

CLIENT NEEDS WE STRIVE TO HELP WITH

Strategic Planning that ...

- builds on your hopes, existing strengths and competitive edge.
- uses your customers' thinking and competitor insights (“outside in”).
- builds teamwork and buy-in as you work on the plan.
- results in a concise, well organized and easy to follow plan.
- provides for updates in a time of rapid change.

Organization Development that ...

- starts where you are and appreciates what you have.
- draws on useful models and proven principles.
- fosters communication and supports teamwork.
- addresses financial motivations and success.
- uses the creativity of the leadership group.

Team Development that ...

- helps groups evaluate within a useful framework.
- focuses on useful work needed by the group.
- values disagreement and differences among people.
- sets goals, with strategies for future effectiveness.

Effective Coaching that ...

- starts with your hopes and aspirations, problems and hassles.
- incorporates useful feedback if that would be helpful.
- uses practical models for understanding self and others.
- provides for next steps to move toward goals.



HENSEY ASSOCIATES

www.henseyassociates.com

OUR MISSION and APPROACH

MISSION

To enable executives and leadership groups to identify and use their best thinking and all their resources ...

as they plan for their future and solve problems they face ...

by drawing upon our ...

- knowledge of group process.
- understanding of human behavior.
- curiosity and creativity.
- push toward practical outcomes.
- use of graphics and writing skills.
- commitment to our clients.

APPROACH

Common to all our projects is a focus on process. So we call ourselves process consultants.

Major change efforts like these are likely to need a process consultant:

- Strategic planning,
- Organization re-design,
- Quality management,
- Leader Development,
- Executive team development,
- Process Improvement.

Process consultants design and develop a **process** that brings the client's own wisdom to bear on the project or desired change.

Process consulting respects the unique qualities of the client's system, while trying to improve it in ways the **client** wants or needs.

Process consultants need to be effective at:

- Designing useful processes,
- Working with and in a team,
- Helping clients identify objectives,
- Facilitating large and small groups,
- Resolving group conflict and confusion,
- Documenting the results for follow-on work.

In helping wise clients over many years, we have learned much in the way of what works in particular situations. We try to offer what we've learned, but encourage our client to decide if it "fits."

We've observed that in most cases, implementing major changes requires continuing management attention to **process** long after the decisions and plans have been made. We can help with team implementation as well as team planning.

Expert Consultants: Many, maybe most, consultants are **experts** in particular areas such as ownership transfer, accounting, info technology, and human resources. They often have value, and can provide expert solutions to clients' specific problems.



HENSEY ASSOCIATES

www.henseyassociates.com

OUR SERVICES

- **STRATEGIC PLANNING**
Assisting the strategy committee in the development of their distinctive vision, strategy, strategic plan, and objectives.
- **SENIOR TEAM DEVELOPMENT**
Helping teams assess their own needs for development and actually making team development happen!
- **PRODUCTIVITY AND PROFITABILITY IMPROVEMENT**
Working with managers to identify and solve productivity problems through people, to reduce costs, improve profits, and add value.
- **ORGANIZATIONAL REVIEW AND DESIGN**
Assisting managers as they fine-tune their organization structure, roles, and placement of key people.
- **SYSTEMIC CHANGE**
Working with executive teams in assessing needs, planning and managing major internal change efforts such as succession planning.
- **MANAGEMENT OF DIFFERENCES**
Assisting executives and managers in creatively handling conflicts and personality clashes among themselves, their work groups, or other individuals.
- **EFFECTIVE STAFFING**
Suggesting practical guidelines for finding and selecting good people with the necessary attitudes and skills. Benchstrength planning is sometimes appropriate.
- **PERSONAL COACHING**
Assisting executives, leaders, and key staff members in solving particular problems and/or sharpening certain skills.
- **GETTING UN-STUCK**
Non-directive coaching for individual executives and managers on problems related to time management, stress management, conflicts, wherever they feel "stuck."
- **INTERACTIVE PRESENTATIONS**
Presenting enjoyable and useful mini-workshops to develop people and groups. Popular themes include ... teamwork, planning, conflict management, time management, personal and professional development, facilitation skills, leadership, coaching skills.



OUR CLIENTS

ASSOCIATIONS

AAES ACIL ASCE CERF
ABET AIA ASFE EF
ACI AFE ASHRAE IEEE

ENGINEERS AND ARCHITECTS

URS
Terracon
Kleinfelder
Woolpert Consultants
ABMB Engineers
TTL Consultants
Barge Waggoner
Quest Engineers
C+RA Architects
Edwards & Kelcey
Knight Companies
Psomas & Associates
Walker Parking Consultants
Hixson Architects & Engineers
LJB Inc., Engineers & Architects

ENVIRONMENTAL

EnSafe
Terracon
Envirogen
CH2M Hill
TetraTech, Inc.
NTH Consultants
Stanley Consultants
Black & Veatch Water

GOVERNMENT

U.S. Forest Service
U.S. Army Corps of Engineers
U.S. Naval Facilities Command
National Library of Medicine
Cincinnati Planning Commission
Georgia Department of Human Resources
Pennsylvania Department of Transportation

RESEARCH

Ohio Aerospace Institute
Ferro Corporate Research
Herrick Labs: Purdue University
Bell Laboratories Systems Group
Civil Engineering Research Foundation
Edison Polymer Innovation Corporation
University of Cincinnati Medical Center
Institute for Policy Research
Institute for the Study of Health

INDUSTRIAL

BP America
Kiwi Brands
Senco Products
Orchid International
Tescom Corporation
CONTECH Bridge Solutions
Plastic Moldings Corporation
Ethicon of Johnson & Johnson

CONSTRUCTORS

Dillingham
J.S. Alberici
JA Jones Co.
MAC Construction
Weeks Marine, Inc.
Building Crafts, Inc.
Paul Hemmer Companies
Goettle Foundation Systems
Danis Building Construction Company

EDUCATIONAL

Northwestern
Drexel University
Purdue University
University of Alaska
University of Toledo
Ohio State University
University of Delaware
Texas A&M University
University of Cincinnati
Miami University of Ohio
University of New Mexico
University of Missouri at Rolla

PUBLIC/SOCIAL SERVICE

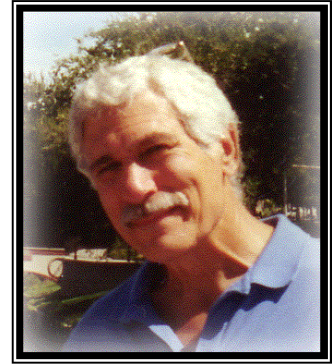
TAMS
Ensworth School
Urban Appalachian Council
Mental Health Services
Bergamo Conference Center
Emanuel Community Center
MSD's of Cincinnati, Cleveland & Louisville
Hearing, Speech, & Deaf Center of Cincinnati
Children's Hospital Medical Center, Cincinnati
Crayons to Computers

RELIGIOUS

Knox Church
Hanover Church
Eastminster Church
Pine Shores Church
Cincinnati Presbytery
Trinity Parish of New York
Northminster Presbyterian Church
Grace Community Presbyterian Church
Heritage Universalist Unitarian Church
Eastern Area Council of Presbyterian Churches



PROFESSIONAL DATA SHEET FOR MEL HENSEY



As a management consulting engineer, Mel has served consulting engineers, academia, public agencies, industry and technical service organizations for 35 years. His career experience includes consulting, industry, and public service in a number of roles.

Hensey Associates offers organization effectiveness consulting help in several areas ... strategic planning, organization development and improvement, senior level team development, executive coaching, and process improvement/quality management. In all cases, we work as a team partner, not an “expert.”

The founding editor of ASCE’s *Journal of Management in Engineering*, Mel has given numerous talks and papers. His three books are ...

- ***Collective Excellence: Building Effective Teams***, 2nd Edition, ASCE Press, 2001
- ***Personal Success Strategies: Developing Your Potential***, ASCE Press, 1999
- ***Continuous Excellence: Building Effective Organizations***, ASCE Press, 1995

Affiliations and recognition include: ASCE Fellow, OD Network, Professional Engineer, Recognized Consultant, UC Distinguished Alumnus, ASCE Torrens Award (journals), ESC Award (consulting), and TB Robinson Award (management). Hobbies include: planting trees, biking, canoeing, square dancing and litter-gathering.

Clients tend to be very long term, with several going back many years. A sampling of clients from several sectors we serve includes:

- Barge Waggoner
- Cincinnati MSD
- Weeks Marine
- URS Corporation
- Birdsall Services Group
- Danis Building Construction
- Walker Parking Consultants
- Woolpert Consultants
- Institute for Policy Research
- Drexel University
- TetraTech, Inc.
- Kleinfelder, Inc.
- Terracon
- BP America
- TTL Consultants
- Ferro Corporation
- Tescom Corporation
- University of Cincinnati
- CONTECH Bridge Solutions
- NTH Consultants
- SSR Consultants
- LUBA Insurance
- Many churches, civic groups & universities
- Many associations, including ASCE, ACEC and NSPE



HENSEY ASSOCIATES

www.henseyassociates.com

OUR BASIS FOR PROJECT AGREEMENTS AND COMPENSATION

Following are some parameters related to project scope, startups, agreements and compensation we usually follow. They are based in part on Manual 45 of the American Society of Civil Engineers for the Engagement of Consulting Engineers, revised edition.

PROJECT SCOPE DEFINITION:

Most projects and assignments undertaken for our clients have several aspects which cannot be well defined in advance of the work. Some of these unknowns are ...

- The scope of project conditions and organization's situation,
- The familiarity of the client management team with the work processes used,
- The effectiveness of the management team in working together as a **team**,
- The degree of detail desired or required in the final work product.

PROJECT START-UPS:

We find our **initial** discussions with most clients immediately contribute to project/problem definition and clarity. Consequently, we normally charge for work from the very first working meeting.

For this same reason, we also normally charge for specific proposals prepared at client request, unless they are informal and brief.

AGREEMENTS:

Further work on most projects is by mutual agreement rather than by contract. We agree to work together on a project with an intended outcome until such time as we have that outcome or as close as possible to it.

Whenever projects involve people, groups or organizations, rather than concrete things such as computers or plans or facilities, a more flexible, interactive process is necessary. Agreements should reflect that.

COMPENSATION:

Given the nature of most projects (defined above) we find it is fairest, for both our clients and ourselves, to charge on a per diem basis for consulting effort, plus out-of-pocket expenses.

Our fees must also cover many business-related overhead costs, including:



Office and equipment, accounting, office management, phone and computer services, insurance, research, continuing education, professional registration and certification, retirement, vacation, Social Security and numerous other taxes.

HENSEY ASSOCIATES

www.henseyassociates.com