

'Consulting 101'

**Tips for Living a Successful Life and
Being a Successful Environmental Consultant**

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1.0 Introduction

Environmental Consulting is a very rewarding career for self-motivated, personable and talented professionals who are willing to be effective leaders, through continual education and developing management skills. Environmental consulting is based on engineering and science; however, being a science graduate does not prepare individuals for careers in consulting. The purpose of this Consulting 101 Manual is to provide the reader with a general understanding and mind-set necessary to establish and sustain a rewarding career in the environmental consulting industry. Most science graduates entering into environmental consulting as a career choice based their decision on individual passion for environmental justice, providing increased environmental awareness and/or becoming an integral element in environmental remediation on various properties, or to just make a difference. "Selling-out" for money is a common theme within the environmental consulting industry; however, effective environmental consultants never forget the basic reasons for choosing this career and develop into professionals with integrity.

The secret to excellent consulting is the ability to weave your passion for environmental issues into serving your clients concerns, establishing valued relationships (which potentially develop into additional projects and rich long-termed friendships); while maintaining a positive 'can do' attitude. As the late Dr. Randy Pausch so eloquently stated "*you can either be an Eeyore or a Tigger in your life...Tiggers have more fun, so strive to be Tiggers!*" An infectious, happy, positive attitude and personality can move mountains! Coupling a positive attitude with self-motivation and leadership skills essentially provides 75% of an exceptional consultant. Patience, technical skill and experience round the remaining 25%. As Lze Tao stated over 4,000 years ago "*experience is the ultimate teacher*" and nothing has changed during this time. As an environmental professional, your value is knowledge and understanding environmental regulations. Therefore, maintain your environmental education and continue learning and developing with the industry to remain an apt consultant. As you develop into an environmental professional, always be open to learning. Failing on one aspect of a project is really nothing more than a costly learning experience, whereas repeating the same failures is failing completely.

The term "diamond in the rough" when discussing personal development is a truth. You can't create a beautiful diamond by cutting a piece of coal! Personal grit (persistence), personal responsibility and ultimately leadership by character are traits

most people work toward in their life. Consulting and your life are not two separate entities, they are you! By being mindful, compassionate to yourself, your fellow employees and clientele, and working with integrity in your life and career, these virtuous traits can easily be realized. Being a professional with high integrity and a sense to 'solve your clients environmental concerns' is both rewarding and highly marketable. Clients want to retain a consultant who can make their problems go away and if you're passionate on helping others, you can become successful without "selling-out" or not living with integrity. In essence, if you are not an advocate for your client and work to solve their environmental concerns, you are not effective as an environmental consultant no matter how much technical skill, education and/or expertise you may possess.

This guidance is completely "off the grid" with regard to 'traditional' training manuals since it provides a brief synopsis of gaining an effective personality, exceptional management and technical skills as well as strong leadership traits essential for professional development and sustaining a career as an environmental consultant. First things first, your ego needs re-tooling as does mine!

2.0 The 'Bitter' Truth

Freud, love him or hate him, had some clever ideas regarding Id, Ego, and Super-Ego as our basic mental computer system 'platform'. Through 'auto-pilot' living and becoming trapped in what others think of you, all three mental aspects come into fruition. Brief descriptions for these three traits are summarized below. The Id acts as a pleasure center and continually seeks immediate enjoyment if not compelled by reality, whereas the Ego acts as the organized portion of the personality structure, including defensive, perceptual, intellectual and executive functions. Basically, the Ego separates what is real and assists us to organize our thoughts and make sense of our thoughts and the world around us. The Super-Ego strives for perfection and comprises the organized portion of the personality structure, which is mainly unconscious, including our individual ego ideals, spiritual goals, and conscience that criticizes and prohibits our drives, fantasies, feelings and actions. Basically, the Super-Ego, at least according to Freud, is responsible for guilt. Therefore, when we feel self important, perfect and strive for pleasure, you can blame your mind! However, your mind is the most important tool you possess and learning 'how' to use it is essential in consulting, not to mention your life!

No matter how *wonderful, perfect and intelligent* you may be, what you *project* to others **is what you really are to the world**. Projection is the unconscious act of revealing to others what we want them to think of us rather than just being 'who' we naturally are. The 'bitter' truth is: *we infect others with our self-delusions of grandeur by acting rather than being*. In my opinion, low self esteem is usually the culprit. Low self-esteem is achieved by not listening to our true selves and letting others project their Super-Egos on top of ours, which creates a state of hostility, fear and mental warfare. Just imagine mental chess or Risk being played out every second, minute, day and year...no wonder there's so much violence in the world! Most fights are protests of being "overtaken" by someone or someone's projection of perfection, which if you really think about it is pretty silly. No one is perfect. A quick self test: do you like being right all the time? If the answer is yes, you probably have low self esteem. Addicted to being right or self-righteous behavior is a direct symptom of defending your Id and Ego against mental conflicts with others who also possess low-self esteem. Being mindful and aware of this mental trap the American Indians called the "mental parasite" and acting on your true self can immediately change your life and solve many, many self-emulating and repeated problems. The vicious cycle of low self-esteem living can be observed throughout of society and has created the misnomer of "keeping up with the Jones'" and in my opinion, has significantly contributed to the destruction of our social and natural world. People feel they must attain material wealth in order to be happy; however, this couldn't be farther from the truth. Just turn on reality shows such as "COP's" or "Survivor" for clarification. In our society, the saying "Do, Have, Be" seems to be the common theme. Society projects a sense of working hard (Do) to obtain material wealth (Have) in order to Be happy. People are working themselves to death trying to follow the model citizen; however, this 'model' for happiness is completely wrong. The correct and mindful method for being happy is first to Be happy, work with integrity and passion (Do) and one of the benefits to being happy and working with integrity is having a life (Have) which includes wealth, and forms an intention cycle of good energy for yourself, your company and the world. Therefore, Be-Do-Have.

Being confident in your life is not a 'right' or an 'act' out of perfection or being righteous. Confidence comes from the natural progression of proficient and exceptional living and is the product of a *happy* life with high self-esteem related to healthy life choices. Anything else is a lie. Being happy should not be attached to virtual and visceral concepts projected by others. Happiness is a virtue and is easily determined, with the exception of medical and/or organic mental conditions requiring treatment.

I have one final comment on tackling the challenges holding you back from completely enjoying your life and being an awesome consultant. Boundaries are very, very important to you and to others. Not respecting boundaries creates negative situations, both in your personal and professional life. Get to know yourself and what you really are and are not comfortable with in business situations. Furthermore, take the time to understand where your ethics lay. Clients will attempt to push you around and get more out of you than they are willing to pay for. Hey, it's YOUR license and YOUR word they are paying for, so protect both of them by using your boundary line, which is the small infinitesimally fine-line between gray and black in your professional life. Being able to say "no" to unethical situations will increase your value as a consultant and human!

Now take a moment to reflect on your life. What do you project in your daily life, somber, morose feelings or smiles? What do you really think of yourself, your life and who you are currently? Do you give back in your life or do you take from others? Ask your partner, friend, manager for a true assessment of yourself. This is called feedback. You will be surprised and do not react! Reaction just sets the defensive portion of our selves in motion. Write both the good qualities and 'bad' qualities down on a piece of paper. Ask yourself "is this really me?" Remember, what you project is what you are...never forget this truth! So, now you know your baseline. Don't worry, it doesn't matter because it's time to set some goals and transform yourself and your career into a sustainable, enjoyable and fulfilling life.

Suggested Reading

The Four Agreements, Carlos Ruiz

Jonathan Livingston Seagull, Richard Bach

Seven Habits of Highly Effective People, Dr. Stephen R. Covey

Anger, Thich Nhat Hanh

Illusions, Richard Bach

The Last Lecture, Dr. Randy Pausch

Boundaries – Where You End and I Begin, Anne Katherine

3.0 Personal and Professional Goals

As a consultant, your value is rendered in your knowledge, technical acumen and efficiency in solving problems at a lower cost than anticipated by the client. As

discussed in Section 2.0, your 'self' and what kind of person you are is the crux of integrity, which determines your fate as an effective or ineffective consultant and human being. In order to attain a level of expertise in the environmental consulting world which allows personal and professional traits to unify into a marketable, sustainable energy, personal and professional goals must first be established. Goals are simply "who do I want to be and what do I want to do?" Writing down your goals, both personally and professionally, will set in motion your intention to attain your dreams. Personal and professional goes hand in hand. If you are not happy personally, your professional career will suffer; similarly, if your professional career is suffering, so will your personal life. The table below is an example of writing down personal and professional goals with an estimated date of completion.

PERSONAL GOAL	GOAL DATE	PROFESSIONAL GOAL	GOAL DATE
Volunteer at shelter 4 times a month	05/2009	Learn to write a RAP	05/2009
Save down-payment for house	12/2009	Learn to write a Closure Report	12/2009
Become more confident in meetings	01/2010	Apply for my M.S. Geology	01/2009
Develop better friendships	02/2010	Pass P.E./P.G. Exam	12/2011
Develop better inter-personal skills	02/2010	Become a better team player	02/2010
		Enroll in an environmental law class	10/2009

Although these goals may seem simple, they compel you to find ways, methods and/or create plans to attain the specific goal you listed for yourself. As this process continues do not be surprised finding yourself creating greater detailed goals and the methods needed to attain them. Through this process, your potential "energy" will be transformed into action and those horrible feelings of being 'stuck' and 'not going anywhere' will become memories.

4.0 Technical Skill

Technical skill is a general term for knowledge gained through education coupled with professional experience and is the basic commodity an apt environmental consultant uses to gain clients. Clients want to use environmental consultants who are skilled and 'seem' to know what they are doing and/or have the correct credentials. Melding personality with technical skill; however, allows clients to access your skill sets, or credentials easily and expedites building trust into a long term relationship. An often

overlooked technical skill within the environmental consulting industry is good technical writing skills. Writing well is one of the most important consultant skills to attain, since our products are technical letters and reports. Technical skill alone does not craft a consultant; however, without technical skill, consultants do not have services to provide clients. Technical skills are therefore tools an environmental consultant can rely upon to render efficient and cost effective solutions to their clients. Strive to work on challenging projects in order to build your technical 'tools.' Technical skill does not only include engineering, geologic, chemical or biologic understanding, but regulatory competence as well. Environmental laws and regulations are similar to a language. In order to speak a language well, one must learn the language first. Every successful environmental consultant has a competent understanding of environmental law and knows when he or she 'does not know' but can get an answer from another source. As you develop long-term relationships with your clientele, your passion for assisting and solving your clients environmental concerns should become paramount. Technical skill coupled with a positive, solution oriented personality only increases your professional value as a consultant. Technical skill also requires the environmental professional to maintain his or her learning through continuing education and subscriptions to professional journals such as Geological Society of America (GSA), Groundwater and American Society of Civil Engineers (ASCE).

Suggested Reading

Preliminary Endangerment Assessment – Guidance Manual, State of California DTSC

The Energy of Nature, E. C. Pielou

Groundwater, R. Allen Freeze and John A. Cherry

Contaminant Hydrogeology, C.W. Fetter

California Geology, Deborah R. Harden

Natural Attenuation of Trace Element Availability in Soils, Rebecca Hamon, *et al.*

Franciscan and Related Rocks and their significance in the geology of western CA, DMG, Bulletin 183

Environmental and Pollution Science, Ian L. Pepper, *et al.*

Geowriting, Robert L. Bates, *et al.*

California Environmental Law Handbook, Michael A. Monahan, *et al.*

5.0 Leadership and Management

Leadership is the cornerstone of consulting by the mere fact a leader finds multiple pathways toward solutions. Leaders perform actions with the intention of solving situations and/or concerns, while non-leaders talk about acting on concerns and/or find ways to create more problems instead of solutions. There's a perception leaders are chief executive officers, presidents, etc.; however, true leaders are everyday people who just DO THE RIGHT THING through their mindful actions. Leadership is not a title or job position, leadership is a mind-set on thinking positively and working toward solutions rather than being marred in problems, negativity and inertia. Thinking in "solution" rather than "problem" terms is the first step toward leadership.

The second step is being able to motivate yourself and your fellow staff to work as a team and delegate effort to others in order to solve concerns with greater efficiency through exceptional communication. No matter what someone's personal history, excuses or reasons 'why' they can't be a leader, anyone can be a leader by simply having self motivation and taking ownership on projects in order to solve the clients concerns. In this example, company staff in any role can and should be leaders for the better good of the company.

As Section 1.0 discussed the benefits of being a "Tigger," personality and personal integrity contribute greatly to leadership qualities. Leadership is also being a team player and working with others for the common good of a project and/or client. Being able to cycle back and forth from individual to team effort and when to do so is learned by experience. Once this skill is mastered, your good intentions can be mustered into any impossible situation with great success as long as you remain positive and active in your project(s).

By the way, being able to say "I don't know" to a client followed by "but I know someone who does and I will get right back to you" shows humility and integrity with a solution-oriented demeanor rather than 'they'll think I'm stupid or unqualified if I don't say something.' Remember, you're in the business of cultivating trust with your client(s) and fellow colleagues in order to work together and solve concerns.

Environmental consulting, as you will read in Section 7.0 is a type of game, in which your client is on your team and the adversary is yourself. The number one mistake consultants make is to assume the regulator or general "gatekeeper" to the operation of

a project is the enemy. This immediately creates a confrontational situation in which there HAS to be a winner and a loser. Unfortunately, most people see through this ruse and consider the “professional” behaving in this manner mentally affected, or even worse, having low integrity and being nothing more than “a used car salesman.” The key to effective consulting is to being totally yourself and while utilizing all your skills, both innate and learned to render cost efficient solutions for clientele. In other words, leadership requires action, mindful thought and effective communication.

Effective management is similar to effective farming. Successful farmers nurture their land and rotate crops in order to maximize harvests each season, using minimal pesticides and fertilizers in fear of damaging the soil compared to greedy farmers who shock the soil with excessive fertilizers to obtain greater yield. The greedy farmer who obtained a higher yield in one growing season has poisoned his field for the next season. Where a ‘bumper’ crop was harvested the season before, the field is barren tomorrow. Similarly, strive to be the successful farmer by supporting your client with integrity and doing what is right for yourself, the company and ultimately for your client.

As you will see below, I recommend watching the entire *Band of Brothers* series from HBO Productions. Through watching these videos, not only will you truly understand the sacrifice so many made for our future, but you will notice something very particular...the difference between the follower and the leader. Although these are actors, there are many, many more stories of harrowing leadership under fire in horrible circumstances. Consulting is a far cry from warfare, but the business lessons abound! Take note, and maybe someday you will be asked to lead when others can't and/or won't.

Many times in the course of environmental consulting, clients will become very upset and even enraged with project timelines and costs. Your professional responsibility is to provide your client with the most efficient and cost effective solutions in order to reduce their liability. After all, your job is to *protect the client from themselves*. Therefore, manage your clients like successful farmers. Effective management coupled with leadership will lead to repeat business based on your successes and detail toward solution oriented efforts. Never forget the sayings “pigs get fat, but hogs get slaughtered,” “a quitter never wins and a winner never quits” and “BE – DO – HAVE.”

Suggested Reading and Videos

The Diamond Cutter, Geshe Michael Roach

Theodore Roosevelt on Leadership: Executive Lessons from the Bully Pulpit, James M. Strock

Principle-Centered-Leadership, Dr. Stephen R. Covey

"Band of Brothers", DVDs from HBO Productions

6.0 Business Acumen (i.e. Business Building)

Having an affinity toward business is obviously advantageous toward your consulting career, especially regarding preparing budgets, understanding effective marketing, attention to invoicing and getting paid for your work. But this is actually a very small part of consulting. The classic businessman is the 'used car salesman' or the 'door-to-door salesman.' Everyone dislikes being exposed to a "sales" job; however, in the geosciences, you have the wonderful opportunity to bring your intellect, personality, technical skill into fruition and be an efficient, effective integrity producing machine! Simply by being honest with your clients and being personable, you will be capable of opening doors never imagined and you will be amazed at just how much business you can wrangle. In a market where clients are relying on your expertise to solve their environmental problems, resist the temptation to make the situation worse in order to generate higher income. This is a classic lawyer technique and is highly unethical. Worse yet, your clients will see right through your ruse and in an instant, a 'sure thing' vaporizes before your eyes and a potential client works against you, telling others how dishonest you are...bummer! Remember, keep it simple and be HONEST.

Don't be surprised when clients call you for no reason, want to go out to lunch or invite you golfing. Hey, they're people too and they value honesty and someone with integrity. This is a sign you are succeeding. Again, don't be stupid and pull a "rookie" move by up-ing the ante through pushing for more work or "going for the jugular" with your clients when they invite you in. **Business development in consulting is client development.** Think of client developing as asking someone to dance. At first, it's tense almost horrible but as the music plays, your ass is twisting to the music, just like hers or his and best of all, you're both having fun. This creates positive energy and opportunities for growth, like opening new doors to bigger and better consulting prospects. Building business is being able to be completely honest completely understanding yourself, inside and out. What kind of employee are you? Are your

driven, complacent, lazy, bored, or motivated? Don't be afraid to dig deeper into your subconscious in order to realize your full potential. As Clint Eastwood said so well "A man has to know his limitations..." Absolutely! This includes knowing your boundaries and being confident in your abilities as a consultant, as we discussed in Section 1.0 of this manual. Confidence is NOT putting on a show in an attempt to "hide" your fears and "pull the wool" over the eyes of others. The only one you will fool is yourself. Just be "yourself" whatever 'yourself' is to you. You will find the blurry line between what others perceive you to be and who you really are will become hyper focused into an integrated person. Now that's someone I can even trust!

'Being' you and being personable is 100% business building! Mr. Tom Makdissy, my former boss and good friend, used his personality and beingness to generate over \$10 million per year from a handful of clients before he retired in 2005. His clients loved Tom and would invite him to social functions, weddings, golf outings, fishing trips, etc. Being with a client and having fun builds your relationship and continues to open doors for future business. Spending time with clients does something else; it builds your credibility as a consultant and human being.

A warning here, sometimes clients can become too close of friends and the boundary lines dividing professional and personal disappear. THIS IS VERY DANGEROUS, especially with regard to issues of liability. If a project goes sideways and big money is at stake, your friendship will immediately vaporize and you will be held out to dry. Rely on your co-workers and managers for a quick feedback session regarding an enmeshed client relationship and take immediate action to stay friends rather than co-dependents. Never, ever be afraid to say no to a client. Sometimes it's uncomfortable, but they will always respect you for it.

During your outings, be careful not to gossip or talk negatively of someone else, unless your client already knows the situation. Talking another company or someone else down only creates a situation in which the negative energy is directed at you! Also, gauging what your client is comfortable discussing is very, very important. Some clients love to use the "F" word like a noun, verb and adjective, while others would never use such a word at work or at home. I call this the 'slide-rule' ability. Meet your client in conversation where they are and try not to direct the conversation toward yourself unless there's a reason.

Breaking the ice with clients is possibly the worst and most volatile situation imaginable. Most people judge someone on the first minute of conversation, so you

have exactly 15 seconds to hit the ball out of the park. Laughing at yourself, in a subtle manner, is an excellent method to break the ice and open new possibilities with your client. You will deliver a quality all people want to see in themselves, being unattached. In this manner, being unattached is a safe place for a client looking for an unbiased opinion and/or someone easy to talk too. However, don't overdo it! Laughing at yourself too much may suggest something is really wrong with you!!

You will solidify your reputation to your clientele through simply solving their environmental concerns for the price you proposed, or even for less. Consistently solving problems for less than the client thought builds business. Lawyers as an excellent source of referrals and don't be offended to develop strong relationships with ethical lawyers you respect. They may even ask you to be an expert! In this situation, your goal to solve problems becomes realized as you work to offer relief in a legal dispute. One word on expert witness work...do not become a "Geo-whore" or someone who takes anything as long as they pay you. Your credibility will disappear. If a lawyer contacts you and wants you to be an expert witness, ask hard questions. What is the dispute regarding? Who's the plaintiff and who's the petitioner? Does the case have merit? Are you on the right side? Take a day or two and discern your decision. Personally, I only agree on expert witness cases in which the attorneys' client is being wronged by someone or something else. It's a gut feeling when something is right or wrong. Lawyers spend days, weeks and even months trying to tell a jury what is right and what is wrong, but we all know, generally speaking, what is right and wrong. I also don't have to be in a position to lie and commit perjury on the stand and I like to sleep well at night. Too many professionals have walked down the left-handed path of expert witnessing only to lose their essence as a human being. Guard your word with science and facts, not assumptions and be careful not to give long winded answers. The truth is simple as should your responses be in turn.

As discussed in Section 5.0, successful business is successful farming; however, both require tremendous, persistent and intelligent work. If you love what you do, then hard work is really not hard but quite enjoyable!

Suggested Reading

Finance and Accounting for Nonfinancial Managers, William G. Droms

The Teachings of Don Juan, Carlos Castaneda

Art of War, Master Sun-tzu

7.0 Consulting as a Game (Regulator Interfacing)

Consulting is a game, plain and simple. All clients, regulators and co-workers are players within the game. The purpose of the game is to solve your clients' environmental concerns by any means possible, within the law and standard of care regime. A good consultant is like a good attorney, to protect their client from himself and work to navigate their clients through the legal and economic pressures brought to bear by lawsuits and criminal indictments. However, in our industry, our role is to navigate our clients through the State agencies and successfully close sites. If you've had the unfortunate opportunity to hire an attorney during a life crisis who never returned your calls, never made time for you and/or left you feeling unimportant, you know how your clients may perceive you if you fail to provide expedited response and service. The consulting game requires use of all personal, technical and leadership skills innately present within you and learned on your journey. 'Enrolling' both clients and regulators into accepting your ideas for site assessment, remediation and closure are of paramount importance. It's your professional duty to work with and subtly pressure County and State Regulators to listen to your ideas in order to close sites.

Success in consulting is measured by repeat business and continual referrals from other clients because they know you 'have their back' and you've gained their trust through doing what you said, exhibiting high integrity and successfully used your personality with your technical skills coupled with exceptional service. When all personal and professional trait cylinders are firing at once, the consulting game really gets fun! Challenges and problems will melt away due to effectively using your inter personal and technical skills to render efficient and savvy solutions to impossible circumstances. If confrontation and handling 'real' problems and/or concerns brought to you by clients is not you or shy away from such situations; your future within the environmental consulting industry will be somber indeed.

8.0 Rainmaking and Metamorphosis

Fast forward at least 10 years into your career as an environmental consultant, while consistently applying all the technical skill, personality, integrity and motivation used to solve your clients concerns and even, perhaps, some major problems. You've built a strong reputation in the environmental industry as a sound professional with impeccable integrity and tenacity toward solving your client's issues and have built a handful of repeat clients. At this point in your career is when the excitement begins. This is the time to use your intention in developing a plan to connect as many people together for the common good as you can, including fellow co-workers, other consultants, regulators, clients in order to render a positive outcome. The larger the pool of people you can connect with and actively work to assist them in their career growth, referring a project to someone else because you're either too busy or understand yourself enough to know it's out of your league of expertise, the more you will prosper. As the old adage says "the more you give the more you get..." It will take a few years to see any results of your continual positive labor, but do not be discouraged. Keep it up and one day, when you least expect it, someone will deliver to you a sizeable project or even better, become an anchor client. This brings me to my next point...never expect anything. You may feel all of your ideas and expertise is being thrown into a big, black void and from a scientific point of view, yes, it may SEEM this is happening. However, on another level, good potential energy is being stored and when enough is capacitated it becomes kinetic. A perfect example of this process is our client Kadi Whiteside. Kadi came to me in 2004 at my former place of employment, looking for a job. At the time, many conditions prevented me from hiring her, although her technical skill and work ethic were (and continue to be) paramount. She asked me for a reference and I actively worked to find her employment somewhere else. Kadi never forgot my good intention and we kept in touch. She finally landed a career at PG&E and wanted to return the favor by offering me a direct contract to provide geological and environmental services. My intention was to bring PG&E to ETIC and continue the transformation...the more you give the more you get. Now, more and more doors continue to open for not only me, but all of us.

This is the true nature of rainmaking...sharing the glory, the wealth and the energy with the team. Your spirit and sense of accomplishment will be far greater in giving to others and just to yourself and is the secret for obtaining a happy and fulfilling life through your career and lead us directly into Section 9.0.

9.0 Sharing the Boon

Sharing the boon or reward is the quintessential apex of successful consulting. Through your journey and sometimes sojourn throughout your career, you can look back over the decades and observe transformation and the positive impact left on others along the way. As your success continues by consistently applying the concepts shared in this document, your wealth will grow too. Sharing the boon includes being a mentor to your staff and co-workers, giving back to your community, such as being a volunteer science teacher in your children's local school and donating money to causes you strongly believe in. As the cycle continues you will notice it really never ends and your culmination as a senior professional will truly come into fruition through keeping it simple and being impeccable with yourself and others you meet along the way. Over the course of your career, a thought will come to you, the journey is never ending and you are leading others into consulting and developing their technical, professional and business acumen for the future, just like your mentor did for you. After all, we should be beacons of light for others in the perceived darkness. Remember, success as an environmental consultant is totally and completely up to you. Make your career as fun, as exciting and as enriching as possible!

