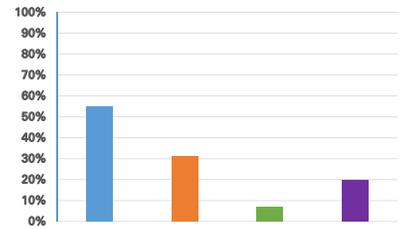


TRENDLINES

Firms' maternity leave policies



Zweig Group's [2015 Policies, Procedures & Benefits Survey](#) finds that maternity leave policies vary at A/E consulting firms. More than half (55 percent) of firms surveyed provide **limited unpaid leave** to new mothers. About a third (31 percent) provide **limited paid leave**, and 7 percent offer **unlimited unpaid leave**. Twenty percent of firms surveyed **do not have maternity leave policies**, requiring employees to use vacation or sick leave after the birth of a child. Respondents were allowed to select more than one answer for this question.

— Leah Santos, research analyst assistant

Endless possibilities

When it comes to generating opportunities for your firm, the more, the better.

“Isn’t it time you started creating more possibilities in every area of YOUR business? Time’s a’wasting! Get with it!”



Mark Zweig

EDITORIAL

Entrepreneurial architects and engineers all do one thing well – they create lots and lots of possibilities. The more possibilities, the greater the chance something good will happen. This is confirmed to me every single day through observing our clients and seeing it in my own businesses.

Here are some specifics:

- 1) More clients.** The more clients you have, the greater the chances that one of them is going to need you to do something – maybe a whole lot of something. One hundred clients is better than 10 clients. A thousand clients is better than 100 clients. The more clients you have, the easier it is to part with those who won’t pay good fees, won’t pay their bills, won’t do what they should, or who are just plain difficult and no fun to work with!
- 2) More services.** The more services you provide, the greater the likelihood that one of them will be in short supply and high demand. Something is always hot; something is always not. Minimize the odds of being in a dead service area by having lots of diversity in the services you provide. Don’t define what you do so narrowly that you reduce your possible points of entry to a client.
- 3) More locations.** One area may be hot and another not. It’s good to be somewhere hot, though, so you aren’t fighting uphill battles in every location. And when one area is hot – and doing well – it can help feed your other locations and prop them up until they are hot again. Yes, more locations do create a certain amount of redundant overhead and inefficiency. But, when it comes to the sustainability and consistent financial performance of the enterprise, they often make sense.

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MORE COLUMNS

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Arora takes flight

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A company-wide centennial celebration

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TRANSACTIONS

HORTY ELVING, WOLD ARCHITECTS AND ENGINEERS TO JOIN FORCES In a move that Zweig Group consultants helped facilitate, [Wold Architects and Engineers](#), a 130-person architecture and engineering firm, has recently expanded its services to enhance their healthcare practice through joining forces with [Horty Elving](#), a 30-person architecture/engineering firm. The merger is expected to be finalized in November, and both firms see the immediate and long-term benefits to their clients.

Horty Elving Senior Vice President Leo Monster says: "The merger with Wold brings additional capabilities and resources in delivering ever more complex and diverse projects. We look forward to continuing our high level of personal service to our clients."

The partnership brings together two firms that share a common vision of client-centered collaboration. Wold Architects and Engineers, with its extensive government and education portfolio, and Horty Elving with its 100 percent focus on healthcare and senior environments, together offer greater opportunities and depth to serve their clients. Both firms will maintain individual identities, and the merger will allow for synergy between the firms' strengths and talented staff.

"We are excited about this next chapter for Horty Elving" says Wold Senior Vice President Rick Moore. "We have found a great cultural fit, as both our firms are built upon an honest, straightforward approach with a high level of expertise and experience in our client types."

A Twin Cities-based firm established in 1955, Horty Elving's experience includes designing hospitals, senior living environments, behavioral health facilities, healthcare, and senior living campuses in both urban and community settings. Its services include architecture, engineering, master-planning, interior design, and sustainability, and ranks 45th in the nation as a healthcare firm. Wold is an industry leader in providing services for public sector education and government clients, with local commitment and national experience. Founded in 1968, Wold provides expertise in architecture, engineering, planning, energy efficiency, interior design, and historic preservation. Wold is headquartered in the Twin Cities and has offices in Illinois, Michigan, Colorado, and Iowa.

Wold Partner Scott McQueen says, "The merger of our firms offers a combined depth of experience providing communities with exceptional expertise in education, government, and healthcare. As each firm shares its own unique culture and experience, both will continue to uphold long traditions of staff development, thought leadership, innovative design, and most importantly, a strong commitment to our clients and their missions."

Along with Leo Monster and Rick Moore, others joining the Wold leadership team include Kevin Broich, Nick Thompson, and Sara Malin. Joining Wold, with offices in Illinois, Michigan, Colorado, and Iowa, will increase Horty Elving's geographic reach and allow for closer contact with its upper Midwest client base. The entire dedicated Horty Elving team will continue to serve their healthcare clients as they have for more than 50 years.

MARK ZWEIG, from [page 1](#)

4) More proposals. The more proposals you're writing the greater the odds you'll win some new work. Not to say I believe in throwing balls of mud against the proverbial barn wall to see what sticks – these should be quality proposals, well-researched and thought-out. But numbers (i.e., possibilities) **ARE** important to your chances of winning new projects. Keep writing proposals even when you don't need the work to make sure you won't have a problem.

5) More job candidates. The more people you have to consider for any job you want to fill, the better off you are. You'll make a better decision **AND** be more likely to fill the job, because your top-ranked candidate may turn down your offer for any number of reasons. Choices – lots of them – improves the quality of your decision making.

Don't stop recruiting when you have just one or two possible hires. I see a lot of firms making this mistake. Keep recruiting until you have a signed offer acceptance letter.

6) More people selling. The more people you have in your firm who can sell work, the better off you will be. More people equates to more possibilities to make a sale. It also greatly improves the value of the enterprise when selling activities are not restricted to one or a few people. That reduces the overall risk associated with the business. This is why everyone needs to be trained in how to sell!

Isn't it time you started creating more possibilities in every area of YOUR business? Time's a'wasting! Get with it! ▀

MARK ZWEIG is president and CEO of Zweig Group. Contact him at mzweig@zweiggroup.com.

JENSEN HUGHES, SERECA CONSULTING ANNOUNCE MERGER JENSEN HUGHES and [Sereca Consulting Inc.](#), headquartered in Vancouver, BC, Canada, announced that they have reached a merger agreement, which will enhance the position of the combined organization as a global leader of specialty engineering and consulting services in several vertical markets, including transportation, education, healthcare, institutional, industrial insurance, and energy.

The two companies have been preparing an integration plan to communicate the combined firm's increased capabilities to current and prospective clients and staff. The integration process began immediately and is designed to leverage the strengths of both firms. The combined company will have revenues approaching \$150 million and nearly 700 employees.

FOLEY ACQUIRED BY ENERFAB POWER & INDUSTRIAL [Foley Co.](#) (Kansas City, MO) has been acquired by [Enerfab Power & Industrial Inc.](#), of Cincinnati, for an undisclosed price.

Enerfab representatives said Foley will keep its name, and its offices in Kansas City and Nashville are expected to remain open. Foley has about 250 employees. Foley is considered one of the top 100 specialty contractors and top 500 mechanical contractors in the U.S.

Enerfab is a construction, electrical, and maintenance services company that has about 4,000 employees nationwide.

THE ZWEIG LETTER

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Arora takes flight

Family owned Pennsylvania firm aims to be steady and smart with growth and diversification; introduces new GIS technology for airport analytics.

By RICHARD MASSEY
Correspondent



Manik Arora,
President & CEO,
Arora Engineers
Inc.

Arora Engineers Inc. (Chadds Ford, PA.) might have started out in a basement, but the firm began flying high early on. With a revolutionary technology in its hands, a solid reputation that stretches from Philadelphia to Singapore, and the leadership of president and CEO Manik Arora, the firm expects to soar even higher.

The family-owned aviation and transportation firm is nationally recognized for its expertise in digital passenger signage and way finding. So, it comes as little surprise that Arora Engineers, in connection with one of its technology partners, developed GeoMetri Enterprise, a GIS, cloud-managed, wi-fi-based technology that offers a near real-time location system for tracking wi-fi enabled devices inside or outside a building to within six to 12 feet of accuracy. The system works with iPhone, iPad, Android, BlackBerry, Windows Mobile, and Symbian.

“Of course I learned from my father – his business philosophies included teamwork, consistency, and responsiveness – things we consider to be key to our success now and into the future. I also think the family aspect brings more of a special focus on people – everyone here is family, related or not.”

Arora recently presented the technology at the Smart Airports and Regions Conference and Exhibition in Atlanta.

“The technology is revolutionary, as it is a physical movement analytic software that we will exclusively market to North American airports,” Arora says. “It provides curb-to-gate analytics to airports on things like dwell times, unique visitors, concession visits, and restroom/facility usage. It’s incredibly useful and powerful information that can be used to better manage the customer experience.”

While Arora Engineers is on the cutting-edge of planning and design – the firm just landed a big contract with Changi Airport in Singapore – its

“The biggest challenge has been keeping our corporate philosophies while simultaneously growing new staff and new offices. A strong emphasis on communication and consistency is key. It’s about having the right team in place to make it happen.”

roots are traditional. Founded in 1986 by Arora’s father, Mike, the business is still owned by father and son.

“Of course I learned from my father – his business philosophies included teamwork, consistency, and responsiveness – things we consider to be key to our success now and into the future,” Arora says. “I also think the family aspect brings more of a special focus on people – everyone here is family, related or not.”

The firm has grown from a one-man operation to about 100 employees, who work from nine offices in Boston; New York; Philadelphia; Baltimore; Charlotte, N.C.; Atlanta; Ft. Lauderdale, Fla.; San Francisco; and Chadds Ford. Arora Engineers is also looking to expand. Arora says the firm is working on a few potential acquisitions and, in the coming years, a plan for expanding west of the Mississippi River will be defined.

Arora Engineers has three lines of business: planning and design; program and construction management; and facility management.

“The diversity of revenue keeps the firm strong, but the real trophies and growth come from expansion of our planning and design practice,” Arora says.

Digital passenger signage and way-finding projects include those at the international airports in Boston, Philadelphia, Atlantic City, San Francisco and Portland. Major construction projects include the Capacity Enhancement Program at Philadelphia; Terminal E Renovation at Boston; Terminal B/C Renovation at Ronald Reagan Washington National Airport in Washington, D.C.; and the Green Line rail extension in Boston.

See [ARORA](#), page 4



BUSINESS NEWS

COLLABORATIVE AWARDED WIKIPEDIA PROJECT GRANT TO ADDRESS LACK OF FEMALE ARCHITECTS Collaborating organizations [ArchiteXX](#) (New York, NY), [Parlour](#) (Melbourne, Australia), and [n-ails](#) (Berlin, Germany) have been awarded a \$14,000 Wikipedia Project and Events Grant for their initiative, More Female Architects on Wikipedia, which aims to contribute more profiles of women architects to the site, one of the world's most widely consulted research databases. Those interested in volunteering for the project should email Lori Brown at lbrown04@syr.edu.

REGISTRATION OPEN FOR ASLA ANNUAL MEETING, EXPO The [American Society of Landscape Architects](#) has opened registration for its 2015 Annual Meeting & EXPO, to be held November 6-9 at McCormick Place in Chicago. ASLA's annual meeting is the largest gathering of landscape architecture professionals and students in the world.

The 2015 meeting's theme is Perspectives, and it aims to highlight the comprehensive viewpoint that helps enable landscape architects to effectively solve complex planning and environmental design challenges. More than 6,000 attendees are expected, and the meeting will feature a diverse range of expert speakers and exhibitors. For more information, visit aslameeting2015.com.

FIRMS ON THE MOVE

MULVANNYG2 ARCHITECTURE OPENS NEW SEATTLE HQ [MG2](#), formerly MulvannyG2 Architecture, which provides architectural services, planning, interior design, brand strategy, and consulting services, has announced the opening of its new Seattle headquarters located in the 1101 Second building. The company also announced a new, more concise name – MG2 – and an overall brand refresh that presents a clearer representation of the firm's work around the world with leading retailers and commercial developers.

"Bellevue has been home to our headquarters office for many years, and we look forward to continuing our work with clients, partners and community members in the Eastside area," said CEO Mitch Smith. "Continuing to drive connectivity with our clients and the community is the central vision for our new workspace. With the Seattle office, we found a unique opportunity to support business efficiencies while bringing the next evolution of our brand to life and creating a space that enables people to do their best work."

MG2 revitalized approximately 64,000-square-feet on three floors of the four-story 1101 Second building, designed by Pacific Northwest modernist architect Paul Thiry and built in 1967. MG2 brought together a diverse team of its retail design, office design and brand strategy experts to develop the office space.

"Increasingly, we see the importance of bringing the retail sensibility into different environments, from the workplace to hospitality to healthcare. It's essential to consider the customer journey and branding in the same way a retailer makes decisions to remain relevant to consumers," said M.J. Munsell, principal and retail market design leader. "In designing the office space, we incorporated the retail mindset and created an ecosystem of interconnected places that give people choice and control over where and how they work."

The design of the MG2 space takes advantage of the building's mid-century aesthetic and expansive floor plates to create an open, flexible environment that supports different work styles while creating new opportunities for collaboration. The variety of workspaces available includes individual workstations, open and enclosed meeting areas of all sizes as well as "quiet rooms" for individual work or small group meetings.

MG2's office renovation also reflects a commitment to sustainability, targeting LEED gold certification and incorporating a variety of reclaimed, renewable and locally sourced materials and energy-efficient fixtures.

WE WANT YOUR NEWS Have you expanded your business to offer new services or the same services to a new location? Did you receive an award or a project contract that you want everyone to know about? If so, send your press release to abennett@zweiggroup.com for inclusion in TZL.

ARORA, from [page 3](#)

Having experienced meteoric growth over the past three decades, a key challenge has been to manage the expansion. But, by growing its offices and staff and taking a big step into the international arena, Arora Engineers has been equal to the task.

"The biggest challenge has been keeping our corporate philosophies while simultaneously growing new staff and new offices," Arora says. "A strong emphasis on communication and consistency is key. It's about having the right team in place to make it happen."

Because of a 51 percent-plus ownership by a minority individual, Arora Engineers is certified as a Minority Business Enterprise. The firm is also certified as a Disadvantaged Business Enterprise, a designation important when working on contracts with federal funding.

"Both certifications provide value to the aviation and transportation sectors by fostering diversity in the businesses who work on the contracts," Arora says. "Ultimately, our goal is to be the best firm, period. If we do that, good things are going to come."

Arora graduated from Drexel University with a bachelor's in electrical engineering and is registered in more than 25 states. He has more than 25 years of specialized experience in the planning, design, and construction management of

"The diversity of revenue keeps the firm strong, but the real trophies and growth come from expansion of our planning and design practice."

airside and landside projects for major hub airports, airlines, and support facilities. He is a member of the Society of American Military Engineers, Institute of Electrical & Electronic Engineers, National Fire Protection Association, National Society of Professional Engineers, Engineers' Club of Philadelphia, American Airports Council, and American Association of Airport Executives. And he was recently appointed to the Airport Consultants Council, the global trade association that represents private businesses involved in the development and operations of airports and related facilities.

Arora, 45, is married to wife, Popsy, and has a son, Gaurav. He is an avid tennis player. Though Arora's career is far from over, and though he has already achieved a great deal of success, it all started simply.

"Growing up watching my father as an electrical engineer working for the United States government was an inspiration," he says. "I did an internship at Philadelphia International Airport in 1990 during college. That solidified that I was going to be an aviation-transportation junkie." ▀

OPINION

Do you suffer from atychiphobia?

Implementing some basic tactics can help you ensure that the fear of failure doesn't stop you from setting lofty goals for your firm and employees.



Christina
Zweig

MARKETING MATTERS

Do you suffer from atychiphobia – the abnormal, unwarranted, and persistent fear of failure? Those suffering from atychiphobia are so afraid to fail that they won't even try to succeed. These people have difficulty setting goals and stray away from all types of risk.

As a leader of an A/E/P or environmental consulting firm, you certainly couldn't get to where you are while suffering from this debilitating phobia, but that doesn't mean that fear isn't constricting your decisions and the way you manage your firm.

"If you do fail to achieve your goals, don't beat yourself up or get discouraged, instead get motivated."

From my experience working with firms in the design industry, the biggest issue most face is a hesitation to set and publish goals – especially lofty ones. Our recently released *2015 Principals, Partners & Owners Survey of A/E/P & Environmental Consulting Firms* confirms: According to the *Survey*, the biggest cause of conflict among principals is "Firm vision/direction/goals." Among the top causes of conflict is "Lack of vision by some of the principals – they won't go out of their comfort zone."

It's not the vision itself that usually causes problems in a firm; it's a lack of strategies related to marketing, development, and succession.

Here are a few ways to make sure fear of failure isn't running your firm:

- **Don't be so hesitant to set and publish goals, especially as they relate to your firm's growth, success of marketing, and overall business development.** The communication of the firm's purpose and direction is one of the most important tasks a manager has. Don't be afraid to put numbers down for the new jobs you want to win and the work you want to get from repeat clients, and don't hesitate to state that you are going after a particular new market or job and want to win.

"It's not the vision itself that usually causes problems in a firm; it's a lack of strategies related to marketing, development, and succession."

- **Shift the burden of responsibility.** Make everyone in the firm set their own goals that work toward the overall achievement of the firm's goals. Smaller individual goals are more manageable and actionable.
- **If you find yourself straying away from something because you're worried you might not succeed, take some time to imagine the worst-case scenario.** Sometimes extrapolating your fears to the absolute worst possible outcome can make you see how things might be less devastating than you thought – and how unlikely that is to actually occur. It's up to you to balance the potential negative outcomes. If failure is only not winning a job, failing to meet a business development milestone, or a loss of pride – you should probably go for it! Obviously, it's a different story if failure means designing a structure that won't hold up.
- **Systematic desensitization.** If you're afraid to set big goals, force yourself to set smaller ones that lead to larger ones. There's no reward that comes without risk. Take small risks that could lead to bigger returns.

If you do fail to achieve your goals, don't beat yourself up or get discouraged, instead get motivated. Investigate why! Failure can be a good thing, if it's used for something. Take your failures as lessons and do something to fix the problem, change your approach, or come up with a new way of doing things. Chances are, it's not the goal that is the problem; it's the actions. Don't let fear run your business. ▀

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SPOTLIGHT ON: The

OPINION

The moving sidewalk

The current momentum of the A/E market is like a moving sidewalk: Are you in a hurry to pass your competitors or just standing still?



Chad
Clinehens

BRAND BUILDING

What do you do when you are on one of those moving sidewalks at the airport? Do you walk (or run) on the left or do you stand on the right?

In this industry, you and all of your competitors are on a moving sidewalk – the A/E market – that is moving you forward. For many years, our moving sidewalk was broken, leaving many of us idle. Now, times are great and our moving sidewalk is functioning again. A/E firms' revenues are growing. Profits are growing. Hiring is strong. M&A activity is sharply up. The market is hot, and we are finally reaping the benefits of it.

"Now is the time to build something meaningful and strategic with the resources that are available. Now is the time to prepare your firm for the next downturn. It's not fun to think about these things when you are enjoying seeing those days in your rear view mirror, but unfortunately, they are also on the horizon in front of you at some point."

So, are you standing still on the moving sidewalk – simply moving along at the same pace as your competitors – or are you walking – or even running – to pass them?

There are a lot of firms patting themselves on the back for a job well done right now. The market wave we are all riding has everyone on a high and feeling very successful. It's a great feeling! It is important, however, to distinguish between market success and individual firm success. Because the market is so strong, it might actually cause you to relax on some very important activities as you are working to get projects done. Right now, you should be marketing,



selling, and recruiting harder than ever, while strategic planning is top-of-mind.

Making key investments with profits is more important than ever. Now is the time to build something meaningful and strategic with the resources that are available. Now is the time to prepare your firm for the next downturn. It's not fun to think about these things when you are enjoying seeing those days in your rear view mirror, but unfortunately, they are also on the horizon in front of you at some point. Consider these activities to keep you focused on the long term:

- **Update all marketing.** Branding and re-branding activities can be expensive. Many A/E firm websites are stale after little attention for years. Update all of your marketing materials now. Upgrade your website and add functionality and search engine optimization to set your firm apart from the competition. Investing in this now will bring rewards later, when you really need them.
- **Train your staff to sell and perform.** Invest in in-house training, lunch-and-learns, and so forth. Now is the time to focus on selling and doing. Train your project managers to be more efficient and keep jobs moving without numerous meetings and other time-wasters. Also, invest in an on-boarding process that gets new employees engaged and productive quickly and efficiently.

See [CHAD CLINEHENS](#), page 8





OPINION

How does the market perceive you?

Reaching out to clients and colleagues for an outsider's view can help you gain a better understanding of your firm's flaws and merits.



STEPHEN LUCY

BEST PRACTICES

When was the last time you stepped in front of a business mirror to take a close look at your firm? It is only natural for us to focus on all the great things that our firms do, but it's potentially more important to identify and address weaknesses or flaws in business performance. And, who better to know those weaknesses than your clients? Similarly, who is more willing to share your weaknesses with the marketplace than your competitors?

Taking a cold, hard look at your firm, as viewed by outside parties, may require some thick skin, but the process can help you identify ways to improve. The process is often critical to a firm's relevancy or obsolescence. Granted, most of us don't like to look at our flaws, but studying them is the best self-analysis we can do. Knowing your weaknesses enables you to prioritize and address them. It puts you in a position to make improvements that may have been necessary for a very long time.

THE MARKET'S VIEW MATTERS. To a large extent, the market's view is the only one that matters, as it's the source of your work and your staff. External perceptions about your company, developed by others in the market, become your firm's reality. Unless you are actively engaged in the market and seeking out external reviews of your firm, you will not be able to fully comprehend the market's perceptions and, thus, be unable to craft your own story line about your firm and your capabilities.

"Valuable insights about your firm's business can be derived from direct conversations, networking with your peers, and asking those questions that deliver raw realities."

External perceptions influence your growth and success, thus you must be willing to examine every aspect of your firm. Once you complete this examination, don't rush into the changes that may be needed. Prioritize first. Know which are critical and which ones can wait. Look at the long-term value of making changes that will impact your firm's bottom-line. That might mean personnel changes,

"To a large extent, the market's view is the only one that matters, as it's the source of your work and your staff."

deploying better business tools, or integrating newer technologies.

BE ENGAGED IN THE COMPETITION. There are many parallels between business and sports. The most obvious is that there are winners and losers. If you got the project, you beat the competition. However, the competitive process is a continuum, and, for successful teams, there is more work done preparing for the game than during the game itself.

A key piece to success in sports is studying the scouting report on the competition and adjusting your team's approach to exploit the competition's weaknesses and highlight your strengths. This is no different than our day-to-day competition for work, except few of us try to see the scouting report the competition has created about our own firms. Isn't that invaluable information about your firm and how your brand is portrayed in the marketplace?

Sometimes obtaining this information is as simple as asking for it from your clients and peers. If you are honest and trustworthy, even your competitors will speak to you about issues that matter. If information is shared under the right circumstances, where there is mutual trust, what can be lost with this approach? More importantly, consider what can be gained. Valuable insights about your firm's business can be derived from direct conversations, networking with your peers, and asking those questions that deliver raw realities. Why weren't you selected for that

See [STEVEN LUCY, page 8](#)

CHAD CLINEHENS, from [page 6](#)

- **Invest in growth.** Develop your in-house recruiting team or hire a third party to create a constant pipeline of top-shelf talent. Line up candidates for anticipated open positions and replace under-performing or negative staff. Get serious about developing new capabilities and revenue streams now, while you have the funds and time to do so.
- **Update that strategic plan.** Get a group together that can truly affect change and spend a few days talking about your business. Commit to some simple yet powerful initiatives that improve current operations and force you to invest in long term initiatives.

The summary of this is to invest now. Feel good about the times that we are in but keep working as hard as you did in the recession to create work and build your company. Feel the exhilaration as you speed down the moving sidewalk, passing your competitors, who are standing there enjoying the free ride the market is providing. At some point the sidewalk will slow again, but you will be far ahead of where you are now and you will see your competitors in your rear view mirror instead of only seeing the good times of today. ▀

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STEVEN LUCY, from [page 7](#)

project? Why does your client not know about your other capabilities? Why isn't your firm on everyone's radar?

STATUS QUO IS STAGNATION. How many times have you heard of a successful firm whose business goal was to maintain the status quo? Never. You may be the best firm in the world, but if you are not changing to address the changing market around you, your firm will rapidly become irrelevant.

Firms that are growing are actively engaged in evaluation and change. Sitting still, for them, is not an option. You can't rest on your laurels and expect them to pay off in the future. Because of the speed at which change occurs today, it doesn't take long to be off track, if you aren't continuously evaluating your firm's strengths and weaknesses. This means across-the-board -- from your leadership to your staff to your core capabilities and client relationships. Everything should involve looking into that business mirror and asking yourself: Are you delivering what the market expects and demands?

KEY STEPS IN ASSESSING YOUR EXTERNAL PERSONA. As with most processes, there are some relatively simple steps to get you started.

- 1) **Define your parameters for success.** Establish your criteria. Identify firms that you know are successful based on your criteria. Then, actively seek data about that success.

- 2) **Establish a culture of awareness and openness.** Actively solicit external views and information. Listen to these carefully. Self-examination requires listening and understanding. Then, accept that you may need to change internally to improve externally.

- 3) **Willingly embrace criticism.** This is the toughest step. We are a firm of human beings; therefore, we are innately flawed. This doesn't mean we are failing, but you have to be willing to process this criticism for the value that it can provide.

BE ENGAGED. If you are actively listening and engaged with your clients and peers, they will share their evaluation of your firm. If you are actively engaged in the market, your competition -- either directly or indirectly -- will also provide input on your firm's strengths and weaknesses. Accept the critiques for the value that they provide.

The fact that you are reading **THE ZWEIG LETTER** indicates that you already want to learn from others. The fact that you are reading this column says you are poised to begin this process. Don't shy away from it. Take the next step. Have a direct conversation with the firms that have engaged you. Remove the veil of anonymity and actively seek out the information that will change your firm's success -- forever. ▀

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

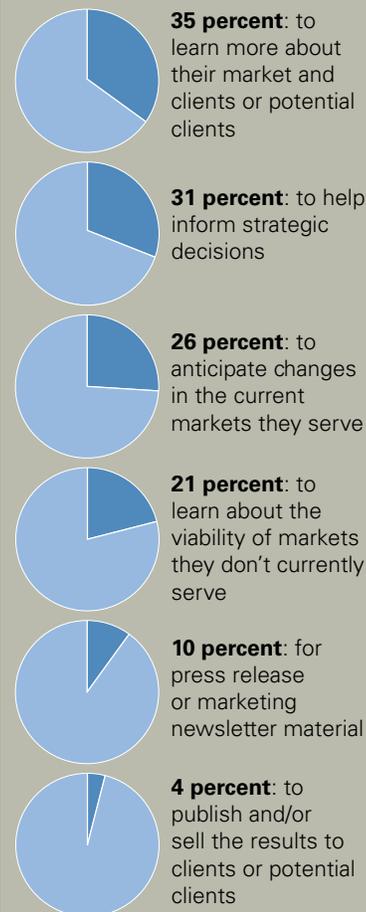
SIMPLE KEYS TO WEBSITE SUCCESS

In order for your website to be successful, it must include:

-  **Search engine optimization.** People must be able to find it.
-  **Integrated social media.** Link to your Facebook, Twitter, LinkedIn, and blog pages to stay connected with clients.
-  **Measurable data.** Page views, clicks, and unique visits should be analyzed, and appropriate changes made to make the website more user friendly.
-  **Pertinent information.** Your website should include the most important information regarding your services, staff, past work, and how potential clients can contact you.
-  **Linkable content.** Regularly updated industry insights give people a reason to link to and share your site.
-  **Easy navigation.** Your website must be built with the user in mind to ensure that potential clients can find the information they need.

REAL-WORLD MARKET RESEARCH

Zweig Group asks respondents of its [Marketing Survey](#) about their market research. In 2014, firms that conducted market research said that they did so:



RESOURCES

Building your brand

Scott Butcher's new book offers AEC professionals insights on building their reputations in a market where clients are increasingly looking at individuals, not firms.

Edited from press release



Scott Butcher,
Author,
*Reputation
Design+Build.*

Scott Butcher has announced the release of his latest book, *Reputation Design+Build*.

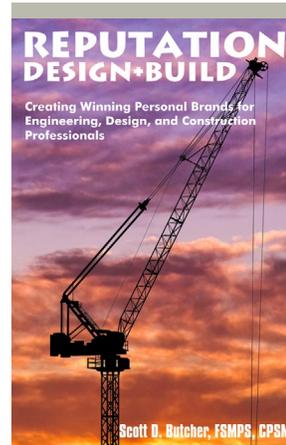
Reputation Design+Build targets AEC professionals looking to elevate their personal brands and advance their careers. In the book, Butcher outlines the critical need for all professionals to become "known" entities, as clients are increasingly seeking design and construction professionals with positive reputations, making the firm's credentials less important and placing the focus instead on the individual team members.

Butcher offers 16 tools for professionals to employ to build and maintain their reputation, including continuing education, licenses and certifications, professional and community association involvement, blogging and writing, social media, and public speaking. Eighteen case studies of industry experts who have employed these tools are included. The book concludes with a personal marketing plan and gap-analysis for readers to create a roadmap to enhance their reputation, while also identifying gaps in their knowledge or skill-set.

Butcher is the vice president and CMO of JDB Engineering, Inc. and affiliate companies within Nutec Group. He has more than 24 years of experience in marketing professional services and is a certified professional services marketer through the Society for Marketing Professional Services. He is the current president of the board of trustees for the SMPS Foundation, a national organization dedicated to research and education in the architectural, engineering, and construction industries. Butcher is a fellow of SMPS, and this is his 13th book.

Other publications by Butcher include *Historic Architecture of Pennsylvania* and *York's Historic Architecture*; he also co-authored the SMPS Foundation's *A/E/C Business Development: The Decade Ahead*. His first book, *Marketing in the Building Industry*, was published in 2001. He writes the Marketropolis blog on the *Engineering News-Record* website, and regularly writes for other AEC industry publications.

Reputation Design+Build sells for \$19.99 and can be purchased at createspace.com/5467573. A Kindle version is also available on Amazon. ▀



PRAISE FROM INDUSTRY EXPERTS

"Scott's book is an excellent resource for any A/E professional that wants to up their game and take their career and platform to the next level. Every firm and individual should be looking for ways to differentiate these days, and Scott lays out clear cut strategies, tools and case studies proving how it should be done. The book finishes with a Gap Analysis and Personal

Marketing Plan template that you can use to design and implement your own strategy, providing specific checklists you can use to become better known in your industry and community. I highly endorse this important resource and urge everyone who wants to be hired for his/her talent and reputation to read this book and implement Scott's recommendations."

— **June Jewell, AEC Business Solutions**

"This book shows Scott's depth of experience in marketing and business development in the AEC industry. It is an interesting and very personal look into what it takes to establish your brand, filled with analogies, anecdotes and personal reflections. To illustrate his points he has used no less than 16 in-depth case studies with AEC industry fellow professionals."

— **Ernest Burden, AEC Advisors**

"Add this book to your AEC Must Have list. Scott Butcher takes personal brand building for professional services to a whole new level. The tools are applicable, relevant and detailed. Beyond the tools are amazing references and case studies that truly exemplify the right way to make us all better, more successful professionals."

— **Frank Lippert, Parsons Brinckerhoff, Inc.**

"With a good reputation, you can recover from nearly anything. You could lose your big client, have a key employee turn into a fierce competitor, or suffer any number of financial setbacks – but you'll always come back. Where does that reputation come from and how can you build it? Scott Butcher is a really smart guy with many years working as a marketer and manager in the A/E industry. In *Reputation Design+Build*, he lays out the path anyone can follow – in this business or any other – from conception through reality – to create the kind of personal brand we all need to survive and thrive in our careers. Good reading – I highly recommend it!"

— **Mark Zweig, Zweig Group**



Tell us how you manage

The Zweig Group 2015 Project Management Survey is now open; participants receive a 65 percent discount on the purchase of a survey of their choice.

By ANDREA BENNETT
Managing Editor



Firms in our industry are always trying to figure out how to improve their project management techniques and procedures. This is not surprising: Effective project management and project managers can mean the difference between making and losing money, pleasing and losing clients, maintaining a good firm image and getting a bad rep, and reducing liability and getting caught up in expensive litigation.

Though several books exist to guide would-be PMs on everything from scheduling systems to BIM, Zweig Group's [2015 Project Management Study of Architecture, Engineering, Planning & Environmental Consulting Firms](#) is the only source of hard data available on how project management works in the A/E/P and environmental consulting industry.

Zweig Group is asking A/E/P and environmental project managers to fill out the 2015 Project Management Questionnaire. To say thanks, participants will receive a 65 percent discount on the purchase of a survey of their choosing.

In the Survey, data are broken out by firm type, staff size, region of the firm's headquarters, firm growth rate, and firm client base, so that readers can make specific comparisons. Participating in the questionnaire allows Zweig Group to update the Survey for 2015 and provide the latest available statistics on project management and project managers.

Topics covered in the questionnaire include:

- **Organization.** Organization structure serves an important role in A/E/P and environmental firms, as it dictates how project teams are decided and consequently, may affect the project itself. Do the majority of firms in our industry organize themselves by a matrix, standing team/studio, or hybrid structure?
- **Project administration.** Many design professionals may believe that an activity is not billable unless it specifically involves design. But firms that don't budget for project management at all, or do inaccurately, may be selling themselves short. Do firms budget for project management? If so, what percentage of the total project budget is typically allocated for PM?
- **Project web sites.** Has your firm jumped on the project web site bandwagon? Who's responsible for setting up project web sites; who can access the sites? Do PMs think these sites are truly an effective project management tool?

STOCK YOUR BOOKSHELVES

Recent and forthcoming Zweig Group publications include:



2015 Merger & Acquisition Survey.
Released: April 8; \$445



Successful Project Management for A/E/P & Environmental Consulting Firms, second edition. Released: April 30; \$295



2015 Principals, Partners & Owners Survey. Released: May 4; \$495



AEC Press Releases, second edition. TBD



2015 Policies, Procedures, & Benefits Survey. Released: June 1; \$495



2015 Financial Performance Survey.
Forthcoming: July 1; \$495, preorder for \$395



2015 Information Technology Survey.
Forthcoming: July 27; \$495, preorder for \$395

For more information or to place an order, please visit zweiggroup.com, email info@zweiggroup.com, or call 800-466-6275.

- **Project managers.** Who are A/E/P and environmental PMs: What's their age, gender, and education? How do they manage their time and responsibilities? How much do they earn?

Information gleaned from these questions and published in the *2015 Project Management Survey* – to be released August 14 – will allow presidents, CEOs, COOs, and project managers to assess the statistics they need to improve their firm's project management. They will be able to compare their firms' PM side-by-side with firms like theirs and determine how they can improve their practices.

Survey participation is only open for a few weeks. To begin your questionnaire, visit zweiggroup.com/surveys and click on the Project Management Study, 2015 link. For help, email research@zweiggroup.com. ▀

A company-wide centennial celebration

LEO A DALY's Future's Council coordinates multi-office Earth Day volunteerism to commemorate the firm's 100th anniversary.

By LIISA ANDREASSEN
Correspondent



Brooke Grammier, Senior Associate & Director of Information Technology, LEO A DALY.

LEO A DALY (Omaha, NE), an 800-person planning, architecture, engineering, and interior design firm, celebrated this year's Earth Day with a world-wide volunteerism effort. Approximately 625 employees and family members in 31 offices spent the day in various community-focused cleanup activities.

"This is LEO A DALY's 100th year as a company, and the 80th anniversary of our subsidiary LAN. What better way to reinforce our commitment to the next 100 years than to go all-out in volunteering to make our communities and our world more livable, beautiful, and green?"

Coordinated by The Futures Council – a group comprised of graduates of the firm's Leadership Institute, an annual, year-long leadership training program developed to identify and retain top talent and to foster the skills needed for their continued growth within the company – firm leaders take on special initiatives to push forward the firm's vision of "enhancing the quality of the human experience, and the environment."

"This is LEO A DALY's 100th year as a company, and the 80th anniversary of our subsidiary LAN," says Dennis Petersen, the firm's president. "What better way to reinforce our commitment to the next 100 years than to go all-out in volunteering to make our communities and our world more livable, beautiful, and green?"

Brooke Grammier, senior associate, director of information technology and chair of The Futures Council, says that TFC is an opportunity for Leadership Institute graduates to take the skills learned in the Institute and put them into practice.

"It takes a group of people who may not have a lot in common – architects, interior designers, engineers, IT, HR, and accounting staff from across 31 offices – and galvanizes them into a tight unit.

EARTH DAY FUN

All LEO A DALY volunteers wore a T-shirt designed in-house as part of a company-wide design contest. The winning T-shirt, by West Palm Beach employee Tung Chui, depicts several of the firm's iconic buildings emerging from a green globe. Some of the volunteer activities included:

- **Houston office:** Cleanup along White Oak Bayou bike and walking trail
- **Atlanta office:** Piedmont Park cleanup
- **Macau office:** Trash collection at the Hac Sa Beach
- **Denver office:** Construction of a community garden in an under-served community
- **Las Vegas office:** Setting up for GREENFest in Summerlin, Nev.
- **Los Angeles office:** Cleanup of the LA River by the Marine Reserve in Long Beach, Calif.
- **Omaha office:** Various projects at Fontanelle Forest, Gifford Farms, and Lauritzen Gardens
- **Minneapolis office:** Cleanup of Kenny Park
- **Washington, D.C. office:** Improvements to a neighborhood recreation facility in Alexandria, Va.
- **West Palm Beach office:** Cleanup of Ocean Inlet Park in Boynton Beach, Fla.
- **Miami office:** Participation in Baynanza, a celebration and cleanup of Biscayne Bay
- **Dallas office:** Trash cleanup around White Rock Lake
- **Sacramento office:** American River cleanup
- **Austin office:** Purgatory Creek Greenspace cleanup in San Marcos, Texas
- **Corpus Cristi office:** Texas GLO's Adopt-a-Beach cleanup

Together, we dream up big ideas, address challenges, and collaborate to drive the future of the company," she says.

Every year, TFC pursues a different goal, organically grown from conversations over a period of four months, and puts it into action for the remainder of the year. Last year, the initiative was to build a new employee review system that allowed employees to align their yearly goals directly to the company's strategic plan and provided employees with feedback from their supervisor. This was meant to

See [LEO A DALY, page 12](#)



ON THE MOVE

STEVEN TRESCHOW EARNS ASBESTOS INSPECTOR CERTIFICATION [P. Joseph Lehman, Inc., Consulting Engineers](#) (Hollidaysburg, PA), a full-service civil engineering and environmental firm, announced that CPG and Geologic Services Director **Steven Treschow** has earned his Asbestos Inspector Certification through the Pennsylvania Department of Labor and Industry.

The certification allows Treschow to sample and identify asbestos in residential, commercial, and industrial buildings. He has been with Lehman Engineers for a year, directing the geologic services department and also performs environmental investigations pursuant to Act II and various other state clean-up programs.

SUNROC ANNOUNCES NEW VP [Sunroc Building Materials](#) (Lindon, UT), a building material supply company serving the Utah and Idaho markets, announced that it has hired **Greg Templeman** as its vice president, completing a leadership expansion designed to align the company for future growth. In his role, Templeman will oversee specific areas of operations and perform responsibilities to support the continued success of the firm.

Sunroc also announced that **Mark Wimmer** was named vice president of its Construction Division. In this role, Wimmer will be responsible for the daily operations, workload resources, estimates, budgets, project management, and business development of the firm's offices in Salt Lake City, Spanish Fork, and St. George.

CONTECH APPOINTS NEW CEO [Contech Engineered Solutions LLC](#) (West Chester, OH), a provider of engineering and site solutions for residential, commercial, and infrastructure projects, announced that **Mike Rafi** has been named its president and CEO and a member of its board of directors.

Rafi has been with Contech since 2008 and was named acting president and CEO in October 2014. Before that, he served as president of Pipe Solutions, the firm's largest business segment, and has been a senior leader at the firm for the past seven years.

GLEN RIX APPOINTED TO COMMITTEE ON GEOLOGICAL, GEOTECHNICAL ENGINEERING **Glen Rix**, a principal geotechnical engineer at [Geosyntec Consultants Inc.](#)'s Georgia location, has been appointed to the National Research Council's Committee on Geological and Geotechnical Engineering. The committee, housed within the Board on Earth Sciences and Resources, focuses on Earth processes and materials, including the mechanics of rock and soil, and on safe and responsible human development, risk assessment, and mitigation of natural and anthropogenic hazards.

MERRICK ANNOUNCES NEW DIRECTOR OF PROCESS AND INDUSTRIAL **John Shaw** has recently accepted the position of director of process and industrial with the energy group at [Merrick & Company](#), an engineering, architecture, design-build, surveying, planning, and geospatial solutions firm. He will advance Merrick's process and industrial initiative in the eastern U.S. with an initial focus on

chemicals and allied products. Shaw will provide regional leadership for adjacent markets including power, oil and gas, and bio-derived products.

"I'm very pleased that Mr. Shaw has joined Merrick & Company," said Matthew Knudsen, the firm's vice president. "He's a proven expert in the delivery of complex, process intensive programs, which will be highly beneficial to our domestic and international clients. John will be a key to our ability to effectively serve industrial chemical and manufacturing clients in the Southeast."

GZA GEOENVIRONMENTAL PROMOTES SENIOR PMS [GZA GeoEnvironmental, Inc.](#) (Providence, RI), an environmental and geotechnical consulting firm, announced that **Matthew Page** was promoted to senior project manager in its Providence office. Page joined GZA more than 10 years ago and has experience in waterfront and geotechnical engineering. His areas of specialization include subsurface investigations, shallow- and deep-foundation engineering, earth support structures, waterfront structures, and construction oversight of marine- and land-based structures.

GZA also announced that **Andrew Shelby** was named a senior project manager in its Metro Boston office. This is a return to GZA for Shelby, who was a project manager with the firm 1992- 2004. Shelby specializes in remediation and environmental compliance.

LEO A DALY, from [page 11](#)

be used as a retention tool, ensuring that employees were challenged, and to let them know their personal goals directly aligned with the company's.

In 2013, TFC identified the opportunity to improve company culture by revamping the firm's intranet to make it easier and more fun to share resources and stories.

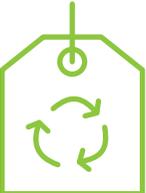
"Whatever the initiative, the goal is to move the company forward for the benefit of our clients and the communities we serve," Grammier says.

This year's Earth Day volunteerism was planned by members of the last six classes of Leadership Institute graduates. In May, the seventh class graduated. Over the next four months, those recent graduates, together with the existing TFC membership, will meet regularly to get to know each other, discuss the most difficult issues facing their company and the world, and decide upon an achievable goal for the next year.

"It's an exciting time, and there's no telling what we'll come up with next," Grammier says. ▀

Business' role in environmental protection

Many firms are taking the lead on environmental issues by promoting green practices and encouraging clients to do the same. Businesses can take several steps to help ensure environmental protection, including:

<p>ENVIRONMENTAL REGULATIONS</p>  <p>All companies have a legal obligation to follow federal, state, and local environmental laws.</p> <p>For example, the Clean Water Act limits the amount of wastewater a firm can produce.</p>	<p>GREEN ENERGY</p> <p>Green energy is any energy that reduces environmental impact by decreasing waste or reducing the use of fossil fuels.</p>  <p>Businesses can frequently save money by instituting green policies, and some green energy renovation projects are eligible for tax deductions.</p>
<p>REDUCING WASTE</p> <p>Businesses tend to produce large quantities of waste, including excess packaging and materials. This material contributes to landfills and deforestation.</p>  <p>By using recycled products and offering incentives for clients to do the same, firms can reduce their environmental impact.</p>	<p>PROMOTIONS</p> <p>Business promotions that promote awareness of the environment can also improve business.</p>  <p>Sponsoring a community garden or hosting events, such as classes on green building initiatives, draw clients in and can influence their patronage of your firm.</p>