Summertime is here. If you aren’t someone like me who travels all year round, odds are you’ll be going somewhere this summer. Since I’ve been doing this stuff for 37 years and been practically everywhere at some point in my life, here are some of my travel pointers. 

- **Have your toiletry bag always ready.** I never understood why anyone who travels doesn’t do this. You are just a lot less likely to ever forget anything if you do. Keep your prescription mess in there, too, and periodically check your inventory of everything that should be in there. If you check your bag, pull this bag and put it in your computer bag. That way you can always brush your teeth and have your prescriptions in case your checked bag gets lost.

- **Leave early!** Anything that can go wrong will, so give yourself **TIME** and leave early. And in the (frequent) case that something does happen with your flight, you will have a better chance of being able to find another way to get where you are going than the other people who aren’t there.

- **Bring extra phone chargers and extension cords.** They get lost. They break. Don’t be stuck without being able to charge.

- **Buy a large separate battery.** I paid $50 for a good one and it can charge my phone a couple times over. **NEVER** leave home without it!

- **Bring snacks/gum/Advil.** If you get hungry, have something to eat. If you get stink breath, have something to chew. If you get headaches, pop an Advil!

- **Leave shirts on hangers.** I just roll them up and they usually look pretty good. Far better than folded shirts that always show signs of
ON THE MOVE

MICHAEL RZEZNIK JOINS WJE  Wiss, Janney, Elstner Associates announced that Michael Rzeznik, P.E., has joined WJE as an associate principal. Rzeznik is a recognized industry expert with 27 years of experience in all areas of fire protection and life safety engineering.

“We are thrilled to have Mike join us,” stated Carl Baldassarre, manager of WJE’s fire protection practice. “Mike’s nearly three decades of experience and most recent client-side responsibilities provide him with a unique perspective of fire and life safety issues not otherwise available to most consultants.”

Rzeznik will be working out of WJE’s New York and New Haven offices, providing services to current and new clients on the east coast and supporting fire protection and life safety efforts nationally.

Prior to WJE, Rzeznik served as associate director of fire and life safety with Starwood Hotels & Resorts Worldwide.

In his previous consulting experience, he has led various firms’ fire protection engineering offices in the New York metropolitan market, including in his role as managing director of the New York office of Schirmer Engineering/Aon Fire Protection from 2003 to 2013.

FINLEY HIRES SARA DIAZ, P.E. AS BRIDGE DESIGNER II  Finley Engineering Group welcomes Sara Diaz, P.E. as bridge designer II to its’ rapidly expanding bridge design firm.

Diaz has a bachelor’s and master’s degree in structural engineering from Texas A&M University and five years’ experience in design and construction of complex structural systems. She has work in a variety of roles as an analysis engineer, field engineer, and project management/operations engineer for subsea construction and installation of structures, flowlines, and heavy lift operations.

As a field engineer, she was responsible for developing and coordinating risk assessment plans, optimizing worksite layouts, and was an integral link between the project team and construction/marine crew. In her project management/operations engineer role, Diaz was responsible for preparing project specific drawings, installation procedures, task assignments, engineered rigging, and heavy lift plans for projects and tenders.

“I learned about this opportunity from some former alumni and coworkers who are now working at FINLEY,” Diaz said. “I became very interested when I heard FINLEY was growing and they were looking for people with more project and operations experience. I am delighted to be working in a more dynamic and challenging role where I can apply my engineering, operations, and technical experience.”

Diaz will be the project engineer for the new Pensacola Bay Bridge for marine construction of the steel arch bridge and the Honolulu Light Rail Transit Center Station which includes 5.2 miles of new elevated guideway between Aloha Stadium and Middle Street.

“Sara has worked globally on various marine/offshore construction sites and understands the critical link between design and construction. She is a strong project manager and has the ability to develop intricate details applying her technical skills and construction management experience. We are delighted to have Sara join our team.” said Craig Finley, P.E., president.

MARK ZWEIG, from page 1

Folding. And if you do get wrinkles, hang your garment on the hook that is on the back of the bathroom door and turn on a hot shower and close the door. Will steam out practically anything!

- Print boarding passes on outbound flights even if you use an app. Your phone could break or the app could malfunction.

- ALWAYS carry on. Never check a bag unless you absolutely have to. Ditto for gate check. Bags get lost. Gate-check can hold you up, too, and make you miss your connect.

- Get a duffle bag or soft bag versus one on wheels. You can always wad it up and jam it anywhere including the seat in front of you. You can’t when you have wheels.

- Get an aisle seat so you aren’t trapped and can’t get to the bathroom. Get an emergency exit row seat if you can – more legroom – poor man’s first class.

- NEVER take a bulkhead seat. You won’t have anywhere to go with your “personal item” (i.e., computer bag/purse/briefcase).

- Get Gogo on a monthly subscription if you travel a lot. It costs about $50 a month for unlimited Wi-Fi. That could be made back on your first day of flying in the month depending on where you are going.

Safe travels wherever you go! ➤

MARK ZWEIG is Zweig Group’s chairman and founder. Contact him at mzweig@zweiggroup.com.
If you’re a fellow frequent traveler, you’ve probably heard the safety announcement that tells you that if the cabin loses pressure, you need to put your own mask on before helping others.

From last to first

Serving others before serving yourself sounds noble, but if you are low on your own priority list, it’ll show in poor performance.

I used to bristle at that. I’m very much a “myself last” thinker. But after multiple flights per week for month after month, I’m learning the wisdom of the boarding announcement. When we put ourselves last and agree to too many red-eye flights – meetings that occur too early or too late – or project deadlines that we know full well are unreasonable and will cause us to miss important family events, are we really giving our clients what they expect from us? My A-game is markedly different than my C-game, as I’m sure yours is. So here’s the big question: Are we really able to take care of others if we aren’t establishing a minimum standard for ourselves?

We recently did a client perception study as part of a strategy engagement. The firm received a comment from their client that hit far too close to home. The client said, basically, although the client greatly appreciates the firm’s absolute commitment to deadlines, “Turning in hastily-finished work ‘on time’ is not what we signed up for. Deadlines are important, but if we can’t move forward with your plans as delivered, you haven’t met the deadline anyway.”

“My A-game is markedly different than my C-game, as I’m sure yours is. So here’s the big question: Are we really able to take care of others if we aren’t establishing a minimum standard for ourselves?”

Meeting a deadline by submitting sub-par – or even average – work is not meeting a deadline, as the client points out. Your clients expect the standard of work that you sold to them when you won the job, and on the deadlines you set. If the deadline is no longer attainable, communicate with your client. Tell them what has changed (or

See JAMIE CLAIRE KISER, page 4
IN MEMORIAM

WJE MOURNS THE LOSS OF FORMER PRESIDENT JOHN HANSON

A nationally renowned expert in the investigations of distress and failure of concrete and steel structures, John M. Hanson passed away in Green Valley, Arizona, on May 26, 2017, at the age of 84.

Hanson retired from the Wiss, Janney, Elstner Associates, Inc. board of directors in 2014 after having served the firm for almost 42 years in various capacities, including from 1979 to 1992 as president.

“For more than four decades, WJE enjoyed the benefit of John’s wisdom and guidance,” said William Nugent, WJE president and CEO. “Regardless of the role or situation, his efforts always epitomized our values in action. He was a man of integrity, particularly focused on enhancing technical excellence, contributing to the betterment of our profession, and doing what was right for WJE and its staff. As WJE’s first president after company founder Jack Janney, he continued to infuse the company with the work ethic, approach, and spirit of our founders.”

Hanson joined WJE in 1972 after receiving his Ph.D. in structural engineering from Lehigh University and working for seven years at the Portland Cement Association’s structural development laboratory. During the next 20 years with WJE, he managed more than 300 projects, including many of the company’s most challenging and high-profile. In 1979, he succeeded Jack Janney as president. Under his leadership, eight new branches were opened and Erlin Hime Associates was acquired. In addition, staff size grew from about 70 to 240 persons, and revenues increased from $3.5 million to $22.3 million. In 1989, Hanson was also instrumental in a successful buyback of the company from USG, which had purchased the company from the founders in 1973.

Born on November 16, 1932, in Brookings, South Dakota, Hanson graduated from South Dakota State University, where he earned a bachelor of science degree in civil engineering in 1953. Following graduation, Hanson joined the Structural Test section of the Boeing Airplane Company in Seattle, Washington. Later that year, he was called into the United States Air Force. Discharged as a 1st Lieutenant in 1955, he went on to work in the Bridge Section of Sverdrup and Parcel, Inc. in St. Louis, Missouri.

In 1956, Hanson left Sverdrup and Parcel to attend graduate school at Iowa State University. The research for his degree was on the fatigue strength of steel beams with cover plates, and in 1957, he received his master of science degree in structural engineering. From 1957 to 1960, he worked as a structural engineer for J.T. Banner and Associates in Laramie, Wyoming, and Phillips-Carter-Osborn, Inc. in Denver, Colorado, on bridge and building designs.

From 1960 to 1964, Hanson attended and was also a research instructor at Lehigh University in Bethlehem, Pennsylvania. His Ph.D. research was on the shear strength of prestressed concrete beams. Hanson stayed at Lehigh as an assistant professor until he joined PCA in Skokie, Illinois, in 1965, where he worked on evaluating concrete members penetrated by service systems and fatigue strength of concrete members.

Hanson joined WJE in 1972. His consulting work at WJE included the walkway collapse at the Hyatt Regency Hotel in Kansas City, Missouri, in 1981 and the collapse of the Schoharie Creek Bridge on the New York State Thruway in 1987. Hanson served as president of WJE from 1979 to 1992, when he left to join the faculty at North Carolina State University as distinguished professor emeritus of civil engineering and construction.

He also was generous with his time, giving back to the industry by serving as the president of the American Concrete Institute in 1990, president of the International Association for Bridge and Structural Engineering executive committee from 1993 to 1997, a director of the Precast/Prestressed Concrete Institute (1977-1980, 1993-1996), and member of numerous other association committees.

Hanson was recognized with many honors in his career. He was elected an honorary member of the American Society of Civil Engineers in 2002. John was presented the Forensic Engineer of the Year award, sponsored by the ASCE Technical Council on Forensic Engineering in 1999. PCI named him a fellow in 1996. He was elected to the prestigious National Academy of Engineers in 1992. In addition, he was a corecipient of ASCE’s 1974 State-of-the-Art of Civil Engineering Award and the 1976 Raymond C. Reese Award. Also received the Distinguished Service Award from the American Concrete Institute in 1976, the Martin P. Korn Award from PCI in 1978, and the ASCE T.Y. Lin Award in 1979. He was cited as a distinguished engineer by South Dakota State University in 1979 and was given a Professional Achievement Citation by Iowa State University in 1980.

JAMIE CLAIRE KISER, from page 3

gently remind them what they may have changed!), and when you can commit to submit the standard of work that is worthy of your fee and your firm’s name. Then deliver. Don’t run yourself ragged and then turn in work that doesn’t make you proud.

“Meeting a deadline by submitting sub-par – or even average – work is not meeting a deadline, as the client points out. Your clients expect the standard of work that you sold to them when you won the job, and on the deadlines you set.”

Over the course of my career, I’ve had incredible mentors who have worked around the clock to make it happen. From them, I’ve learned that there’s no secret to getting ahead – it’s just accepting the truth that the people who put in the most hours, carry the highest standards for themselves, and treat those around them with respect and gratitude, usually end up where they want to be in their careers.

These same mentors were also teaching me another lesson that I didn’t notice until very recently. I finally noticed that – without exception – the people who have taught me what I know about discipline all have a few boundaries that they quietly, but forcefully, maintain. Whether it’s going home for dinner and their kids’ bedtimes (and then coming back to work or working from home), taking Friday night off (even if they have to come in on Saturday as a result), or a lunch workout routine (that might mean staying in the office an extra few hours), I’ve noticed that discipline and work ethic are not equivalent to asceticism.

Balance is not one of my personal strengths yet, but I see now that our clients need us to bring our very best to the table, and so do our families and colleagues. With that in mind, I’m taking my flight attendant’s advice to put my own mask on before helping others. ✪

JAMIE CLAIRE KISER is Zweig Group’s director of consulting. Contact her at jkiser@zweiggroup.com.

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THE ZWEIG LETTER July 10, 2017, ISSUE 1207
Conference call: Mary Josenhans

President of WestLAND Group, Inc. (Best Firm #41 Multi-discipline and Hot Firm #45 for 2017), a full-service civil engineering and land surveying firm based in Ontario, California.

By LIISA ANDREASSEN
Correspondent

“It’s important to identify and develop future company leaders so that they’re able to gradually assume greater levels of responsibility,” Josenhans says.

A CONVERSATION WITH MARY JOSENHANS.

The Zweig Letter: What’s your philosophy on fee/billing and accounts receivable? How do you collect fees from a difficult client?

Mary Josenhans: We typically bill clients on a monthly basis. Invoices are delivered via email to avoid potential mail delays. We always confirm the preferred email address for each customer which usually means directing the email to accounts payable with a copy to the approving project manager. We will extend credit (e.g., net 30 days) depending on the specific requirements of each customer. If there are none, we ask for “payment due upon receipt.” Customers also have an option to pay using electronic funds transfer, which deposits directly to our bank account. EFT enables more timely and reliable payment of invoices. We also analyze a customer’s general credit-worthiness prior to performing work to minimize the risk of under-collection and/or payment default. We also track aging receivables on a weekly basis, and follow-up on any accounts that are past due. We email and attempt to engage more difficult customers via phone, particularly those who are routinely lax in paying on time. We keep a log of emails and/or conversations with customers. We’re willing to provide limited credit to key customers. Our goal is to preserve good customer relationships. If all else fails, we’ll consider turning over severely delinquent accounts to a collection agency.

“Board members need to fully understand and actively engage in virtually all aspects of operations plus provide strategic overview and guidance.”

TZL: What’s the recipe for creating an effective board?

MJ: Board members need to fully understand and actively engage in virtually all aspects of operations plus provide strategic overview and guidance. Board members need to work as a group on roles, mission, succession planning, acquisitions, and capital allocation. Board members must be willing to take appropriate risks, make tough decisions, or
play proactive operational roles. Traits of a strong board include:

- Diversity of backgrounds, expertise, and experience
- Alignment and agreement on company strategy
- Clarity on roles and responsibilities
- Excellent communication skills and ability to work effectively together as a team
- Decisiveness
- Appropriate board composition in order to attract the best and the brightest

“We are ramping up our marketing efforts in the form of developing existing and new relationships, identifying and pursuing new key clients and business sectors, and expanding services and resources via strategic partnerships.”

TZL: Is there a secret to effective ownership transition?

MJ: It depends a lot on individual circumstances such as the goals and needs of the current owners. For instance, owners seeking a quick exit will likely want to pursue a buyer who offers them a decent amount of cash and the ability to conclude the transaction quickly. Owners who have the luxury of time and who care deeply about the business will try to find strategic buyers with similar values, respect the existing employees, and have unique skills/energy to grow the business. Such owners might also be willing to provide more flexible terms on the purchase of the business in order to further entice the right set of buyers. Owners and buyers must be able to communicate clearly and be patient as partners work through terms and conditions of the contract.

TZL: How do you go about winning work?

MJ: We have a reputation of competitive rates, professional engineering deliverables, and quality customer service. This has led to customer loyalty and repeat business. We’ve recently begun the process of developing strategic partnerships with other companies to help expand our customer base, core capabilities, and new business opportunities. We also routinely solicit feedback from existing customers about quality and timeliness of deliverables and customer communication skills. Continuous improvement is critical towards maintaining a healthy, growing company.

TZL: What is the greatest problem to overcome in the proposal process?

MJ: There are a few:

- Complying with the specific requirements embedded in the RFP
- Figuring out what to offer and at what price
- Effectively articulating the unique value that the company brings to the table

TZL: Once you’ve won a contract, what are the marching orders for your PMs?

MJ: Assemble a team that can deliver according to customer specifications and standards in a timely manner.

TZL: How does marketing contribute to success rate? Are you content with your marketing efforts or do you think you should increase/decrease marketing?

MJ: Success rate is driven primarily by reputation and reputation is driven by consistently delivering on quality, schedule, and price. We are ramping up our marketing efforts in the form of developing existing and new relationships, identifying and pursuing new key clients and business sectors, and expanding services and resources via strategic partnerships.

TZL: What has your firm done recently to upgrade its IT system?

MJ: We continuously invest in leading-edge technology, from the field to the office, to improve productivity and increase accuracy for various engineering products and services. Technological excellence stems from investment in advanced systems and continuous training on how to use these tools effectively and efficiently. Clients benefit from more flexible, reliable, and cost competitive engineering, surveying, and mapping services.

“We continuously invest in leading-edge technology, from the field to the office, to improve productivity and increase accuracy for various engineering products and services.”

Recently, we developed a robust project database/portal for interactive use by the company and customers to help better track the status of projects and improve communications with customers. The company has also standardized the use of Microsoft Office products across all personal computing applications. We’ve procured significant computing resources needed to support our ever expanding use of stationary and UAV data scanners. Finally, we continue to upgrade to the latest CAD software packages including Microstation, AutoCAD, and AVEVA platforms.

TZL: What is the best way to recruit and retain top talent in a tight labor market?

MJ: We recognize that highly-skilled personnel are critical

See CONFERENCE CALL, page 8
to project success and client satisfaction. As such, we continuously recruit top engineering talent from the industry and local universities, especially Cal-Poly Pomona. We encourage ongoing training and employee development, provide career development options, and install growing levels of responsibility and accountability for delivering leading edge solutions and quality work products. This long-term commitment to developing excellent engineers and surveyors has enhanced the company’s depth of talent and lowered employee retention to levels which are unmatched within the industry.

“Owners who have the luxury of time and who care deeply about the business will try to find strategic buyers with similar values, respect the existing employees, and have unique skills/energy to grow the business.”

TZL: What is the key benefit that you give to your employees?

MJ: We offer an opportunity for challenging work and professional growth along with a generous compensation package relative to industry standards in Southern California. Employees receive a competitive base salary and managers have an opportunity for quarterly bonuses. We also provide employees with an industry-leading benefit package (e.g., 401(k) with a matching element, health, vacation, sick, etc.) and flexible working schedule.

TZL: How do you raise capital?

MJ: From company lending partners/banks and/or the owners.

TZL: What is your preferred strategy for growth, M&A or organic?

MJ: The company has always grown organically. Growth in the past has always been accomplished by:

- Developing and maintaining a solid reputation for providing quality professional services at competitive rates.
- Seeking out new customer and business opportunities using existing personnel. Our latest strategy is development of strategic partnerships to increase exposure to new business opportunities.

TZL: What is the greatest challenge presented by growth?

MJ: Growing requires the need to continuously hire new engineers and professional staff which can be challenging in a tight labor market. Other challenges for a growing company like us is to consistently maintain quality standards across all work products, meet customer expectations, and ensure solid communications with customer project managers. New organization adjustments are also needed to manage a growing workforce. It’s important to identify and develop future company leaders so that they’re able to gradually assume greater levels of responsibility.

TZL: What is the role of entrepreneurship in your firm?

MJ: In the industry, we’re viewed as an aggressive, professional services company with a culture that champions entrepreneurial behavior including:

- Continuous process improvement
- Team approach to problem solving
- Progressive delegation of responsibility for individual development
- Continuous recruitment and retention of key employees
- Strong leadership across all management levels
- Adoption of the latest technologies and tools
- Opportunity to increase the company’s bottom line and be rewarded financially

“It’s important to identify and develop future company leaders so that they’re able to gradually assume greater levels of responsibility.”

TZL: What’s your prediction for 2017 and the next five years?

MJ: We have tremendous growth potential. Revenue is expected to grow by an average of 15 to 20 percent per year between 2017 and 2021. We also plan to expand on existing business (e.g., energy and land development) and to pursue new markets such as water, transportation, and education.
I’ve been back at Zweig Group for a little over two and a half years now. This is my second stint with the company, and one thing that I’ve realized is that we have a very distinct culture that, seen through the eyes of the employee, can be viewed as feast or famine depending on your personality. We are not the kind of operation where you have to ask permission to do everything. We are the exact opposite. The expectation is that you will try to understand what’s working, maybe break some things in the process and hopefully end up with a bigger and better mousetrap.

From firm founder and chairman Mark Zweig, to president and CEO Chad Clinehens, and on down the organization chart, we are driven by a desire to be successful and break new ground in the design industry’s consulting and publication arena.

As an executive search consultant, I’m constantly trying to help firms identify and describe their culture and what makes them unique. In addition to having a better understanding of what makes a firm tick is the knowledge of the type of people that thrive in that environment.

Whenever I start a new search for a firm, I always ask the hiring manager for an example of the type of employee that they would like to hire. I want to know the age range, skill level, experience, background, and why that person works so well in their current environment. It sounds like a lot of moving parts, I know, but it’s necessary to make sure that you are identifying the right people for the right roles within your organization.

I know what you’re thinking – if only there was a program that took care of this for me!

“You can create a baseline of your talent expectation by using available personality tests, currently on the market, to figure out what the standard for your organization is.”

See RANDY WILBURN, page 10

Talent profiles

There’s no silver bullet for hiring the right people, but that shouldn’t stop you from at least building a baseline for your talent expectation.
"I can guarantee that a lot of people talk about culture in their firm, but they don’t always follow it up with action when it comes to ensuring that they get the right people for the right jobs.”

If you take the time now to build out the profile of the type or types of people that will work well in your company, you will be ahead of your competition. I can guarantee that a lot of people talk about culture in their firm, but they don’t always follow it up with action when it comes to ensuring that they get the right people for the right jobs.

At Zweig Group, we can usually figure out pretty quickly who will work out and who won’t. Our cultural standards, while shifting some due to generational change, are firmly embedded. I would love to know what is working for your firm when it comes to your employees and the underlying culture of your organization, and how you use that information to hire the next generation of great talent.

Contact him at rwilburn@zweiggroup.com.

RANDY WILBURN, from page 9

There is no single program where you can enter in all the talents and attributes of your current top employees and have it spit out the profiles of future prospective hires. But, you can create a baseline of your talent expectation by using available personality tests, currently on the market, to figure out what the standard for your organization is. I know that personally I cringe at the idea of personality tests, but there are some perfectly good applications available to help you be successful with the hiring process.

“If you take the time now to build out the profile of the type or types of people that will work well in your company, you will be ahead of your competition.”

Several programs that come to mind include, but are not limited to, Strengthsfinder 2.0 (gallupstrengthscenter.com), the Disc Profile (discprofile.com), and the Myers-Briga Type Indicator (myersbriggs.org). Each of these tests can be used with current employees to determine the profile of your best people and help you to make solid future hires.
One of the best-known songs in the Pink Floyd catalogue includes a voiceover that says: “If you don’t eat your meat, you can’t have any pudding. How can you have any pudding if you haven’t eaten your meat?” The same can be said about marketing when we’re talking about best practices, processes, and methods to our madness. There’s a reason why old sayings like “don’t put the cart in front of the horse” still ring true to this day. Melodies have structure, processes have steps, puzzles have pieces, and walls have bricks.

Clients want to learn about your firm’s capabilities, resources, and experience, but only as it relates to them and their projects.

At AEC firms we are full of ourselves and are not afraid to show it. The most popular slide at a presentation is “About XYZ Firm,” and we absolutely love to talk about how amazing we are and the array of wonderful things we have accomplished. This approach usually overshadows one tiny detail: It’s not about us, it’s about them! Of course, clients want to learn about our capabilities, resources, and experience, but only as it relates to them and their projects. It is entirely up to us to engage them in our conversation, but making it all about us before them is essentially asking for the pudding before eating our meat.

“It is entirely up to us to engage them in our conversation, but making it all about us before them is essentially asking for the pudding before eating our meat.”

Here are some things to consider in your marketing and business development efforts:

1) The research brick. Websites, archives, annual

See JAVIER SUAREZ, page 12
GREENE, TWEED RECEIVES SILVER BOEING PERFORMANCE EXCELLENCE AWARD Greene, Tweed & Co. received the 2016 Silver Boeing Performance Excellence Award, given by the Boeing Company who issues the award annually to recognize suppliers who have achieved superior delivery performance. To qualify for the award, Greene, Tweed maintained at least 98 percent on-time delivery during a 12-month performance period, from October 2015 to September 2016.

“Greene, Tweed is incredibly proud to receive the Silver Boeing Performance Excellence Award for the fourth time,” says Gary Appleby, vice president and general manager of Greene, Tweed’s aerospace business. “We strive to achieve superior performance with our innovative portfolio of solutions, and supporting this commitment with consistent excellence in customer service and on-time delivery has been critical to our success in the demanding aerospace market.”

Greene, Tweed supplies advanced sealing systems and high-performance thermoplastic composite components for a variety of Boeing aircraft programs. Greene, Tweed has been a leader in the aerospace industry for more than 50 years, and its components are utilized in more than 90 percent of the world’s commercial and military aircraft.

Greene, Tweed leverages expertise in a variety of markets and products to give customers innovative solutions to meet performance challenges and reduce total cost of operation. With engineering, sales, and support located throughout the Americas, Europe, and Asia, Greene, Tweed delivers solutions to customer applications on a global scale. For more than 150 years, Greene, Tweed has been at the forefront of innovation, proudly delivering leading products.

U.S. DEPARTMENT OF ENERGY SELECTS FLUOR JOINT VENTURE FOR PADUCAH SITE DEACTIVATION CONTRACT Fluor Corporation announced that the U.S. Department of Energy has selected Four Rivers Nuclear Partnership, LLC – a joint venture comprised of CH2M, Fluor Corporation, and BWX Technologies – to lead the Paducah Deactivation and Remediation Contract at the Paducah Gaseous Diffusion Plant in Kentucky.

The performance-based contract is valued at approximately $1.5 billion over 10 years. The base term is five years valued at approximately $750 million followed by two-year option periods valued at an approximate total of $750 million combined.

“In just three short years, Fluor has made significant progress at the Paducah site and has built strong relationships within the community,” said Bruce Stanski, president of Fluor’s Government Group. “Most importantly, we’ve made facilities safer by removing hazardous and radioactive materials while improving the site’s infrastructure. These efforts will save taxpayers millions of dollars over the next several years while improving safety for the workers, the general public, and the environment. Fluor looks forward to our future at the site and continuing the mission, which will bring additional value to the government.”

The Paducah site is situated on approximately 3,500 acres in western Kentucky, approximately eight miles west of Paducah, and 3.5 miles south of the Ohio River. The site, built in the 1950s as part of the nation’s nuclear weapons complex, processed uranium from 1952 to 2013 for military reactors, nuclear weapons and nuclear power plant fuels. The D&R contract includes management of more than 650 structures, properties, and buildings. Throughout the contract duration, the team will optimize surveillance and maintenance costs to allow for additional stabilization, deactivation, and remediation activities, thereby further reducing risk and future demolition costs.

For more than 70 years, Fluor has served as a DOE contractor with a legacy that dates back to the Manhattan Project. In addition to the Savannah River Site management and operations work in South Carolina, Fluor supports DOE’s cleanup missions at the Idaho Site under the Idaho Cleanup Project Core Contract and is the prime contractor for the decontamination and decommissioning of the Portsmouth Gaseous Diffusion Plant in Piketon, Ohio. Fluor also manages and operates the Strategic Petroleum Reserve, headquartered in New Orleans, for DOE’s Office of Fossil Energy.

JAVIER SUAREZ, from page 11

reports, news items, regulatory databases, social media channels, your network, colleagues, and others – we all need to simply learn everything there is to know about our potential clients, the opportunities we’re pursuing, and the people with whom we must make contact. Research is an ongoing task since knowledge has a beginning, but no end. Use every tool at your disposal, keep track of the fruits from your intelligence gathering, and share them with others.

“As you’re building your marketing wall, treat it as vision board, not as a dividing obstacle and let it guide you in the right direction – that’s about them!”

3) The mortar brick. So now that we know and understand, we are ready to bind the bricks together and tell a story that will resonate with our audience. This is the right time to talk about your business’ awesomeness levels and the outstanding relatable projects you have completed recently, with the huge caveat for describing how these things are relevant to them. This is a delicate balancing act, just like adding the right amount of water to the mortar powder to create the perfect binding agent. Every time we talk about ourselves or our companies, we must remember to ask why. The answers will set you free.

“Tattoo this cyclical process in your mind: learn, understand, apply – research research research, listen to their issues, and apply your experience to their situation.”

2) The listening brick. Albert Einstein said, “Any fool can know. The point is to understand.” Once we get in front of that client, we have to listen and listen hard. This business is all about relationships, and just like a successful marriage, the key is to know, listen, and understand your partner. Go beyond the facts of a project or a plan; keep digging to comprehend not only the finer details, but the big picture, including what’s at stake for everyone. Listening is also an ongoing task that requires discipline because we usually neglect it – just ask my wife!

Tattoo this cyclical process in your mind: learn, understand, apply – research research research, listen to their issues, and apply your experience to their situation. As you’re building your marketing wall, treat it as vision board, not as a dividing obstacle and let it guide you in the right direction – that’s about them!”

JAVIER SUAREZ is the central marketing and sales support manager with Geosyntec Consultants. Contact him at jsuarez@geosyntec.com.