

OTHER PUBLICATIONS and OFFERINGS

In addition to three books, Mel has written papers on practical problems faced by leaders. Following is a sampling from the ASCE Journal of Management in Engineering [available upon request]:

- **Leading the Implementation of Your Strategic Plan**

The actual implementation of a strategic plan is often neglected. Firms who are less profitable are **more** likely to plan and **less** likely to implement. The reasons are many. The solutions are also plentiful and practical. This "recipe book" will examine ...

- observations about implementation.
- necessary conditions for implementation.
- tips, tools, formats, processes, and other aids to implementation

- **Innovations and Best Practices: Leadership Development and Retention**

In these days of business prosperity and low unemployment, many firms are feeling the pinches that come with the "good times":

- Staff who want more opportunity, recognition and compensation;
- Recruiting challenges that seem almost insurmountable;
- Growth that taxes existing leadership resources and reserves;
- Retention difficulties, especially for key people.

- **The Why and How of Facilitative Leadership**

Worldwide, organizations have been discovering that leadership "at the top" requires a new approach to survive and thrive. Several of our client firms have opted to move toward a more facilitative leadership approach.

While the sample has been a relatively small one, the firms are, in general, doing at least as well as organizations with a more traditional management approach.

Both approaches can work well, but the complexity of our work world favors the facilitative approach.

- **Thoughts on the Management of Acquisitions**

In spite of diligent financial and operational assessments, there are few acquisitions that meet both parties' expectations. Some research suggests that the chance of success of acquisitions is less than 50%.

Engineering firms, both consultants and designers, are no exception to this. Most of the problems seem to occur in the cultural and human dimensions of acquisitions, after the acquired firm is under new management.



This paper offers several key ideas and tools for: assessing potential culture problems, minimizing clashes, and smoothing the transition to the new organization once the acquisition has been made.

- **Essential Success Factors for Strategic Planning**

Reviews of many strategic planning efforts by boards, management teams, or planning committees reveal that implementation is often lacking for many reasons. Our practice suggests 12 "essential success factors" that will help produce useful results more often.

These essential success factors address the role of planning, planning the planning, the planning group, different talents of planners, advance preparation work required, focusing on a few key results areas, developing carefully chosen strategic objectives.

It also addresses: using planning as the ideal opportunity for management team development, assigning needed champions for change, communicating the plan to the staff, and reviewing the plan from time to time for progress and results.

- **Selecting and Motivating Effective Staff**

Managers' efforts to correct, develop, motivate or replace inadequate staff consume inordinate amounts of their time and energy.

Similarly, managers' attempts at fairness sometimes lead to compensation and benefits that are expensive but not motivating to their staff.

Here we offer some approaches and tools for the selection, motivation, and retention of effective staff members for most organizations.

- **People Types and Personalities (workshop)**

This interactive workshop is just the ticket for Engineers, Architects, Planners, Scientists and folks who work to construct, design or analyze things for **people**.

It helps immediately because it is so simple to "see" quickly and it's intuitive. Learning the concepts is often enjoyable. Once you've used it in a group setting with colleagues, you can take it **anywhere!**

It's quite helpful in understanding and relating better to all kinds of people in all kinds of settings ... bosses, colleagues, clients, your staff, regulators, suppliers, spouses, friends, children and parents!

It makes use of the four social styles which each have their unique aspects, foibles, strengths and ways of contributing, but which also can sometimes be annoying.

Seldom can you find something that's so easy to learn, valuable, quick to apply and enjoyable, all in one package! It works well for executive work groups of 6 to 60, often as part of a larger meeting, such as a planning conference or shareholder gathering.

