



# Leading Organizational Change to Increase Profitability

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- Founder and president of Wetland Studies and Solutions, Inc. (WSSI), a 120+ person natural and cultural resources consulting firm headquartered in Gainesville, Virginia.
- *Sold company in 2014 to Davey Tree Expert Company*



# June R. Jewell, CPA

- Author of, *Find the Lost Dollars: 6 Steps to Increase Profits in Architecture, Engineering and Environmental Firms*
- President, AEC Business Solutions
- 25 years as a Wind2 / Deltek Partner
- My mission is to help A&E Firms improve employee performance, processes and systems to grow and make more money.



# Agenda



Why is Change Important?



Challenges With Change



Where Are You Now?



Change Management Best Practices



Accountability is the Key!



Change in Practice – Mike Rolband and Wetland Studies



# What is Change?

New Business Strategy

New Office

Merger or Acquisition

Business Process Improvement

New System

New Leadership

Organization Restructure

Business Model Change

Expansion or Downsizing

# Why is Change Important?



"If change is happening on the outside faster than on the inside, the end is in sight."

-Jack Welch  
Former CEO, GE





“Change is mandatory, not optional.”

*Eric Keen*, Chief Operating Officer and Vice Chairman, HDR, Inc.



# Technology



# Efficiency



# Make More \$\$\$



# Relevance





# Opportunity

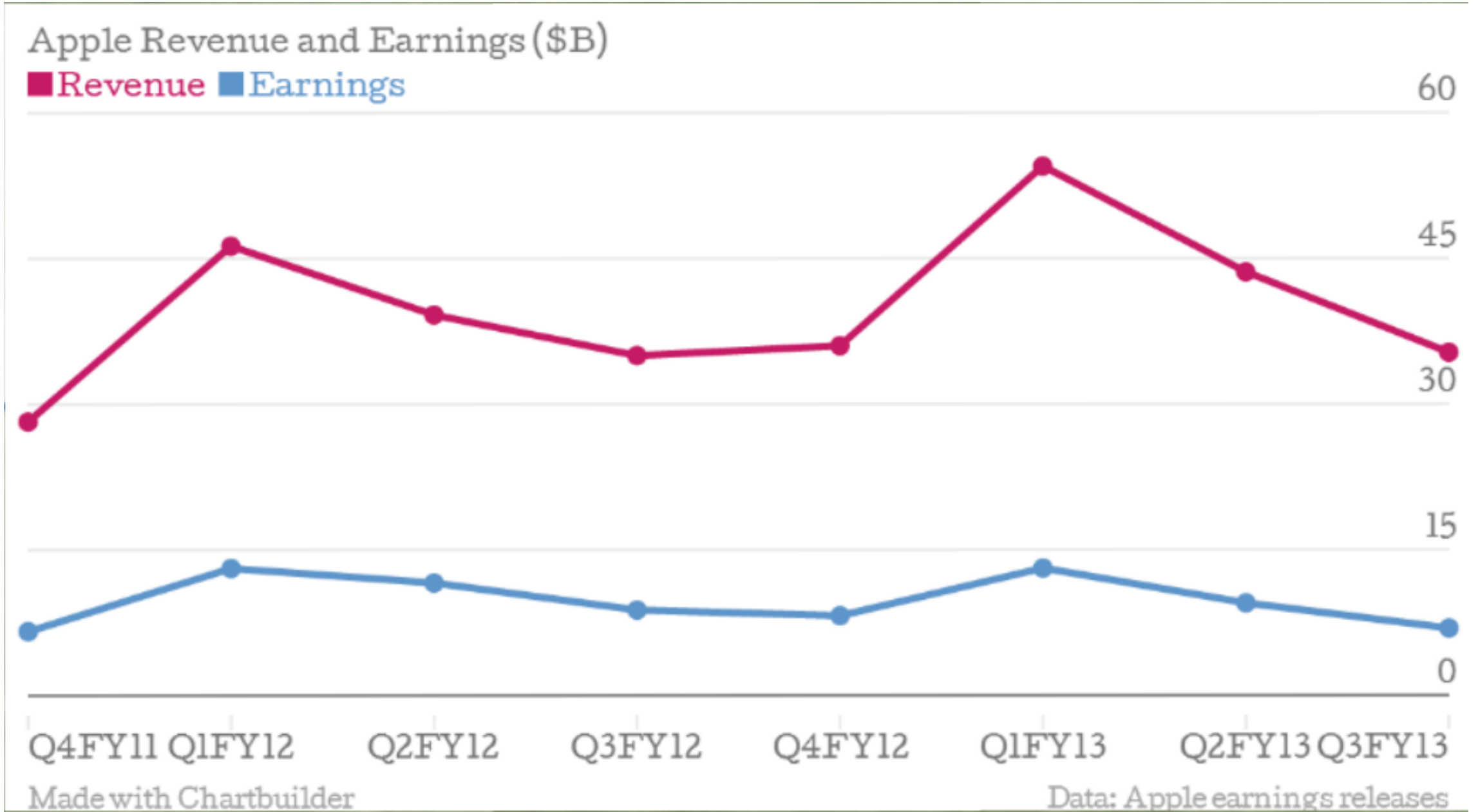




# Growth



# Profitability



# Challenges with Change

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**“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”**

# Culture



# Pace of Change



Trying to align people and their separate interests to produce a measurable result in a world that is **innovating** more rapidly than at any other time in human history can be quite a task.

- Anthony Robbins



# I'm Not the Problem!



# Not Sure What is Going On?



# Planning

**FAILING TO PLAN  
IS  
PLANNING TO FAIL**

# Undefined Outcomes



# We Are Too Busy

Busy: engaged in activity,  
occupied

Too busy: a relative term,  
meaning we have prioritized  
certain activities above other  
activities.



# Lack of Resources



# Time Management

	Urgent	Not Urgent
Important	<b>I</b> (MANAGE) <ul style="list-style-type: none"> <li>• Crisis</li> <li>• Medical emergencies</li> <li>• Pressing problems</li> <li>• Deadline-driven projects</li> <li>• Last-minute preparations for scheduled activities</li> </ul>	<b>II</b> (FOCUS) <ul style="list-style-type: none"> <li>• Preparation/planning</li> <li>• Prevention</li> <li>• Values clarification</li> <li>• Exercise</li> <li>• Relationship-building</li> <li>• True recreation/relaxation</li> </ul>
	Quadrant of Necessity	Quadrant of Quality & Personal Leadership
Not Important	<b>III</b> (AVOID) <ul style="list-style-type: none"> <li>• Interruptions, some calls</li> <li>• Some mail &amp; reports</li> <li>• Some meetings</li> <li>• Many “pressing” matters</li> <li>• Many popular activities</li> </ul>	<b>IV</b> (AVOID) <ul style="list-style-type: none"> <li>• Trivia, busywork</li> <li>• Junk mail</li> <li>• Some phone messages/email</li> <li>• Time wasters</li> <li>• Escape activities</li> <li>• Viewing mindless TV shows</li> </ul>
	Quadrant of Deception	Quadrant of Waste



The only thing we have  
to fear is fear itself.

Franklin D. Roosevelt



# Leadership Conflicts



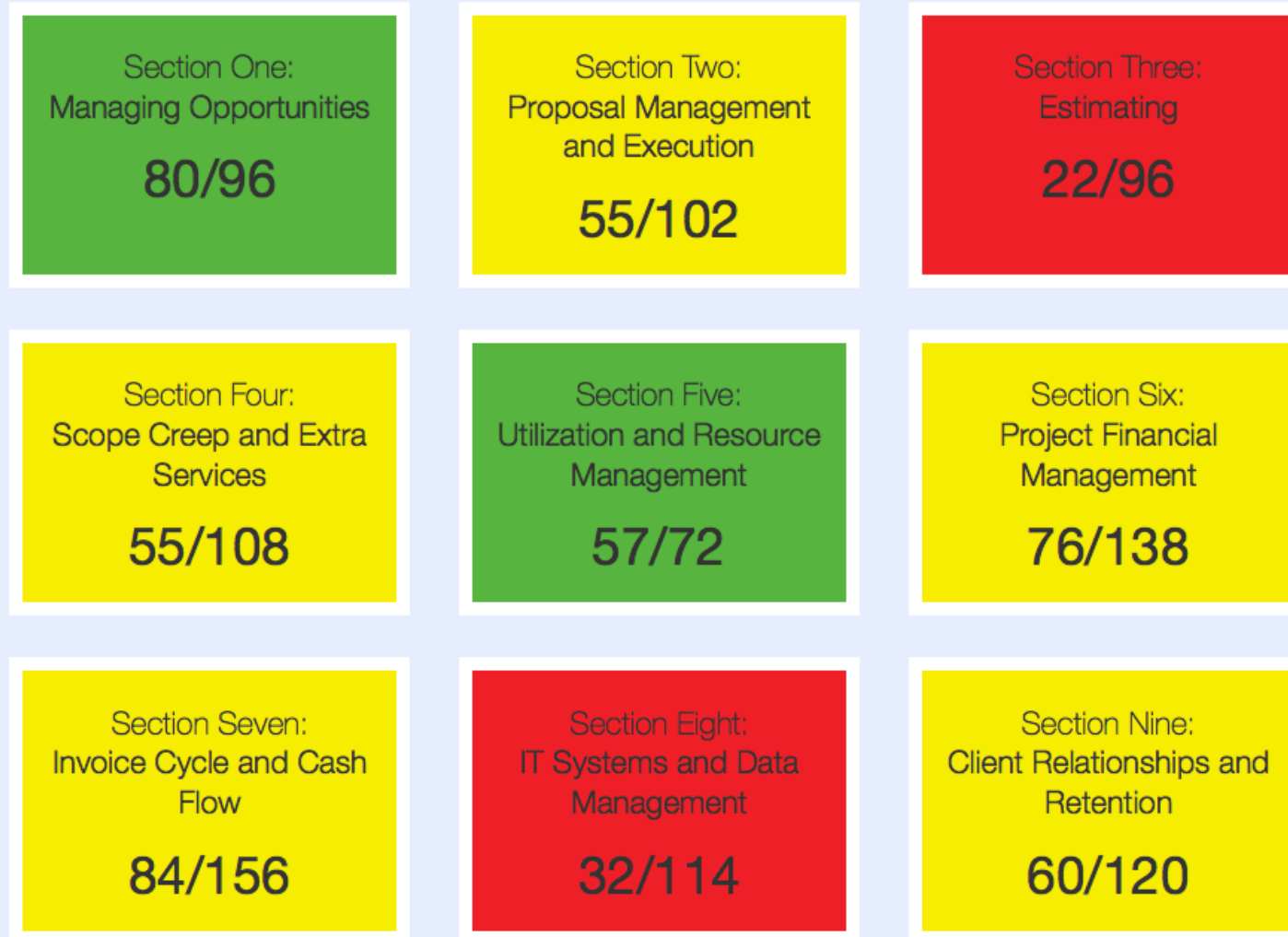
# Where Are You Now?





# Assessment

Summary:



= Better than most!



= Not bad but needs more work!



= Needs improvement!



= Not graded

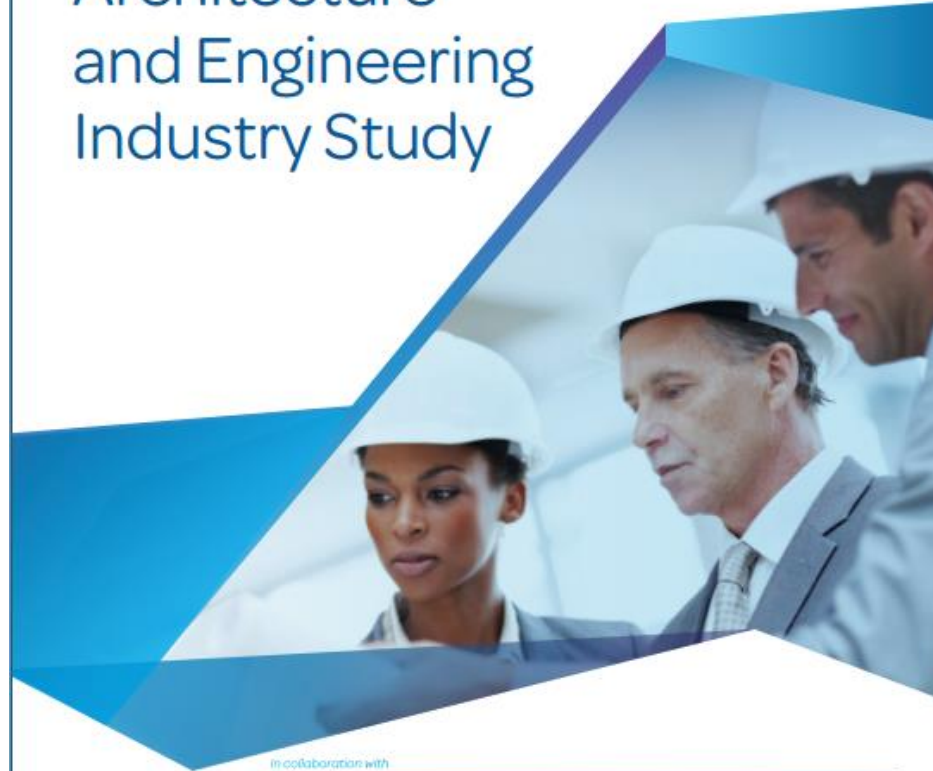
# Benchmarking

**CLARITY**

35<sup>th</sup> Annual Comprehensive Report

**Deltek** Know more.  
Do more.®

## Architecture and Engineering Industry Study



deltek.com

in collaboration with  
**ACEC**  
American Council of Engineering Companies

ASSOCIATION OF CONSULTING  
ENGINEERING COMPANIES | CANADA  
ASSOCIATION DES FIRMES  
D'INGÉNIERIE CONSULTATIVE | CANADA

**SMP'S**  
Society for Marketing  
Professional Services

# Spreadsheet Audit



# Change Management Best Practices



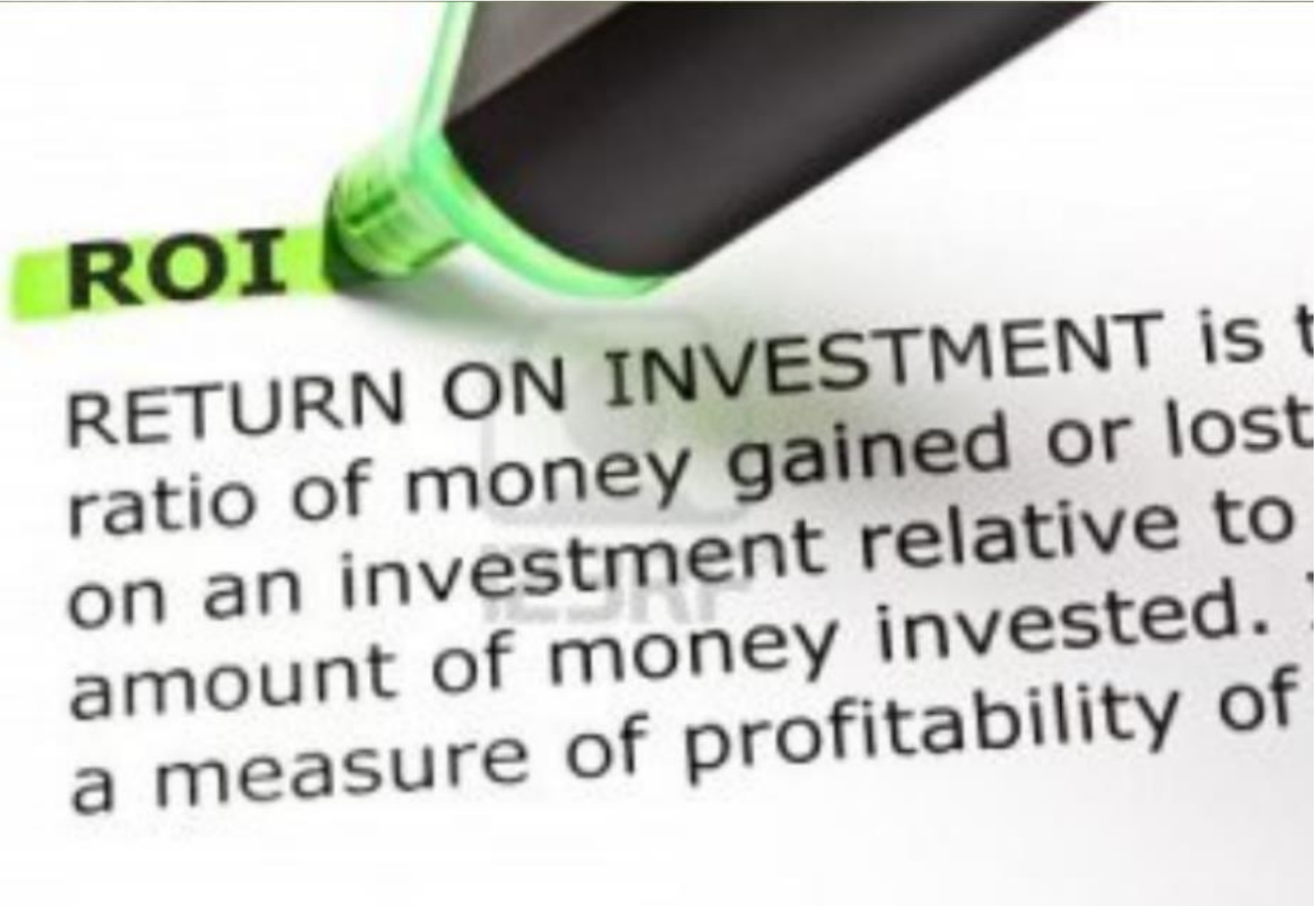
# Leadership





# Return on Investment

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# Change Initiatives are Projects



# Goals

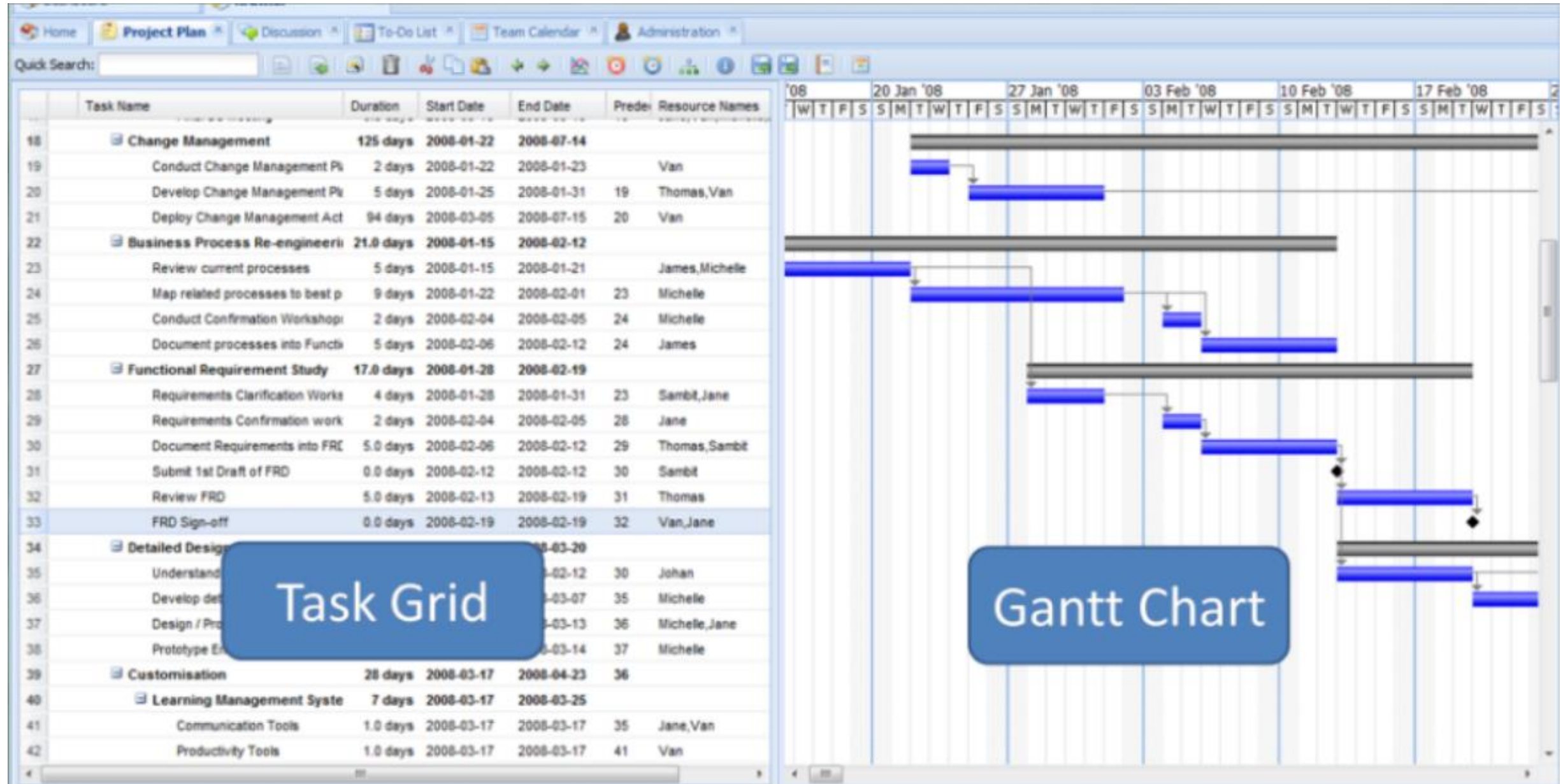


# Team





# Planning





# Communication



# START

HOW GREAT LEADERS INSPIRE  
EVERYONE TO TAKE ACTION

# WITH

SIMON SINEK

# WHY

WITH A NEW  
PREFACE  
AND  
AFTERWORD

# What is the Value?



# 30,000 foot view of your company





# Ask Employees

Your employees:

What are they thinking?





# 3 Levels of Resistance



I Don't  
Get It



I Don't  
Like It



I Don't  
Like You

# Get Alignment



- All staff have a shared purpose
- All staff are aware of how their contribution drive the core strategies of the organization toward the accomplishment of its purpose
- Work, processes, and actions are executed toward the accomplishment of the purpose
- Priorities become simple and clear -- efforts and resources that move toward the mission always gets precedence

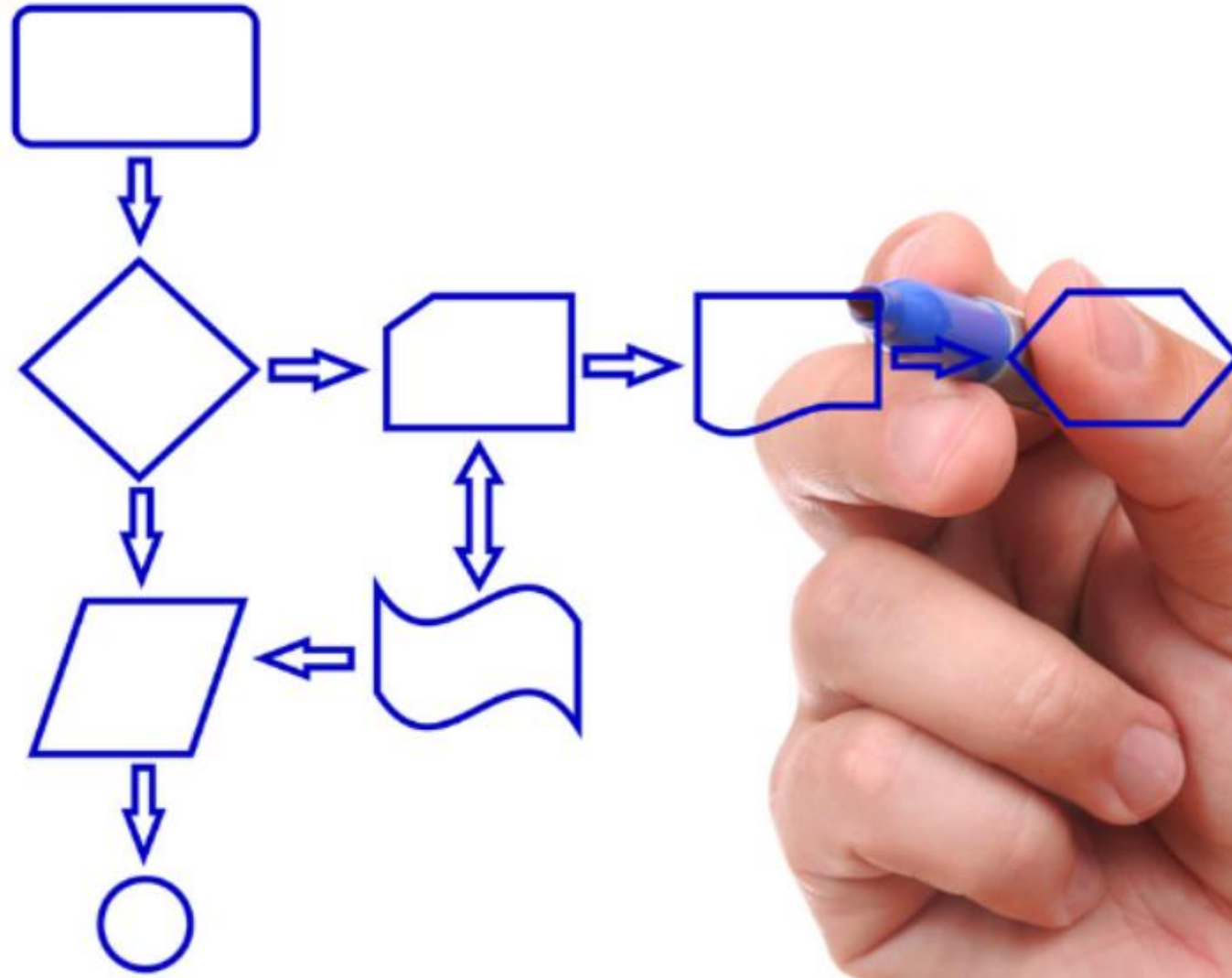
people



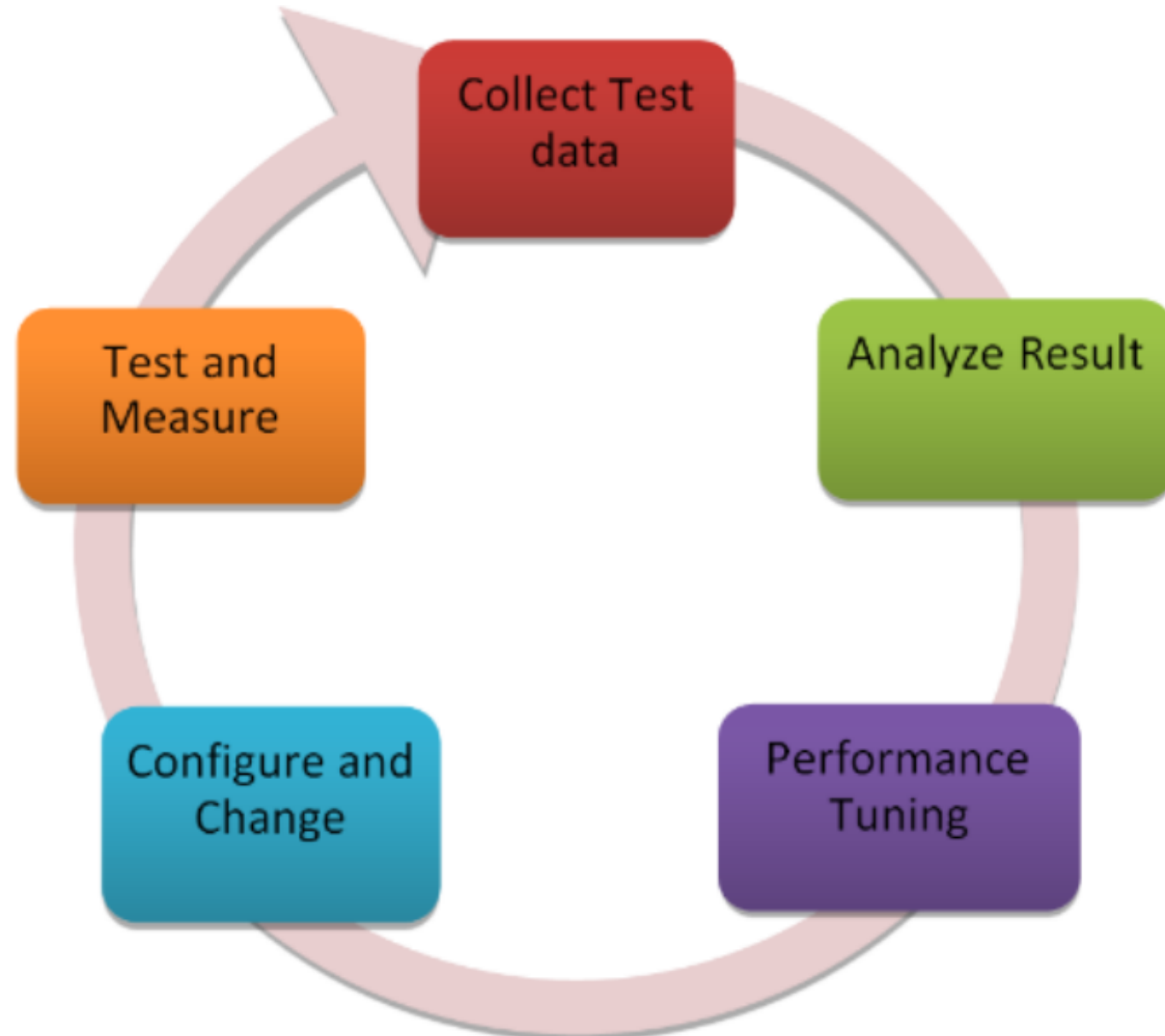
process

technology

# Document Processes



# Re-Engineering Processes





# Training

## Exercise: What will YOU do?

Now that you know how to spot Scope Creep, what will you do when you see it? Move your mouse over the image below to find 3 different Scope Creep scenarios. Then type your response to the scenario. After you have completed your response, check your response against the scenario recommendations, and see if you want to make any improvements to your response.



"Balancing Quality and Budget"



"Hey, I'm glad you stopped by. I've got a brilliant design for the Cooper project. Seriously, I'm already making ROI available. We can go for it."

Write

## The Many Faces of Scope Creep

In this lesson you will learn what scope creep looks like. Have you ever seen scope creep in your organization?

**Clearly  
Defined  
Requirements  
From The  
Beginning**



# Measure Results



# Accountability is the Key!

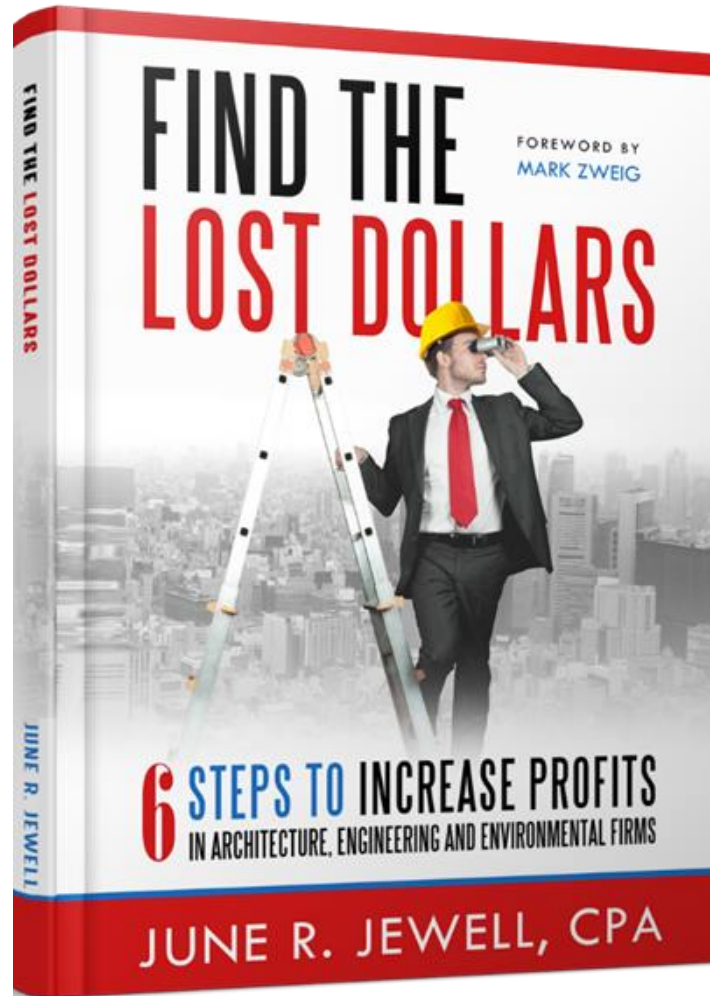




**EXCUSES**



# Everyone Gets a Copy of **Find The Lost Dollars**





# Wetland Studies and Solutions, Inc. a DAVEY company

## Natural & Cultural Resources Consulting Firm:

- Founded in 1991
- Consulted on +7,500 project sites encompassing +275,000 acres
- 120+ Staff
- Grew organically and through 3 acquisitions



## WSSI Headquarters (Gainesville):

- First LEED® Gold Certified Facility in Virginia
- Constructed in 2005-exceeds 2014 Virginia stormwater regulations
- One of the largest rooftop solar installations in Virginia
- Utilized Low-Impact Development (LID) design features



## Acquisition by The Davey Tree Expert Company (April 2014):

- Expertise in tree protection, assessment, and analysis
- Largest employee-owned service company in U.S.
- Founded in 1880

### WSSI Offices

Gainesville, Virginia  
Roanoke, Virginia  
Richmond, Virginia  
Millersville, Maryland

## Our Mission

*Achieve a balance between land use goals and environmental protection by advancing the state of the evolving science and regulatory requirements, as well as growing highly qualified staff that expand our service area and continue our leadership in the field.*

## Our Vision

*Be the best and most innovative natural and cultural resources consultant in the Mid-Atlantic.*





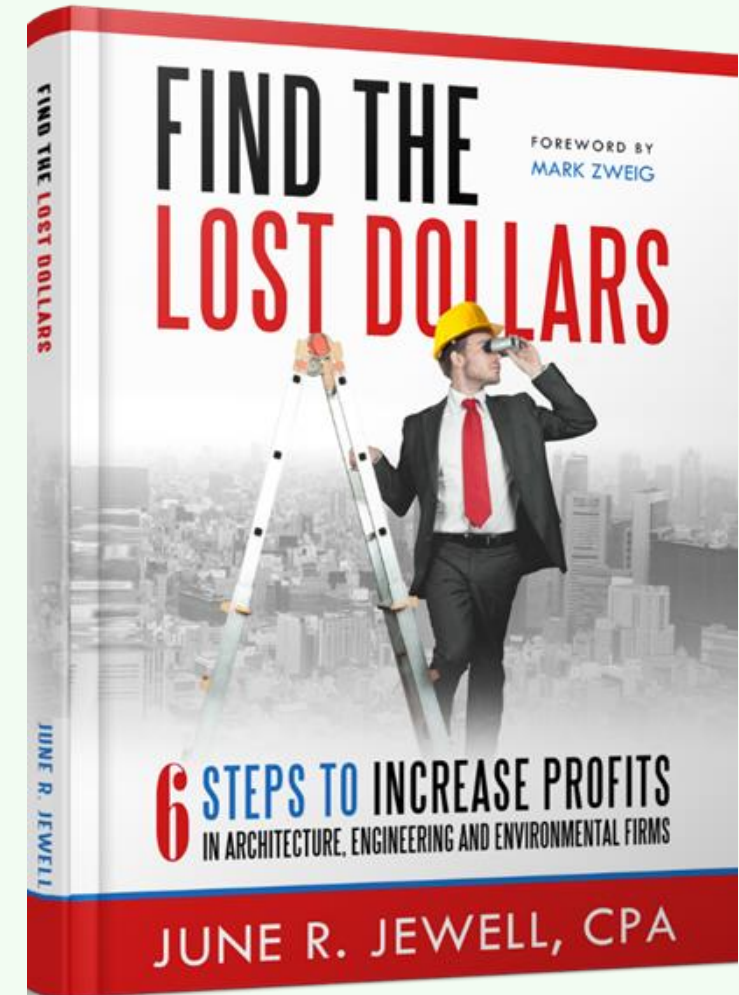


## Consulting Services:

- Engineering – Civil/Biological/Environmental
- Regulatory
- Environmental Studies
- Stream Restoration
- Wetland Mitigation
- Community and Urban Forestry
- Forest Conservation Planning
- GIS and Mapping
- Archeology
- Surveying
- Landscape Architecture
- Permit Compliance
- Ecosystem Management

## Find the Lost Dollars

- Round #1 – 22 managers (of 120 staff) in 1<sup>st</sup> Quarter 2016
- DRG Panel followed in Mid 2016
- Round #2 – several business units in mid-2017
- Why – To help move WSSI from founder/entrepreneur with financial background to a team of science/engineering/business staff



## Initial Assessment – very positive!

### Summary:

**Section One:**  
Managing Opportunities

**62/96**

**Section Two:**  
Proposal Management  
and Execution

**75/102**

**Section Three:**  
Estimating

**73/96**

**Section Four:**  
Scope Creep and Extra  
Services

**73/108**

**Section Five:**  
Utilization and Resource  
Management

**53/72**

**Section Six:**  
Project Financial  
Management

**98/138**

**Section Seven:**  
Invoice Cycle and Cash  
Flow

**111/144**

**Section Eight:**  
IT Systems and Data  
Management

**83/114**

**Section Nine:**  
Client Relationships and  
Retention

**75/120**



= Better than most



= Not bad but needs more work



= Needs improvement



## Benefits – Communicated to Next Generation

- What the metrics mean
- Responsibility of Employee-Owners
- Build support for initiatives in process:
  - CRM system
  - Printer cost recovery
- Why we are so focused on:
  - Timesheets
  - A/R
  - Invoice turnaround
  - Utilization





## Results

- 2016 – 50% profit increase, 20% revenue increase
- 2017 – on track!

## Future

- Running program again in 2017 for WSSI and other DRG units
- Using next generation leaders to run it instead of founder – for transition

# Connect With Us!



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