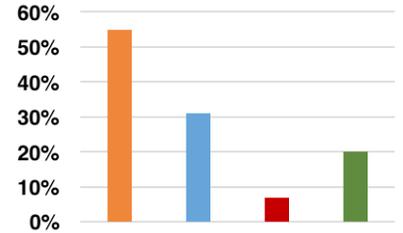


TRENDLINES

Maternity leave



More than half of firms (55 percent) offer **limited, unpaid** maternity leave, according to Zweig Group's 2016 *Recruitment & Retention Survey of AEP and Environmental Consulting Firms*. Another 31 percent offer **limited, paid** leave, while 7 percent offer **unlimited, unpaid** leave. Twenty percent of firms offer **no maternity leave**.

FIRM INDEX

Anthony Gentry	12
Balfour Beatty Campus Solutions	12
Brinjac Engineering	7
DLR Group	10
Ecovation	2
Hanbury Evans Wright	
Viattas + Company	12
HOK	7
Krofta Technologies	2
Nelson	7
O'Donnell & Naccarato	6
Pennoni	7
RWD Consultants	7
Simpson Gumpertz & Heger	3
Stantec	7
Tindall Corporation	12
T&M Associates	6
Waterleau Group	2
Westwood	10

Making marketing important

"Marketing is critical to your success. It isn't some BS stuff that can be doled out to someone – anyone – and everyone else can just go back to real work."



Mark Zweig

EDITORIAL

If you're one of those people who still thinks "word of mouth" is the way to go when it comes to marketing, my guess is you have a very small firm that will remain a small firm. If that's what you are interested in continuing to be, read no further. This isn't for you. Today, I'm trying to reach out to those architects and engineers who want to grow their businesses.

Marketing is critical to your success. It isn't some BS stuff that can be doled out to someone – anyone – and everyone else can just go back to real work (i.e., architecture, engineering, planning, surveying, etc.). It is **REAL** work. It takes a lot of heavy lifting. And it permeates every single area of the company. It isn't just something that hangs off to the side that we call in when we need their help. It's not just a "support" group.

We have a big problem in this industry. It stems from a lack of business education and from a basic belief that marketers are full of bull liars and exaggerators. While we can't solve that perception problem easily, we can give you some advice about how to elevate marketing's importance in your firm – a crucial first step if you want to make its contributions more impactful to the firm.

Here are my thoughts:

- Hire the right person for the job.** I'm talking about the head of marketing – CMO (chief marketing officer) – VP of marketing or whatever you want to call him or her. You need someone dynamic. You need someone who is inspired. You need someone who is positive. You need someone who is creative. You need someone who can communicate. You need

See MARK ZWEIG, page 2

MORE COLUMNS

■ FINANCIAL FITNESS: Time we have wasted on the way Page 5

■ GUEST SPEAKER: Rainmakers vs. team Page 9

■ PROCESS & PLANNING: Before and after Page 11



A privilege, not a right

Page 3

Philadelphia, again

Page 6

TRANSACTIONS

WATERLEAU GROUP ACQUIRES ECOVATION AND KROFTA TECHNOLOGIES Waterleau Group, a leading global provider of energy recovery and water, air and waste treatment, has completed the acquisition of the anaerobic biological wastewater treatment plant design-build business of **Ecovation** and the membership interests of **Krofta Technologies** and their DAF technology from Ecolab. With the acquisitions, Waterleau Group brings a 35-plus year legacy and track record of successful global wastewater and water engagements with some of the world's largest food and beverage brands to the North American market.

"With the acquisitions of Ecovation and Krofta, Waterleau USA offers the North American market the best technology people armed with years of industry smarts, backed up with an in-house portfolio of technologies that can be combined in an optimal way to meet almost any environmental wastewater need," said Willy Gils, president of Waterleau USA. "Our speed to design-build and flexibility within our technology portfolio offers a true custom-tailored solution for the most challenging applications. This results in efficient, reliable, and on-time engagements that reduce the overall water footprint, turn waste water to process water, create opportunities for green fuel, optimize treatment systems, all helping to reduce plant downtime and increase capacity."

Ecovation is a key-player in water and wastewater treatment. Ecovation's technology portfolio includes turn-key solutions for aerobic and anaerobic biological wastewater treatment, integrating the complete treatment process. Ecovation's access to Waterleau Group's portfolio of environmental technologies and services will allow the new organization of Waterleau USA to expand its range of treatment solutions and strengthen its position in the North American market.

Krofta, founded in 1953 and based in Dalton Massachusetts, designs and supplies DAF clarifiers for wastewater treatment and liquid-solid separation. Krofta is a world leader in DAF technology with more than 3,500 installations running successfully around the world.

"This acquisition is a new milestone for the Waterleau Group as we continue to execute on our strategic growth plan," said Bart Goedseels, CEO of Waterleau Group. "The additions of Ecovation and Krofta combined with the 2015 acquisitions of IBH Waste-to-Energy Engineering Consultants and Kary-Planqua, the Germany based water, wastewater and biomass treatment solutions provider, provides our customers access to a global portfolio of complementary and proprietary technology in all fields of environmental protection: water, air, waste treatment and energy recovery."

MARK ZWEIG, from page 1

someone who will work their tail off. And you need someone who wants to be successful, needs to be successful. Notice I didn't talk about degrees and years of experience? That's because those things don't mean squat if the person doesn't have those other qualities, which, quite frankly, are much more important!

2) Put the person in the right spot on the organization chart. That means that he or she (whoever heads up marketing), reports to the president or CEO of the company. They don't report to a group, they don't report to a committee, and they don't report to anyone who isn't the one who can allocate resources and kick ass and make things happen in the organization. This is essential, because if your marketing person is going to get anything done they will be **CHANGING** things inside the organization. That will ruffle feathers. Those whose feathers get ruffled will be obstructing change. Someone will probably have to confront them.

3) Show what is getting done marketing-wise. This means constant and continuous reporting of leads, sales, new clients, new jobs, new prospects, backlog, web hits, press mentions, and about a hundred **OTHER** things that show something is happening marketing-wise. It has to go out to everyone in the firm – **NOT** just the owners and managers – so everyone can see what's happening that's good and bad and support the firm's marketing efforts as best they can. That's what it's about – getting everyone involved!

4) While everything we do marketing-wise is a team effort, don't forget to recognize and promote the very specific contributions of your top marketing person and other marketing team members. I think sometimes firm principals are actually **AFRAID** to do this, that the professional and technical staff may complain or feel slighted if they aren't the ones in the constant limelight. It's BS, though. The marketing people need some love, too – some PDA (public displays of affection!). Give it to them – if you don't, someone else will!

Doing these four things will help elevate the importance of marketing in your firm, and that's going to help marketing get more done for you. Trust me – I know! ▀

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

Take your advice from Mark Zweig to-go.

Listen to this and past editorials from *The Zweig Letter* via the free TZL Podcast on iTunes, Google Play, Stitcher, and Soundcloud.

zweiggroup.com/podcast



THE ZWEIG LETTER

1200 North College Ave.
Fayetteville, AR 72703

Mark Zweig | Publisher
mzweig@zweiggroup.com

Richard Massey | Managing Editor
rmassey@zweiggroup.com

Christina Zweig | Contributing Editor
christinaz@zweiggroup.com

Sara Parkman | Editor and Designer
sparkman@zweiggroup.com

Megan Halbert | Design Assistant
mhalbert@zweiggroup.com

Liisa Andreassen | Correspondent
landreassen@zweiggroup.com

Tel: 800-466-6275
Fax: 800-842-1560
Email: info@zweiggroup.com
Online: www.thezweigletter.com
Twitter: twitter.com/zweigletter
Blog: blog.zweiggroup.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 email TheZweigLetter@TheYGSGroup.com.

© Copyright 2016, Zweig Group. All rights reserved.

PROFILE



The Chile Baha'i House of Worship. SGH provided materials and structural design services for the project, and used silicate glass with a high seismic zone. / Hariri Pontarini Architects

A privilege, not a right

CEO of old Boston firm has a few leadership styles in his toolbox, and always uses the right one for the right occasion.

By LIISA ANDREASSEN
Correspondent



Glenn Bell,
CEO,
SGH

It was during a college internship that Glenn Bell was first introduced to Boston-based **Simpson Gumpertz & Heger** (Best Firm Civil Engineering #19 and Hot Firm #82 for 2015). That was more than 40 years ago. In 1975, he joined the then 30-person team housed in a Victorian home in Harvard Square as a graduate engineer, and continuously advanced in his career to become CEO in 1995. Before he attained his current position with SGH, he was responsible for major works in all areas of practice: structural engineering, building technology, and engineering mechanics and infrastructure.

The American Council of Engineering Companies recently recognized three SGH projects as part of its annual state and national Engineering Excellence Awards programs. These projects – the China Pavilion at Expo Milano 2015, the Hoover

Mason Trestle at the historic Bethlehem Steel plant, and the National September 11 Memorial and Museum slurry wall resupport in New York – received multiple awards recognizing their engineering achievements.

A CONVERSATION WITH BELL.

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

GB: You have to have character. Absolute honesty and integrity are attributes that are often associated with leadership, but unfortunately not all leaders adhere to them. It's also important to build trust and to match your actions with your rhetoric. People will cut you slack if you are up front with them. I've always believed that leadership is not a right, it's a privilege. You have to be responsible for shareholders and clients. It's not

See Q&A, page 4



Q&A, from page 3

about yourself. Real leaders should not care about who gets the credit for success. They should just care that the job gets done well. It also helps to:

- Be courageous.
- Be proactive.
- Be collaborative.
- Have the ability to endure.
- Be resilient. You've got to be able to bounce back from setbacks.

TZL: How would you describe your leadership style?

GB: I've always believed you need to have several styles in your leadership toolbox. And then you need to know which one best suits the situation at hand. I typically default to collaboration, but sometimes the situation warrants a more decisive style.

TZL: What has been your greatest challenge to date and how did you deal with it?

GB: Transitioning from an engineer to a leader. Granted, the process took place over time, but it was difficult for me to make the decision to leave engineering behind and completely focus on leadership. I also had to convince the team that this was the best course of action.

“We like steady growth that allows individuals to grow into long careers.”

TZL: To what do you most attribute your recent sales growth?

GB: We have 67 principals and all of them, in addition to a few others, are empowered to work on business development. A large part of the staff is selling work and that strength in numbers drives growth. We're not just driven by a few.

TZL: What is your vision for the future of SGH?

GB: To continue to focus on growth. We recently opened two new offices in Chicago and Houston and are looking to open a few more, likely in the southeast. We are also making a move to grow more on a global scale. For instance, I just got off the phone with someone about a potential project in South Africa. We like steady growth that allows individuals to grow into long careers. It's not unusual for people to come work for us and stay – for a long time.

TZL: How have you helped your firm to outperform some competitors? What do you feel sets you apart?

GB: We have a tremendous breadth of capabilities. We have our own lab for structural and materials testing and a high level of technical skills on our staff. For example, we recently worked on a project designed by architect Siamak Hariri of **Hariri Pontarini Architects**. It's called the Chile Baha'i House of Worship and sits on a hillside set against the Andes Mountains. The temple is nearly 100 feet high and features nine entrances to welcome worshipers. We provided materials and structural design services and used unusual

materials such as silicate glass which has a high seismic zone. We tested the materials in our lab and were able to help this architect who had a great vision to achieve something that's never been done before. Additionally, I've worked to create an environment where people who come to work want to stay. It's collegial, collaborative, and enlightened. Teamwork is awarded and recognized.

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

GB: I've been married for 43 years. In fact, two of my life's most important things happened to me in college – meeting my wife, Judy, and working for SGH. We have three grown children – two daughters and a son. Two of them are engineers and one works with Alzheimer's patients. We are very proud of all of them. The pets left with the kids. We like to travel a lot and my wife will often accompany me on a business trip where we try to extend it by a few days for some personal time, so pets don't really fit in right now.

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

GB: When I was younger I used to have a singing hobby. In fact, my vocals teacher encouraged me to pursue a career in singing, but I had different plans.

TZL: What's the last book you read?

GB: It's funny. I use to read lots of books about engineering because I was fascinated by the physical world. Now, I'm getting more and more intrigued with psychology and want to learn what makes people tick. I just finished reading *The Marshmallow Test: Mastering Self Control*. I travel a lot so I often read on my tablet, but I like to read hard copies at home.

TZL: What's the last movie you saw?

GB: I never go to the movies. I just don't have time. If I had to guess, I would say *American Graffiti* – (circa 1973?).

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

GB: It came from one of SGH's original founders – Mr. Gumpertz. He said, “You have to do work you love with passion. The money will follow.”

TZL: Who is a leader you admire? Why?

GB: George C. Marshall. He was named chief of staff when World War II began and was responsible for exponentially increasing the size of the U.S. Army. His economic recovery program for Europe became known as the Marshall Plan, and he was awarded the Nobel Peace Prize in 1953. He had the uncanny ability to inspire out-of-control egos such as General MacArthur and Dwight Eisenhower. He focused on the common goal and led in a humble way.

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

GB: Sailing (I'm a competitive sailboat racer), road cycling, and listening to classical music with my wife. I guess it's an outlet for that singing career I missed. I also enjoy spending time with my family at our vacation house in Cape Cod. ■



Time we have wasted on the way

Rather than ignore the younger A/E/P professionals, embrace them. You might just be surprised by the talent and passion you find.



Ted
Maziejka

FINANCIAL

FITNESS

In a recent leadership training program presented to more than 40 project managers and senior staffers, many bemoaned the fact that their firms lacked a middle tier.

When presented with a story about a leader who at the age of 9 formed an organization that grew from six to 350,000 members in 22 countries, and at 17 stepped down and handed the reins over to a duo of co-presidents who were 15 years old, many of the attendees were stunned.

Leadership has no age.

Many firms are facing a shortage of qualified staff to fill the roles and functions that are required to produce the high quality architectural, engineering, and planning deliverables that their clients have asked them to provide. Many firms complain about the younger staff; architects in training, engineers in training, and others who are under 30 years of age. They say there is no drive, initiative, or desire to be engaged in the profession. "When you were young did you question all the answers?/You must go for what you wanted."

I have conducted my own less-than-empirical

survey of more than 1,000 A/E/P employees under 30 year olds, and my conclusions are as follows:

- 1) They have the desire to be registered or accredited in their respective professional organizations.
- 2) They are engaged and want to succeed.
- 3) They are experts in an unfiltered view of the way deliverables can be created and, in fact, have some game-changing ways to streamline processes. (This has \$\$\$ written all over it.)
- 4) They are adept at having multiple conversations with many. (IM and chat tools.)
- 5) They have tools at their disposal that other generations marvel at, and that also have them complaining that things are being done differently.
- 6) Couple this generation with older generations and they can create game-changing ideas that could turn into new business or service lines.
- 7) Give them new technologies and they will create

See TED MAZIEJKA, page 8



SPOTLIGHT ON: Philadelphia

PROFILE



The Comcast Innovation and Technology Center, on the left with the lantern, will be the tallest building in Philadelphia when it's finished next year. / Foster + Partners

Philadelphia, again

Historic East Coast city, blessed with robust infrastructure and a dense urban core, undergoes epic renewal as population inches upward.



Mark Celoni,
VP and
Philadelphia
Director,
Pennoni

By RICHARD MASSEY
Managing Editor

Anchored by an upturn in the downtown population, Philadelphia, with the help of an army of engineers, is modernizing, re-urbanizing, and outfitting itself for the future. Green infrastructure, new office and residential towers, and the buildout of the reclaimed Navy Yard on the Schuylkill and Delaware rivers, are hallmarks of the renaissance.

“We have an existing book of business and existing clients, but we don’t want to be everything to everybody. We don’t want to be the low-cost provider.”

While Philadelphia remains saddled with profound problems – an underperforming school system and areas of blight outside the glittering Center City – the recent decade of growth, after 60 years of population decline, is seen by engineers as an important reset in the city’s 300-plus years of history.

On the other side of the Ben Franklin Bridge, a similar, if less glamorous, transformation is taking place in Camden, New Jersey. The city endured decades of decline and wound up being known as one of the most dangerous cities in the country. But with the aid of an aggressive tax incentive program, renewal is underway.

Engineering firms have, and continue to, jostle for market share as the reclamation unfolds. Mega firms have acquired local firms, and out-of-town firms have gotten ahold of such big contracts that they have opened offices in the city. Emblematic of what’s going on in Philadelphia took place last year, when **T&M Associates**, a firm based in Middletown, New Jersey, acquired the project management and construction management division of Philadelphia-based **O’Donnell & Naccarato**. The deal had been in the works for about a year, and once completed, T&M was able to consolidate as many as 20 people into a Philadelphia office, a must if the firm was to compete at the highest level.

“We have an existing book of business and existing clients, but we don’t want to be everything to everybody,” says Mike Roeder, T&M’s COO. “We



Mike Roeder,
COO,
T&M
Associates

Philadelphia:

CONNECT WITH US

Zweig Group is social and posting every day!



don't want to be the low-cost provider.”

The firm snagged the project management piece of the repair and renovation of the parking garage at 8th and Filbert streets, a \$30 million project within walking distance of Independence Mall.

If engineering is not a problem for T&M, becoming recognized is.

“Our biggest challenge is to get our name out. Being in the city and rubbing elbows with those folks every day is important. You can't experience that if you are not in the city.”

“Our biggest challenge is to get our name out,” Roeder says. “Being in the city and rubbing elbows with those folks every day is important. You can't experience that if you are not in the city.”

Also last year, global giant **HOK**, with a warm welcome from former Mayor Michael Nutter, opened shop in Philadelphia. In 2014, **Nelson**, a global design and strategic consulting firm based in Philadelphia, acquired **Brinjac Engineering**, of Harrisburg. **Stantec**, a global professional services firm, moved into the Pennsylvania market as far back as 2009.

And then there's firms like **Pennoni** (#47 Best Firm Multi-discipline and #88 Hot Firm for 2015), a 50-year-old company based in Philadelphia and staffed by people from the city. A trusted name in both the public and private sectors, Pennoni enjoys a reputation for consistency in a world of change.

“We've always been here and that gives us a leg up because we have the proven track record,” says Mark Celoni, vice president and director of Pennoni's Philadelphia office.

“Everyone is looking to see how Philadelphia is investing in green infrastructure for its triple bottom line benefits of environmental, social, and economic impacts.”

Still, the presence of new firms and mega firms cannot be overlooked.

“It keeps you on your toes,” Celoni says. “You have to stay on top of your A-game. There's been a lot of activity. A lot of firms are moving into the area.”



FMC Tower at Cira Centre South, a mixed use skyscraper, is set to open this year. / Pelli Clark Pelli Architects

Not content to stand pat as firms descend on Philadelphia, Pennoni recently acquired **RWD Consultants**, a Camden firm, to position itself for the redevelopment there.

Pennoni was a key member of the design team behind the Central Green at the Navy Yard, a five-acre green space that includes an innovative storm water management system. The standards employed at the Navy Yard – Pennoni has designed eight miles of road and utility infrastructure there – helped shape the Green City, Clean Waters program implemented by the city's water department, Celoni says.

Cutting-edge environmental technology will play an important role in keeping Philadelphia in the public eye, and maintaining its standing as a good place to invest.

“The Green City, Clean Waters program is considered a

See PHILADELPHIA, page 8

TED MAZIEJKA, from page 5

new ways of looking at problems that might not be perceived clearly by others. They will push the edge of the tools to which firms have committed resources, and they will come up with new service lines to offer your clients.

- 8) They might want a different way of working – flexibility to help the local, national, or international communities – and try different ways to make a difference.

Are they really any different than you were 20, 30, or 40 years ago?

If there is no age to leadership, then why do we see so many firms ignoring the power of young leaders and not asking them to participate in opportunities that could have a transformative effect on the practice of providing A/E/P services?

"Why are many firms so reluctant to create a transparent pathway to the position of principal?"

Many firms do not clearly set the expectations the day the employee starts in their role. What are the steps in growth that need to be detailed to a new staff member so they understand what they need to do to achieve success? Why are many firms so reluctant to create a transparent pathway to the position of principal?

In many cases, when we interview the younger staff, they are aching to be involved, yet are rarely allowed to explore their professional passions, and are rarely asked to step into leadership roles in their early, mid, and late 20s.

If your firm wants dynamic growth, why not create the opportunity for the younger tier to participate in a leadership team function, one that supports the executive team, senior leaders, and firm owners.

PHILADELPHIA, from page 7

national leader and has also gained international attention," Celoni says. "Everyone is looking to see how Philadelphia is investing in green infrastructure for its triple bottom line benefits of environmental, social, and economic impacts."

Pillars of the city include the "eds and meds," a reference to Philadelphia's wealth of medical facilities and universities, as well as a corporate sector that includes Comcast – the world's largest media company – which is currently building the city's tallest building, the Comcast Innovation and Technology Center. Advocating for the city's rebirth is the Philadelphia Industrial Development Corp., which in 2015 supported \$1.7 billion in total project investment, a figure that does not include deals in which the PIDC played no part, according to the agency's 2015 Annual Review.

"When people ask me, 'Can the city handle the density?' I say, 'Yeah, it can handle it.'"

While the city's infrastructure is old – much of it dates to

"Couple this generation with older generations and they can create game-changing ideas that could turn into new business or service lines."

Ask each of your younger staff members about their professional passion: QA/QC, sustainability, staffing, environmental, or project management. When they tell you what they like, allow them to be part of a regular collateral set of responsibilities that supports the firm's operations.

As they gain greater levels of knowledge and continue to excel in these roles, the firm creates a clear path for these young and talented individuals to grow and mature. The growth that occurs as they are empowered is invaluable, and as they take on more responsibility, they move into middle management with clearly delineated responsibilities.

The firm will see growth in lines of business or vertical markets because you have created the desire to succeed. You have also allowed each person to rise to their best and highest purpose. When that occurs, the staff is no longer looking at what it does as work, but its members enjoy their roles and live in the desire to continue to grow.

So, ask your millennials what being a millennial means to them. You might be surprised at the wisdom, drive, and desire that they will put forth by simply being asked. Who knows, they might even shock with their passion.

Watch out second tier, the millennials might just blow right past you and all they did was: "Question all the answers." ▀

TED MAZIEJKA is a Zweig Group financial and management consultant. Contact him at tmaziejka@zweiggroup.com.

"We're there for the long haul. Infrastructure should be a piece of the market that will be there for a long time."

the post-WWII era – it's also robust. The system of streets, sewers, bridges, rail and subway lines, in Celoni's estimation, was built to handle a population of about three million. The city's current population is about 1.5 million.

"When people ask me, 'Can the city handle the density?' I say, 'Yeah, it can handle it,'" Celoni says.

While infrastructure in a dense city like Philadelphia presents immense challenges and restraints, it also presents great opportunities. And along with the post-recession demand for multifamily housing, and the Millennial migration to urban cores, it is infrastructure that helped create what Roeder calls the "perfect storm" for the Philadelphia turnaround.

"We're there for the long haul," Roeder says. "Infrastructure should be a piece of the market that will be there for a long time." ▀

OPINION

Rainmakers vs. team

If a few superstars are responsible for a large majority of a firm's sales, and receive the bulk of the incentives, chances are the firm has an unhealthy rewards structure.



Marc
Florian

GUEST SPEAKER

Together everyone achieves more. TEAM has long been a familiar mantra among companies looking to guide employees toward a common corporate goal. In the sales and business development arena of most A/E firms, it's also been a rallying call for building topline revenues. However, when it comes to incentivizing a firm's sales effort, a poorly-conceived reward program can serve to undermine the collaborative tenants on which the TEAM concept is based, and affect not only the success of the sales effort, but its overall sustainability, as well.

BACKGROUND. In an effort to bolster sales or centralize accountability, many firms will hire rainmakers or designate marketing executives within a particular client sector. Typically, these firms will reward successful sales efforts and quantitatively measure and contrast the success of these efforts among individuals and business units by crediting the sales of an entire business unit to the rainmaker or marketing executive assigned to that unit. However, the task of differentiating who was actually responsible for the effort that led to the successful sale, or what actually contributed to the win, is often overlooked.

"Is your reward program building a collaborative salesforce or generating internal competition and resentment toward those being rewarded?"

While the practice of claiming marketing credits and responsibility for key client revenues among senior management is longstanding, the process has an equally longstanding reputation for generating contempt among middle and junior-level staff who might in fact have been responsible for much (if not all), of the heavy lifting, or who might now manage the account for which credits seem to accrue in perpetuity to the original rainmaker.

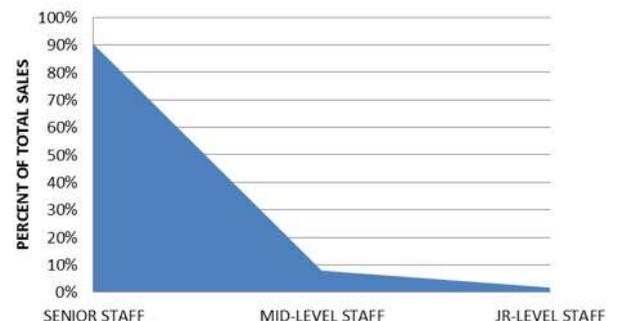
HEALTH AND SUSTAINABILITY. In a healthy and sustainable organization, the majority of sales don't result from the efforts of a single individual. After all, the owners and directors of A/E firms don't want to lay awake at night worrying about their chief marketing executives in terms of whether or not they are being recruited by the competition, or how their sales forecasts would be devastated if their rainmaker was to be hit by a truck on the way

See MARC FLORIAN, page 10

ANNUAL SALES PYRAMID
EXAMPLE #1



ANNUAL SALES PYRAMID
EXAMPLE #2



ANNUAL SALES PYRAMID
EXAMPLE #3



Courtesy, Marc Florian



BUSINESS NEWS

WESTWOOD PROFESSIONAL SERVICES INC. OPENS NEW OFFICE IN MADISON

Westwood (Hot Firm #9 and Best Firm Multidiscipline #32 for 2015) announced the official opening of its office in Madison, Wisconsin. Leading the office is Drew Szabo, an electrical engineer and senior project manager with a focus on Westwood's utility-scale wind and solar energy engineering. He has more than 20 years of experience managing renewable energy design teams and complex projects in the U.S. and Canada.

Szabo said, "The new, larger office provides a more functional space and enables the team to expand and do their best work. With the increase in wind and solar energy development, the demand for Westwood's services is high. So, our move is timely and more important than ever to make certain we maintain the high level of service our clients expect."

Jason McCarty, Westwood's vice president of operations, said, "Westwood positions our operations in locations that best serve our people and our clients. We are able to attract and retain the best talent, which naturally enhances our capabilities. Drew has done a great job building our operations in Madison."

MARC FLORIAN, from page 9

to work! Likewise, they don't want to wake up tomorrow to find that the process for incentivizing their rainmakers has generated so much resentment as to cause an insurrection among their mid-level staff.

Instead, owners and board members want to rest easy knowing that if something catastrophic was to happen to their lead sales executive, the overall impact to their business development effort would not be equally catastrophic.

"Owners and board members want to rest easy knowing that if something catastrophic was to happen to their lead sales executive, the overall impact to their business development effort would not be equally catastrophic."

Is your firm suffering from a poorly-conceived reward or sales recognition program? Is your reward program building a collaborative salesforce or generating internal competition and resentment toward those being rewarded? Answering these questions might be easier than you think.

ASSESSING THE VULNERABILITY. The strength and vulnerability of an organization's or business unit's sales effort can be visualized in terms of a pyramid. By way of example, let's look at how the overall health of a salesforce can be evaluated in a typical A/E firm where sales are tracked using credits or

DLR GROUP CELEBRATES 50 YEARS OF DESIGN EXCELLENCE

During the 1965 Thanksgiving weekend, Irv Dana, Bill Larson, and Jim Roubal solidified plans to launch what they envisioned as a new kind of design firm. With a decade of professional experience under their belts, the three **DLR Group** founders shared a vision for a firm grounded in shared ideals of design quality, fairness, opportunity for professional growth, and ownership.

On April 1, 1966, Jim Roubal marched a cardboard box of personal effects out of his former office and into a 144-square-foot space in Irv Dana's basement where the fledgling enterprise would begin. Dana Larson Roubal and Associates – the firm that would ultimately be known as DLR Group – was born. Today the firm staffs 750 employee-owners in 24 locations around the globe. DLR Group will celebrate its 50th birthday through September.

"At DLR Group there is so much opportunity for personal and professional growth," said DLR Group CEO Griff Davenport, AIA, who joined the firm in 1980. "Sometimes it dangles itself in front of you and sometimes you have to go looking for it. But it was there on day one, and the opportunity for employee-owners to positively impact the success of the firm

continues today."

The firm will celebrate its golden anniversary through the spring and summer:

- On April 1, the DLR Group Omaha office will host a reception for surviving DLR Group Co-Founder Jim Roubal. This will include a closed-circuit interview with Roubal shared in all DLR Group locations.
- Each office will host an open house reception for clients, current and former staff, and business partners. Additionally, offices are scheduling a DLR Group Day of Giving. This will be locally driven with each office shutting its doors for a day this summer to provide a day of volunteer service with an organization of its choice.
- The firm's website will feature a detailed history of the firm. This includes a historical project gallery documenting the firm's design work from 1966 to present day. Each week a new group of projects will be shared at dlrgroup.com and via the firm's social media channels.

Since its founding, DLR Group has championed the tenets of design excellence and employee-ownership. Today these ideals remain as foundational elements of the firm.

similar assignments of revenue.

In the first and third examples, there is a clear pyramidal shape to the source curve, which implies the collaborative involvement and contribution of an entire team of individuals ranging from the seasoned rainmakers and sales executives on the left, to the junior-level staff on the right. Conversely, the second example suggests an over-reliance on one or two rain-makers, and implies a failure to train, mentor, or effectively engage mid- and junior-level staff in the sales effort of this particular business unit.

In an organization where bonuses or other rewards are tied to marketing executive credits or similar assignments of revenue, the second example might also indicate a situation where ME credits are being intentionally manipulated or "hoarded" by a marketing executive, to the detriment of subordinate staff. Regardless, the non-pyramidal curve suggests vulnerability, an unsustainable sales effort, and the potential for over-reliance on a single individual.

TEAM. The intent of this article isn't to tell you how to structure your sales reward program, only to suggest that the manner in which rainmakers and marketing executives are incentivized to build top line revenues can affect the success and sustainability of your firm's sales effort. Equally important, it's meant to suggest that a well-conceived program can help drive the development of the TEAM culture throughout your organization and cultivate the next generation of rainmakers and marketing executives among your ranks. ▀

MARC FLORIAN is vice president for Environmental Consulting & Technology, Inc. He can be reached at mflorian@ectinc.com.

OPINION



Before and after

Architectural photography, if properly planned and executed, can result in your project being featured in important publications, and winning awards.



**Marilynn
Mendell**

PROCESS & PLANNING

A well-planned method for conducting architectural photography sessions will, in the end, yield infinitely better results with all parties coming away feeling satisfied, and with images having greater possibilities of getting published.

Thinking in advance turns out to be the most important first step. Like the road divided, the decisions made with the project's future in mind will have great repercussions years later. If it's worthy of publication, then the rest of this article could help enhance the project's chance of fame. Bear in mind this method should be applied to the award submissions for a project and for speaking engagements where this project could be used as a case study example.

Begin by collecting all good sketches and placing them in a special marketing folder labeled "photo shoots" with the project's name. If the project is based on a restoration or rehab of an older space, before demolition be sure to take a professional photo of the space in the exact place that you envision to be when you stand for the final shot. So many people just snap haphazard images of cracked concrete, broken pillars, or collapsing fixtures in buildings about to go into a major rehab. Advance photography has to be done with deliberate thought and by someone from a principal level with a marketing eye who

understands the end goal for the project. Why? Because, when the project's completed it will be a powerful before-and-after testament to the design's final success.

"Always send the best. Be extremely selective with images and text – a firm's future depends on these considerations."

Next, develop a graphic chart listing on one side a publication wish list with the most difficult publication challenge at top, and the feeder-fish, low-hanging fruit publications at the bottom. And on the left side do the same thing for awards and speaking engagements. Look up award parameters ahead of time. Some say a project can't be published if it has already been published elsewhere, or if it's older than two years. Perhaps

See MARILYNN MENDELL, page 12



ON THE MOVE

TINDALL'S ANTHONY GENTRY EARNS SAFETY CERTIFICATION, PROMOTED TO DIRECTOR OF SAFETY Tindall Corporation has promoted Anthony Gentry to director of safety. Gentry joined Tindall in 2000 as corporate safety and environmental engineer to advance the safety and environmental compliance programs at Tindall's five operations centers and the numerous construction sites Tindall serves.

Gentry recently completed the BCSP program and is now recognized as a certified safety professional. BCSP awards certifications to professionals who demonstrate a high level of competence in the safety, health, and environmental discipline in order to enhance the safety of people, property, and the environment.

Certification candidates must meet strict academic and experience eligibility requirements and pass a comprehensive safety exam. CSP certificate holders must recertify every five years. Gentry is a graduate of the University of Tennessee at Chattanooga

with a B.S. in environmental engineering.

"Tindall is dedicated to promoting a culture of safety throughout the organization, and the BCSP certification is another strong approach and commitment to the success and safety of our dedicated personnel," said Greg Force, P.E., president and COO. "BCSP credential holders are among the most highly trained, educated and experienced professionals in the safety field, and we're proud to have Anthony oversee Tindall's safety program throughout our manufacturing and field operations."

AMY APONTE JOINS BALFOUR BEATTY CAMPUS SOLUTIONS BUSINESS DEVELOPMENT TEAM AS VICE PRESIDENT Balfour Beatty Campus Solutions, a leading developer and operator of infrastructure projects for the college and university market, announced that Amy Aponte has joined the company as a Vice President in its business development group. She will be focused on identifying opportunities for public private partnerships in higher education that align with Balfour Beatty Campus Solutions'

unique offering and approach. Aponte will also engage in a variety of marketing activities aimed at further developing the brand in the higher education market.

Bob Shepko, president of Balfour Beatty Campus Solutions, said, "Our campus development business has continued to grow over the past few years, in both size and scope. We are quite fortunate to attract a great talent and experienced industry professional like Amy. Her expertise will certainly enhance our growth as we continue to establish our leadership position in campus development."

Aponte has more than 20 years of experience in higher education development and was previously the director of business development for Hanbury Evans Wright Vlattas + Company. She is actively involved in the Association of College and University Housing Officers, most recently serving as secretary on the board of trustees for the ACUHO-I Foundation.

MARILYNN MENDELL, from page 11

awards require five images and note which angles from the start. Often publications will publish award winners, so be sure to get your project published in that journal before submitting for the award that will get published, that way you'll get double exposure. Be careful to do this research a year before submitting any press releases or award applications.

Prior to the final photo session, get marketing, principals, and project managers together for brainstorming to discover story angles and to review scouting shots. Sometimes seeing the scouting shots completely changes the game plan. Maybe the project got value engineered along the way and now it's not print worthy. This early look may save the firm valuable resources on first-tier photographers and marketing expense.

"Styling a shot can influence award wins and what level of publication looks at the project."

Produce a photo session document that will be taken to the shoot the day of (or days if there are to be scouting shots as well), or if the project entails base building exterior and interior photos. List everyone involved, their emails and mobile numbers. Place floor plans, and sun patterns in a folder and send to the photographer.

Begin reviewing the three top publications' editors and their magazine articles and layouts for styling hints. Look for details. Do their images include people? Flowers or empty clean space? Specific furniture manufactures or styles? Don't get kitsch or cute with furnishings. And remember being original really does matter. Styling a shot can influence award wins and what level of publication

"The key to success remains in careful advance thought and planning so that the project will achieve the best possible exposure."

looks at the project. The key to success remains in careful advance thought and planning so that the project will achieve the best possible exposure.

What works for extreme planning on the initial photography portion also applies to the written side. Begin early. That one point will catapult success in the long run. Something that might have been a few key words jotted down a few months earlier can become immensely valuable towards the end, just before a submittal. Force early text captures. These visionary moments do not get reconstituted easily four years later when a project's completed. Set up brainstorming sessions to help illicit fresh thoughts as the project advances through various stages. Listen carefully and document the verbs designers use when passionately speaking about their latest scheme.

If you have an outstanding project that you think has potential on the national stage, let your favorite publisher know early on (like as soon as you get the project). Then every once in a while drop her a line. Show a few sketches. Mention salient special features of the project to build momentum and excitement early. Offer an exclusive. Be sure your client agrees before making the offer. And only allow exclusives for major articles, not local blogs.

Finally, always send the best. Be extremely selective with images and text – a firm's future depends on these considerations. ▀

MARILYNN MENDELL, president of WinSpin CIC Inc., specializes in branding, marketing, change management, and entrepreneurship. She can be reached at winspincic.com.