architecture: the oculus, inverted dome, and sphere. Each element serves as an astronomical instrument, tracking the sun, moon, and stars.

The oculus will be a suspended, central element that demonstrates

passing time by tracking a circle of sunlight on the ground across from the planetarium's plaza and reflecting pool. The inverted dome will denote a transition from the interior to the spatial, and the sphere will house the planetarium's theater.

The planetarium seeks to offer futuristic views of China's ambitious space-exploration program while maintaining the historic record of Chinese astronomy. It will host various programs, including permanent and temporary exhibitions, a digital sky theater, an optical planetarium, and IMAX theater, an education and research center, a solar telescope, a youth camp, and an observatory. Construction completion is slated for 2018.

FOSTER + PARTNERS AWARDED QATAR WORLD CUP STADIUM

Foster + Partners (London, UK), an international architecture and integrated design firm, will design the 80,000-seat stadium to house the opening match and closing ceremony of the 2022 FIFA World Cup in Qatar. The firm will work with sports architecture specialists **Populous** (Kansas City, MO) and **Arup** (London, UK) on the structure's engineering.

The Supreme Committee for Delivery & Legacy, the organization overseeing preparation for the 2022 World Cup, has said that the stadium will be the centerpiece of Lusail, a city being planned by international developer Qatari Diar. The total project will cost an estimated \$45 billion and is expected to become the residence of about 400,000 people.

"This is an exciting step forward in stadium design," said Norman Foster, founder of Foster + Partners. "It will be the first to break the mold of the free-standing suburban concept and instead anticipates the grid of this future city, of which it will be an integral part."



GOOD TO KNOW

Has your firm experienced exceptional growth and performance over the past three years? The Zweig Group Hot Firm List recognizes the 100 fastest-growing architecture, engineering, planning, and environmental consulting firms in the U.S. and Canada – firms that have become leaders in their fields.

To be considered for this award, firms must fill out a short application and are ranked by a score comprised of both dollar and percentage revenue growth rate over a three-year period. Award applications are now available at zweiggroup.com/awards/the-zweig-letter-hot-firm-list.

STEPHEN LUCY, from page 9

personality" firm. Share the accolades. Allow your emerging leaders to have their own voices and spaces that are still part of the same corporate voice and face, but demonstrate their own unique personalities. If your team agrees with your culture and your views, they will reflect that.

7) Your work/life balance. No one wants a tombstone that reads: "If I had just spent more time at work." The strongest legacy you can leave individually is a balanced life. Each person has his or her own definition of "balance" that combines work, family and community. Valuing these priorities is important and often reflects the honesty of your cultural values. If you encourage work-life balance as an integral aspect of your firm's culture, then you must lead by example. Acting out of step with your firm's values undermines the culture you seek to sustain.

ALTHOUGH EGO ISN'T A BAD WORD, PUT IT ASIDE FOR LEGACY'S SAKE. When I was a kid, my mom likened ego to a superpower. She said you could use it for good or for evil. In the course of my career, I have seen self-centered

"Don't let your ego distract you from having balance in your life and in your work. Lead by example. Embrace your culture and the values you have worked so hard to share."

leaders undermine their businesses' success. I have also seen them thrive but lose their legacy with their passing.

The key is to focus your resources and efforts on the firm as a whole. Don't let your ego distract you from having balance in your life and in your work. Lead by example. Embrace your culture and the values you have worked so hard to share. And, when it is time for you to leave, look back on the legacy you have built for future generations. That's something to celebrate! ▀

STEPHEN LUCY is managing principal at JQ in Dallas, TX. Contact him at slucy@jqeng.com.

GOALS

Planning for the future

Industry leaders discuss the long-and-short of ensuring their firms are strategically positioned to succeed.

BY LIISA ANDREASSEN
Correspondent

When planning for the future, it's important that companies set both short- and long-term goals. Though they are related, the planning and execution of the two goal types is different. Below are three executive's recommendations for getting your plans in place.

START WITH A STRATEGIC PLAN. Brian Delaney, CFO, **GATE, Inc.** (Houston, TX), a deep-water oil and gas engineering company, says that the financial goals of any sizable company will flow directly from and be a function of the strategic plan. This plan usually projects out about five years and answers questions about the size, lines of business, geography, work force and training needs, and corporate structure a company wants to achieve through its initiatives.

"Involving appropriate management levels in the development of that plan to achieve buy-in on the front end will inspire them to create and execute the operational steps to achieve the goals," he says. "This, in itself, will develop a long-term focus to decisions, approach, and personal ambitions within the company."

Delaney advises that the financial plan involve such things as financial structure, debt levels, credit facilities, and, very importantly, incentives for achieving stated goals. The latter should parallel the strategic plan and provide long-term incentives for key management, such as stock options that vest over time and with amounts that are tied to production.

"Key management must know they will be rewarded upon a successful execution of the strategic plan and have some sense of what is important on the financial side of the company, such as available cash, funds needed for acquisitions, new infrastructure or capital needs, which compete for funds which might otherwise go to them each year," Delaney says. "Keeping them informed of the financial health of the company and progress toward its goals is very important and will keep them focused on their responsibilities and confident that the long-term interests of them and the business are being met."

Though it differs from the annual goals set for

"Involving appropriate management levels in the development of (the strategic) plan to achieve buy-in on the front end will inspire them to create and execute the operational steps to achieve the goals. This, in itself, will develop a long-term focus to decisions, approach, and personal ambitions within the company."

SPEAKING OF STRATEGY...

Zweig Group's A/E Strategic Planning Cookbook defines strategic planning as "developing a future vision for your firm, planning what it will take to achieve that vision, and implementing a plan."

It's important to set the strategic plan apart as its own entity. Common misconceptions about strategic plans often equate them to:

- **Marketing plans.** Though marketing goals should be integrated in the strategic plan (*see Pg. 8*), strategic plans should touch upon virtually every management and operational issue within the firm.
- **One-year plans/budgets.** One-year plans and annual budgets are important and provide valuable information for business and marketing plans. However, strategic plans provide long-term roadmaps for firms. Though they include dollar amounts, strategic plans are more comprehensive than budgets and should state the firm's vision, along with time-sensitive action-items that are assigned to specific managers.
- **Management retreats.** Some firms conduct annual retreats, but such meetings rarely focus on long-term planning. Strategic plans allow firms' leaders to build something together – to design the future of their companies. Strategic plans focus on deliverables, whereas management retreats usually result only in talk.
- **Team-building exercises.** Though team members should feel good after developing the strategic plan, the planning process is not a feel-good team-building session. The team should be stronger after building something together, but creating a strategic plan is much bigger than its positive interpersonal byproducts.

TALK TO US

Do you have an interesting story to tell? Is your company doing things differently and getting results? Let us know. We'd love to contact you and feature you in an upcoming case study. If interested, please email LSullivan@zweigwhite.com.



See PLANNING, page 12

TRANSACTIONS

HURT & PROFFITT ACQUIRES WARNER WHITE

Hurt & Proffitt Inc. (Lynchburg, VA), a civil engineering firm, has acquired **Warner White Engineering Partners Inc.**, a civil engineering and land development design firm, also in Lynchburg. WWEP will join H&P's Lynchburg operation and do business as H&P at the firm's current location, 118 Cornerstone St.

"We are excited about the opportunities that the combined forces of our two firms will hold for the future," said H&P President Bif Johnson. "Our industry is rapidly changing and growing. This acquisition will allow us to

meet those changes head-on and to expand our services."

Founded in 2010, WWEP specialized in land development projects for commercial, residential, and institutional clients. The firm also provided infrastructure planning and designs for VDOT and municipalities, including transportation, water, and wastewater projects.

H&P was founded in 1973 and has offices in Lynchburg, Norfolk, Roanoke and Wytheville. Combined, H&P and WWEP will be a full-service civil engineering and surveying firm, strategically positioned to serve clients on

commercial, industrial, institutional, and municipal projects.



GOOD TO KNOW

Zweig Group will soon release the 2015 Merger & Acquisition Survey of A/E/P firms.

Past respondents of any survey receive 65 percent off the cover price. Learn more: zweiggroup.com/survey.php.

Has your firm recently acquired or merged with another firm? We'd love to share your news! Please send press releases to Andrea Bennett at abennett@zweiggroup.com.

PLANNING, from page 11

short-term performance/special situations, a successful strategic plan should increase the value of the company and, hopefully, enhance the annual reward received by employees along the way.

Dorothy Grimes, controller at GATE Inc., says that an annual review of the strategic plan to ensure that the company and the strategic plan are aligned is also important to reaching financial goals.

"Markets change, technology changes, and businesses evolve. An annual update and alignment of the strategic plan is important to keep the company moving forward toward revised long-term goals," she says.

Shorter-term goals, such as annual budgets, should be reviewed against performance on a regular basis (e.g., monthly or quarterly) to determine whether those goals are being met. Forecasts for the remainder of the year should be made to ensure timely adjustments.

"This shouldn't be done by the operations or finance functions alone. To be successful, these reviews should involve open discussion and collaboration with key management throughout the organization. Consolidation of the results of these annual re-forecasts allows management to evaluate where the company is during the year and address near-term issues and challenges in a timely manner to ensure that the company stays on track for the long term plan," Grimes explains.

FINANCIAL MODELS HELP WITH COMMUNICATION.

Use of financial models to project the near-term and long-term impact of changes such as business lines, sales, costs, and geographies allows the company to fully understand the implications of those changes.

For financial models to be useful, Grimes says the finance function should have regular communication with operations to understand the nature of each segment's operations and the relationship of cost and revenue transactions within that segment.

The finance function should ensure that the financial model captures those relationships. Similarly, operations management should review and discuss the periodic financial results with finance to ensure understanding of the

"A diversified market-sector mix can be achieved through securing clients within new market sectors or cross-selling to current clients, diversifying within the existing client base."

model and results.

NUTS AND BOLTS – LONG- AND SHORT-TERM. Marcy McCoy, controller at **MacKay Sposito** (Vancouver, WA), a 139-person consulting firm specializing in energy, public works and land development, says that an important long-term financial goal for the firm is developing a revenue stream that is derived from a diversified market sector mix.

"A diversified market-sector mix can be achieved through securing clients within new market sectors or cross-selling to current clients, diversifying within the existing client base," she says. "The diversification is planned to help insulate us from shifts in any one market sector. Determining the appropriate market-sector mix and setting strategic and annual goals based on that mix gives direction to employees who are selling and developing relationships with existing and potential clients. It also provides opportunity to create tools that will measure how far we have come toward achieving this goal."

A short-term goal Mackay Sposito is working toward is creating a meaningful budget based on the business plan and annual goals.

"There are a number of ways we could spend money throughout the year; making sure we spend to achieve our goals is paramount. Communicating goals and creating accountability through the budget gives guidance to employees who are spending and allows us to follow-up on how well we are achieving our goal," she says.

Ultimately, the key to achieving both short and long-term financial goals is to plan, communicate, and follow up. In order to have a flow of communication, Delaney says that an open environment that encourages sharing data is not only informative, but also accentuates the trust the company has in management, which is beneficial to the overall corporate culture. ▀