

The Seven Crucial Questions of Extraordinary Business Success

*(What's Not Changing Much in a World
Where Everything is Changing Fast!)*

John D. Doehring

The Seven Crucial Questions of Extraordinary Business Success

*(What's Not Changing Much in a World
Where Everything is Changing Fast!)*

John D. Doehring

jdoehring & co.

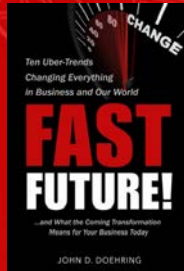
- ❑ **strategy**
- ❑ **leadership**
- ❑ **growth**
- ❑ **profit**

John D. Doehring, CMC

- Big company refugee, entrepreneur, consultant, contrarian;
- Frequent speaker on the future ahead, business strategy, and organization growth and improvement;
- Author of *Fast Future*, and the *BackPocket! Business Plan*;
- My mission: “plan for the future, grow your business, make more money;”



John D. Doehring, CMC



John Doehring is an accomplished speaker, author, and (certified) management consultant focused in the professional services markets of design, planning, environmental, and construction. Founder and Managing Principal of *J. Doehring & Co.*, John and his colleagues provide advice and counsel on matters of significance: business strategy and planning, leadership development and transition, and breakthrough operations transformation. The firm's clients range from large to small, broadly-diversified to niche-specialist, around-the-block to around-the-world. John's passion is helping leaders to plan for the future, growth their business, and make more money.

For the last dozen years, John has counseled AEC industry executives and organizations - first as a senior leader in a market leading management consulting firm, and later with *J. Doehring & Co.* He has completed nearly one hundred engagements in strategic business planning and leadership development and transition. John has also created and delivered dozens of engaging, experiential, and educational training programs for both open enrollment (public seminar) and private client venues - in subjects that include managing the growing firm; management and leadership skills for principals; business development and marketing success for seller-doer principals and project managers; the laws of effective business execution; pricing, fee, and negotiating success secrets; and many others. John has touched thousands of industry professionals this way, and he is an engaging and entertaining, well-known, and sought-after speaker for national, regional, and local audiences at conferences and seminars, industry trade association gatherings, and private client events (including ACEC, AIA, SMPS, SAME, NSPE, SEA, Zweig-White, and PSMJ).

Before launching his consulting career, John Doehring was Chief Marketing and Strategy Officer at *Geologic Services Corporation*, and later *GSC/Kleinfelder*, where he led that company's planning, growth, and organization improvement efforts. Prior to his involvement in the AEC industry, he co-created and founded the highly successful, private equity-financed venture *Windward Petroleum, Inc.*, a rapid-growth, acquisition-focused consolidation play in petroleum specialty products distribution. John began his career with *Exxon Company, USA* as a petroleum production and exploration geologist, regional environmental business unit manager, and specialty products sales manager and business consultant.

John is also a popular writer on business and organization improvement subjects for professional services firms and their leaders, and he's been featured in many newsletters, magazines, trade publications, and websites. John is the author of *Fast Future! Ten Uber-Trends Changing Everything in Business and Our World* (2015) and *The BackPocket Business Plan! Outrageously Simply Business Planning for Extraordinary Business Results* (2014). He is currently working on a new book on leadership: *Stop Eating Your Leaders! Get Going, Do What Works, and Ignite the Next Generation in Your Firm.*

John holds a BS in Geology and a BA in Biology from the *University of Texas at Austin*, and earned his MBA in Management and Marketing from *New York University's Stern School of Business*. John is an active member of the *National Speaker's Association* (the organization for professional speakers) and the *World Futures Society*, and is a Certified Management Consultant (CMC) with the *Institute of Management Consultants, USA*.

Born and raised in Texas, John lives today in Pepperell, Massachusetts with his wife Megan, and two of his five children.

agenda

- ❑ **this time, this moment.**
- ❑ **a peek from the top shelf.**
- ❑ **seven crucial questions.**
- ❑ **your next steps.**

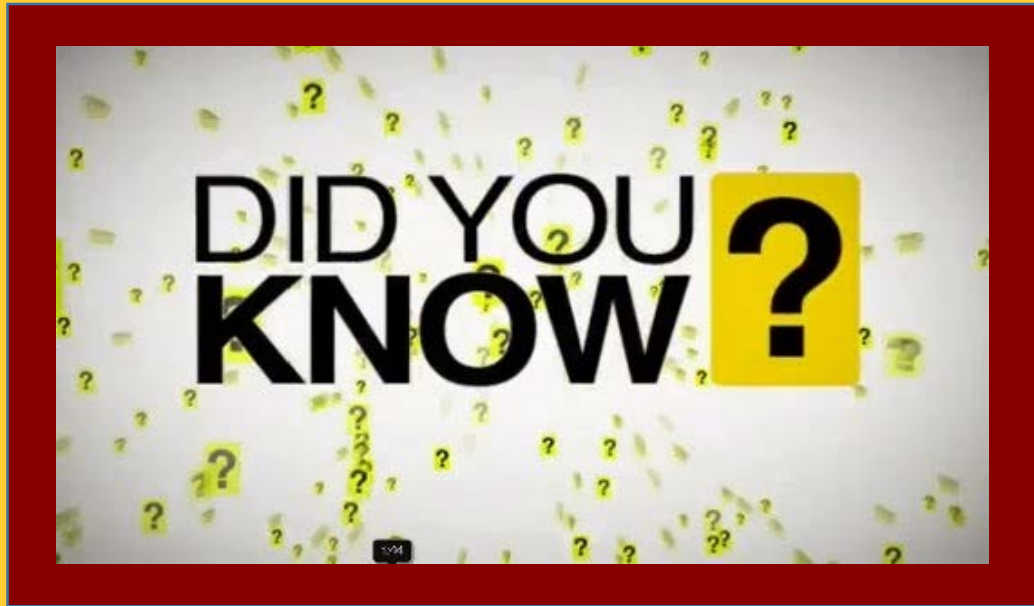
A detailed architectural blueprint of a building floor plan, showing various rooms, corridors, and structural elements. The drawing is rendered in white lines on a dark green background. Dimensions and room numbers are visible throughout the plan.

this time, this moment.

There is nothing
permanent
except CHANGE.
Heraclitus



The pace of change is accelerating.



“We are living in exponential times.”

Fisch and McLeod, *Did You Know*, at shifthappens.wikispaces.com

WHEN HUMANS TRANSCEND BIOLOGY

THE
SINGULARITY
IS
NEAR



RAY
KURZWEIL

AUTHOR OF THE NATIONAL BESTSELLER *THE AGE OF SPIRITUAL MACHINES*

Revolution
in Egypt

Joe Klein: What the U.S. should do
On the Street: Hope meets anxiety
Muslim Brotherhood: What it wants

Oscars:
Portraits of
star power

TIME

2045

The Year Man Becomes Immortal*

BY LEV GROSSMAN




*If you believe
humans and
machines will
become one.
Welcome to
the Singularity
movement.

WWW.TIME.COM

FAST FUTURE!





*Ten Uber-Trends
Changing Everything
in Business and Our World*

FAST FUTURE!

*...and What the Coming Transformation
Means for Your Business Today*

JOHN D. DOEHRING

**Advantage Media Group
January 2015**



The future ain't what it used to be.”

Yogi Berra



Ten Fast Future! Uber Trends

Technology

Information

Globalization

Markets

Urbanization

Energy-Environment

Diversity

Longevity

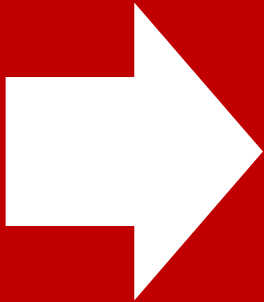
Community

Change

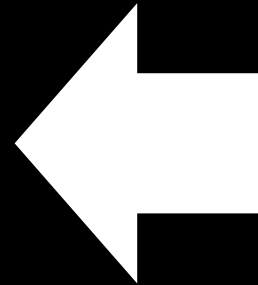


TWO OBSERVATIONS

FAST FUTURE!
CHANGE



ORGANIZATION
INACTION



**“Change is not necessary ...
survival is not mandatory.”**

W. Edwards Deming





the significance of now.

Loading... Please Wait

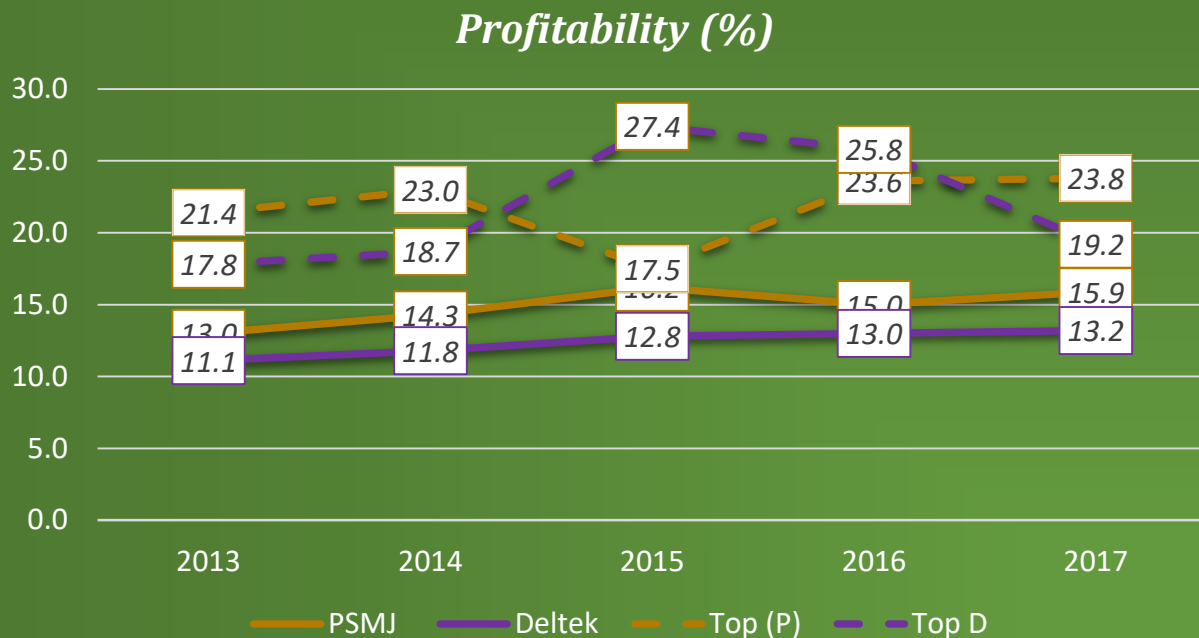


you are moving too slow.

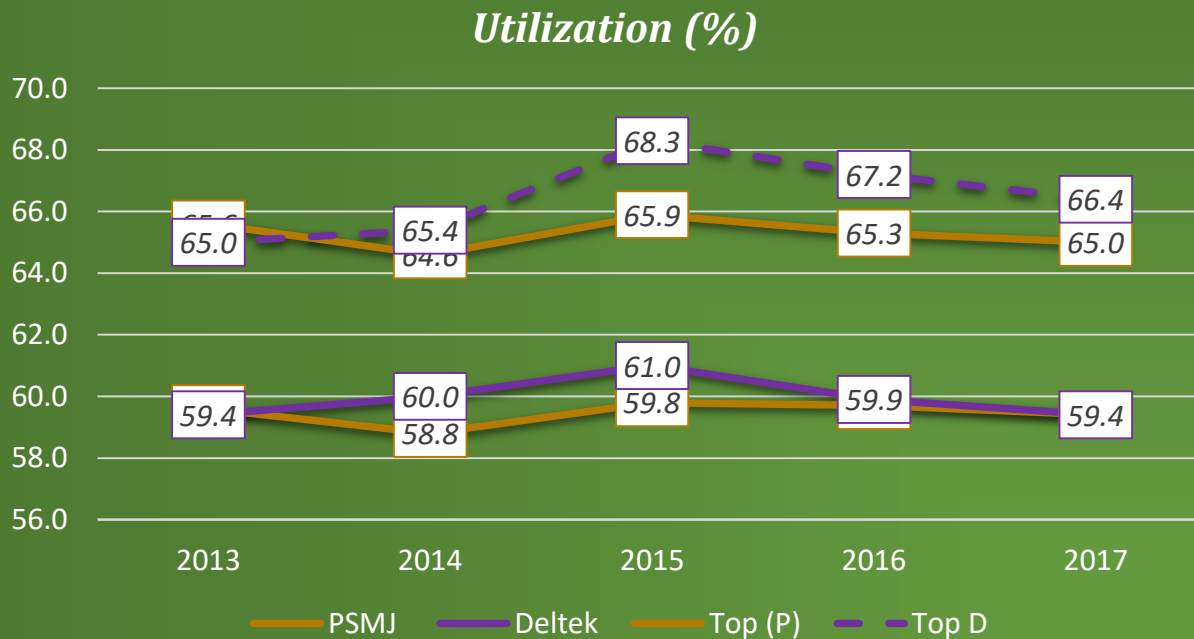


a peek from the top shelf.

Profitability (% NSR)

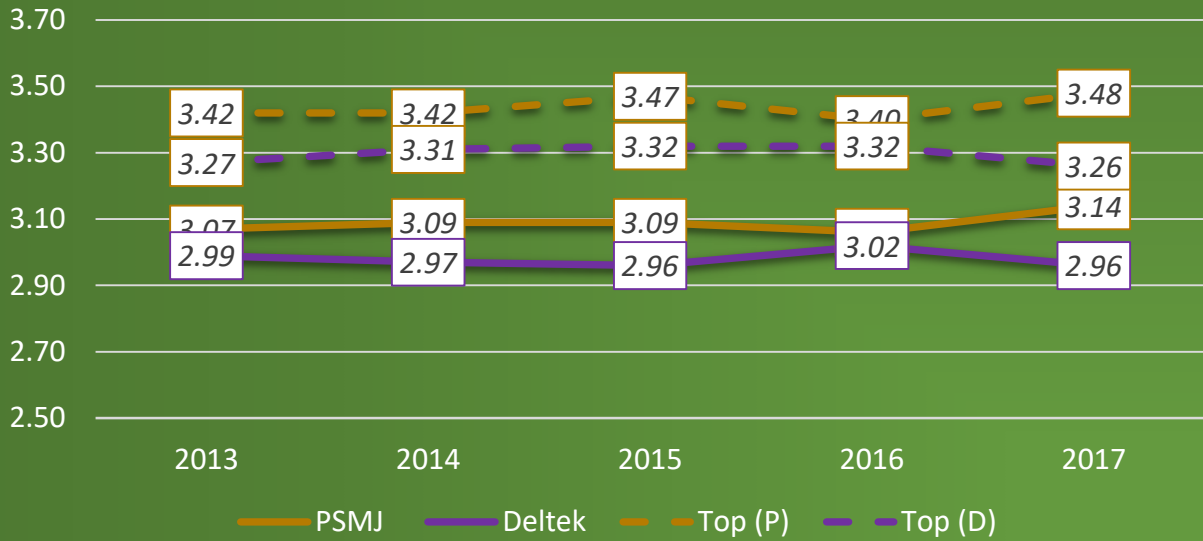


Utilization (% , dollars)

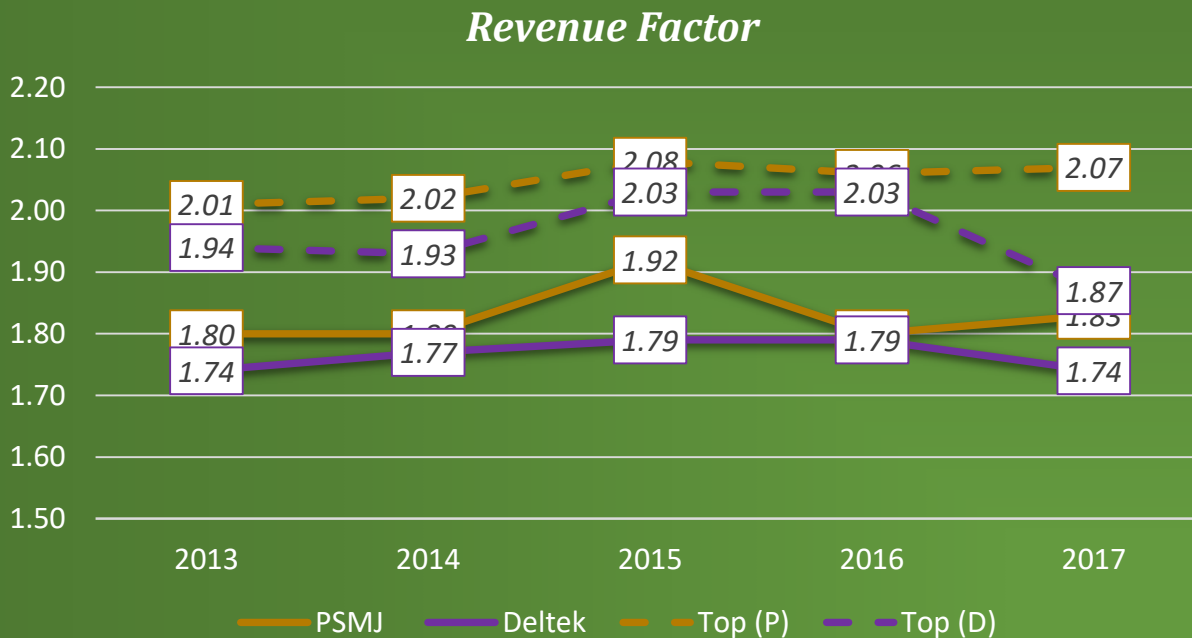


Multiplier (achieved)

Multiplier

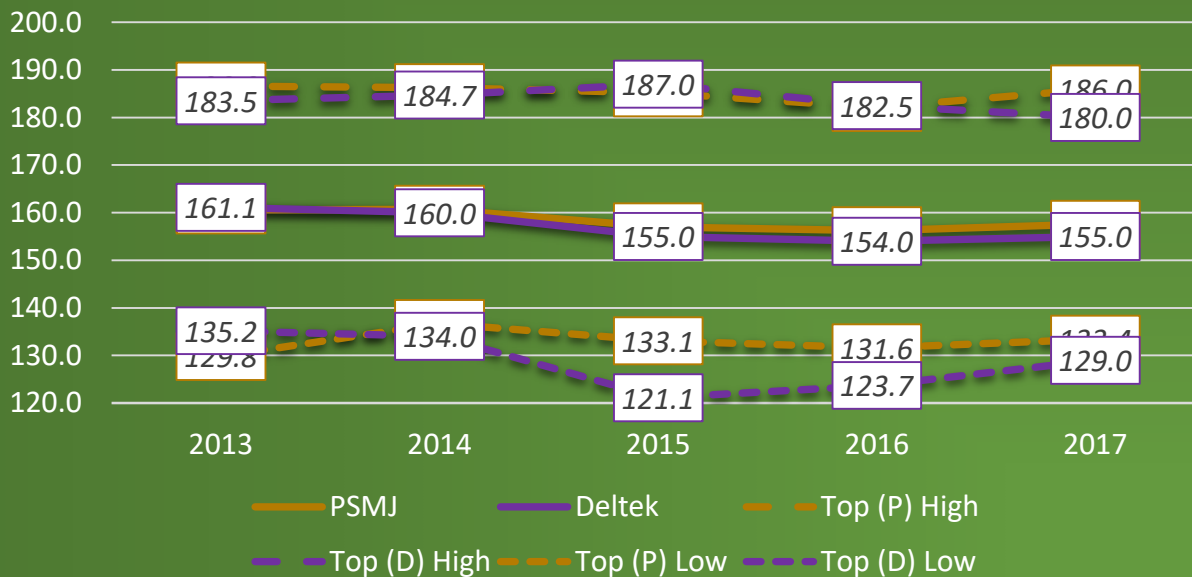


Revenue Factor (achieved)

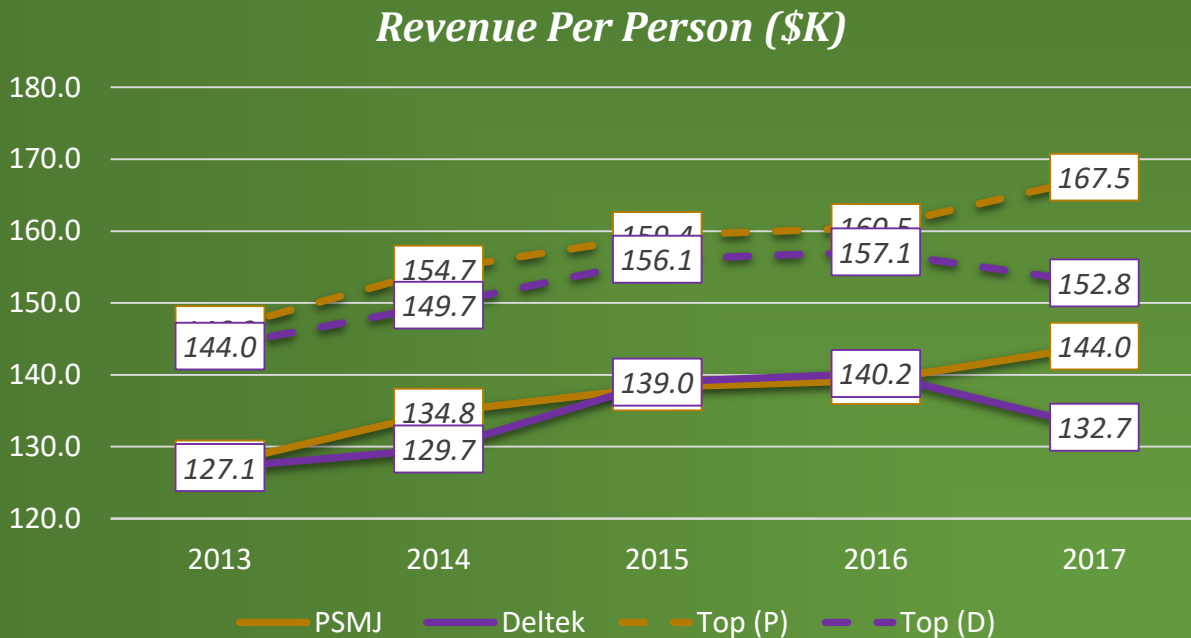


Overhead Rate

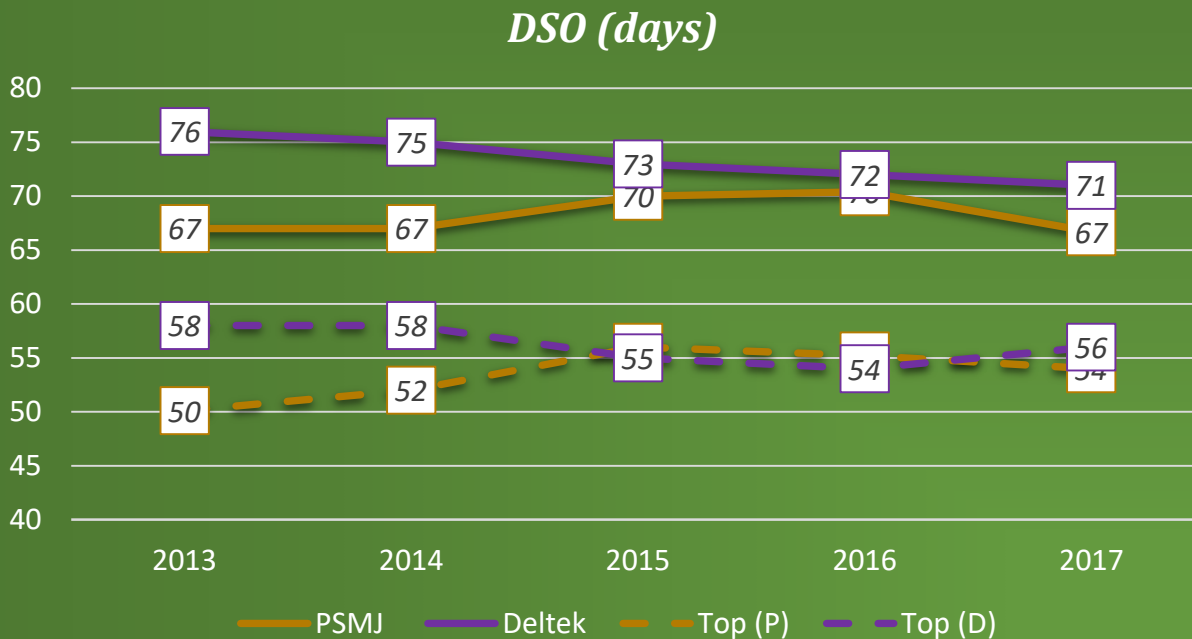
Overhead



Revenue Per Person (\$K)



Accounts Receivable (days)





why do we exist?

1

A hand in a suit sleeve pointing forward, with a semi-transparent gray box overlaid on the right side containing text.

“People don’t buy **what
you do, they buy **why** you do it.”**

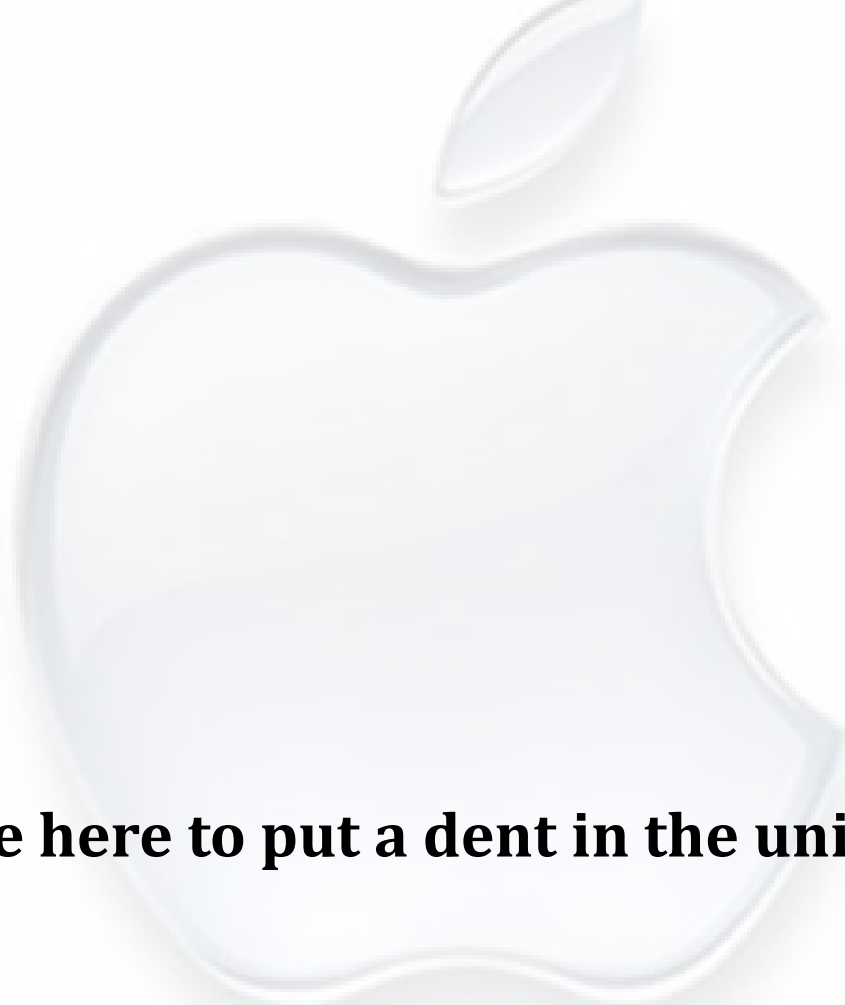
Simon Sinek

what do we exist to do?

what do we do to exist?



“not a mission statement ... a mission.”



“we’re here to put a dent in the universe.”



where is it we want to go?

“Nothing happens unless first a dream.”

Carl Sandburg



destination is the driver.



"I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to Earth."

John F. Kennedy, 1961



RETICULAR ACTIVATING SYSTEM

Our vision is to be a premier company, delivering quality solutions to clients on time and on budget, an employer of choice with opportunities for all staff, and a profitable firm with an acceptable return on investment for our shareholders.

vision objectives

- ❑ *Double the size of this practice in five years.*
- ❑ *Reach the top 20% in profitability for firms like ours.*
- ❑ *Open two new, growing, and successful offices by end next year.*
- ❑ *Earn 25% of revenues from new services or new clients next year.*
- ❑ *Hire fifteen extraordinary people in the next eight months.*
- ❑ *Be recognized as a best firm to work form in our industry.*
- ❑ *Grow what we want – and never have to answer an RFP again.*
- ❑ *Be the most selective employer (and the most sought after job) in the region.*
- ❑ *Offer next generation leaders a comprehensive training and development program - and complete that effort next year.*
- ❑ *Hold on to our core beliefs, culture, and family focus – while changing everything in our business.*

how do we really compete?

Coulda

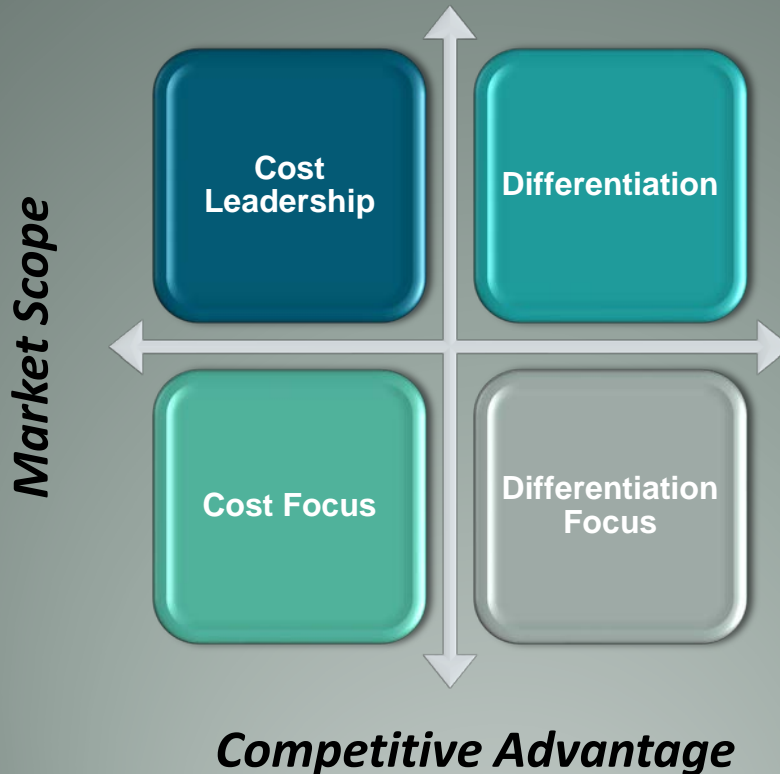
Shoulda

should we?

it depends.

The Basics of Business Strategy

(Porter's Generic Model)





“The essence of strategy is choosing what not to do.”

Michael Porter

4

are we all in this together?

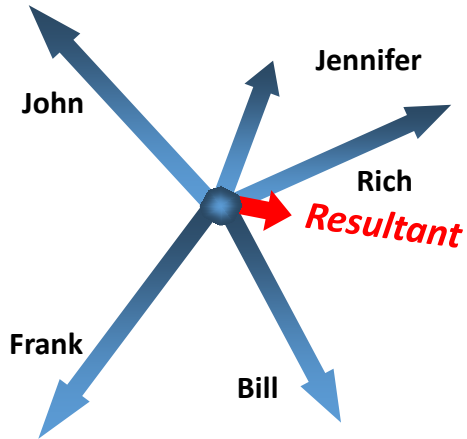
The background of the slide is a dense, overlapping collage of various US dollar bills, including \$100, \$50, and \$20 denominations. The bills are slightly faded and oriented in different directions, creating a textured, financial backdrop.

alignment is quite elusive ...

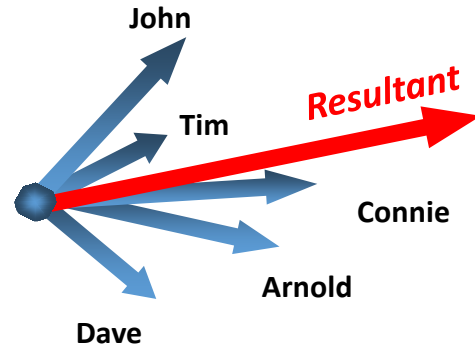
***'A professional services firm is the only place
you can act like an entrepreneur while still
collecting a paycheck from someone else.'***

Henry Mintzberg

Organization Alignment



Firm A



Firm B

alignment.





alignment
is the objective

how do we get the work we want?

be a category of one.



The ultimate driving machine.

know the client ...



or no the client.

leading the business development lane.

- ✓ *organization assessment*
- ✓ *enterprise business strategy*
- ✓ *strategic growth objectives*
- ✓ *target markets and services*
- ✓ *market competitive positioning*
- ✓ *branding strategy*
- ✓ *marketing strategy*
- ✓ *organization structure*
- ✓ *business development planning*
- ✓ *marketing and customer relationship training*
- ✓ *seller-doer training and mentoring*
- ✓ *marketing tactics and actions*
- ✓ *metrics, measurements, results*
- ✓ *marketing system management, improvement*

not the knowing, but the doing ...



not the knowing, but the doing ...





how do we make more money?



practice-centered business or business-centered practice?

The Basics of Business Strategy

(Porter's Generic Model)



money - shall we count the ways ...

higher fees

bigger projects

lower costs

greater
throughput

productizing
services

business
standards

leading the operations excellence effort.

- ✓ *operations and organization assessment*
- ✓ *focused operational strategies*
- ✓ *issues and opportunities*
- ✓ *business process reengineering*
- ✓ *capacity for change*
- ✓ *action agenda*
- ✓ *accountability and progress calls*
- ✓ *management of change*



the question: want, focus, commitment, drive.



**who will lead this thing
tomorrow?**

what's the most likely outcome of the next transition in your firm?





the best time to plant a tree is ten years ago.



When are they going to
step up?

When are they going to
give us a chance?





Stop Eating Your Leaders!

*Get Going, Do What Works, and Ignite the
Next Generation in Your Firm*

the 'stop eating your leaders' approach.

- ✓ *vision for transition success*
- ✓ *candid leadership assessment*
- ✓ *comprehensive leadership program training*
- ✓ *active one on one mentoring*
- ✓ *non-traditional career pathing*
- ✓ *detailed action agenda*
- ✓ *leadership development managing system*

what kind of leaders do we really need?





extraordinary leaders think and act **differently**.

The background of the slide is a detailed architectural blueprint, likely a floor plan, rendered in white lines on a dark green background. The blueprint shows various rooms, corridors, and structural elements with numerous dimension lines and numerical values (e.g., 2100, 1800, 1650, 1910, 4200, 15000). There are also circular callouts labeled with letters like A, B, C, and D. The overall style is technical and precise.

your next steps.

**bonus: what must we do
(right now)?**

“Even the most grandiose strategies must eventually degenerate into work.”

Peter Drucker





**PLANNING TO MAKE A PLAN
IS NOT A PLAN**

A close-up photograph of a blue rose, which is the central focus of the image. The rose is in full bloom, with its petals tightly packed in the center and more loosely arranged towards the edges. The petals have a vibrant blue color with some lighter, almost white, highlights, giving it a soft, ethereal appearance. The background is a blurred mix of blue and purple hues, creating a dreamy atmosphere. The lighting is soft, highlighting the texture of the petals.

forget being perfect ...

**"A good plan, violently executed now,
is better than a perfect plan next week."**

George Patton



a simple, actionable plan for the next 90 days ...

No.	Action Initiative	Lead	Due Date	Deliverable	Comment
1					
2					
3					
4					
5					
6					
7					

$$3 \times 4 = 12 - 2 = 10$$

Next Steps

Learn More (my book, others)

1. *Create a compelling mission story.*
2. *Craft a bold vision objective.*
3. *Focus the firm – quit some average things.*
4. *Assess the alignment of leaders – and staff.*
5. *Build a strategic marketing plan.*
6. *Detail an operations breakthrough plan.*
7. *Create a leadership development program.*
8. *Or Else!*

A photograph of a dirt road that splits into two paths in a forest. The road is covered in dry leaves and dirt. The trees are tall and thin, with green foliage. The lighting is soft, suggesting a misty or overcast day.

**“When you come to a fork in
the road, take it.”**

Yogi Berra



what really is possible?



be unrealistic.



a different view ...

Thank You!

john@jdoehring.com

978.877.9148

