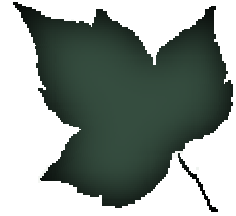


RE: CONTACTING US:

I know that many of you must spend much of your work day in front of a computer. **However**, when working with clients, traveling or doing outdoor hobbies, I may go 3-4 days without my computer.

So, for contacting me in a hurry, it's best to call or text me on my cell ... **513/919-7672**.

Thanks! *Mel*



January 2011 - Leadership Letter (55)

THE NITTY GRITTY OF ORGANIZATION DEVELOPMENT

We've had stimulating discussions with several good clients on "**organization development**" (which is basically what we **do**).

Years of study in this somewhat new field of management consulting has provided us helpful ideas and some useful principles to guide our work.

One very important principle, for example, is that our **clients** understand their organizations' history, culture, and needs better than any outsider. So ... as consultants, we need to ...

- **listen** a lot.
- **provide** problem-solving processes.
- **facilitate** and focus our clients' own wisdom.

What we've also learned is that a lot of clients don't appreciate management consulting jargon about "change processes" and other such "crapola."

They **do** appreciate competent help with major management challenges, such as ... **improving performance, strengthening teamwork, developing strategic plans**, and such.

This month's letter deals with the kinds of **practical projects** that our clients often ask for help with, as they strive to meet today's organizational challenges.

I hope you find it useful, interesting, and free of jargon (crapola)!

Mel

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Don't forget that all past **Leadership Letters** can be found on our website at www.henseyassociates.com.

A MENU OF PRACTICAL PROJECTS WE'VE PROVIDED FOR OUR CLIENTS

- Guiding large or small groups in developing "**scenarios**" to be addressed by their planning group, called "**scenario planning.**"
- Facilitating large group **inputs** for the strategic planning team, often in a dynamic way.
- Guiding small strategic planning groups, so they craft a great **strategic plan.**
- Facilitating large group **critique** of a draft strategic plan, in interactive ways.
- Helping management groups **review progress** on their plans, and if needed, to tweak/**update** their plans.
- Assisting small groups in evaluating one or more proposed **acquisitions**, as to fit, culture, integration, etc.
- Helping a CEO plan for integration of an **acquisition** almost doubling the firm's size to 1,000 people; facilitating the integration team.
- Assisting board committees in searching for and evaluating candidates for **CEO**, internally, externally, or both.
- Helping boards improve their **process for evaluating and rewarding** the CEO.
- Facilitating **succession committees** with their process, candidates and evaluations.
- Nominating good candidates for new **external directors** to CEO's and boards.
- Facilitating a board and/or governance committee in their **process** of searching for and selecting new external board members.
- Facilitating boards in developing their **governance** or **critiquing** their own performance.
- Guiding the senior management group in improving their corporate **culture** through team development, ground rules, etc.
- Guiding senior management in assessing their leadership **bench strength**, and crafting a plan to improve on it.

- Leading a management committee in reviewing and improving their firm's **performance review** process, for all levels.
- Helping a management committee review and revise their **bonus/incentive compensation** process.
- Working with CEO's in developing more **network teamwork** amongst (a) branch managers, (b) regional managers, (c) branch administrators, (d) corporate leaders.
- Assisting CEO's by interviewing and **evaluating candidates** for major management openings and changes.
- Working one-to-one with CEO's and regional managers, as they seek ideas to resolve or improve **difficult leadership problems**, shortages, misfits, lack of teamwork, etc.
- Developing teamwork **between groups** who are at "loggerheads" with one another.
- Coaching CEO's, regional managers and branch managers to craft development plans and strategies for improving **their own performance**.
- Leading boards and management groups to become more effective **teams**, while working on **real** issues, concerns, needs, plans, etc.
- Developing "**partnering**" **teams** between consultants, contractors, owners, suppliers, and regulators, etc.
- Facilitating marketing/business development committees to **focus successfully** on new-to-them business sectors, such as federal government, healthcare, a major metro area, energy, etc.
- Assisting HR leaders in crafting **outstanding training programs** that people **want** to participate in and learn from.
- Leading corporate teams in developing **firm-wide leadership development** programs or **PM processes** and training, etc.
- Suggesting **resource people**, such as Tom Smith (HR) or Dan Ryan (executive recruiting).
- Leading CEO's and small groups as they examine and design a **new and improved organization** structure and roles.
- Facilitating boards or management groups in developing **schedules** for lengthy and complex programs, using "full-wall scheduling."



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