

Executive Coaching
Re-Vitalization Consulting
Business Development
Research and Training



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Doug Hall

Useful Information Resources

Quotes

"People want to work toward or invest in ideas that are exciting and that they can visualize. Paint a compelling picture of what that success will look and feel like to your people"

*from Jack Stahl's
Lessons on Leadership*

"If you want to truly understand something, try to change it"

Serving Owners, CEOs and Managers of Consulting Firms Since 1997

Valued Clients and Potential Clients:

During a conversation this week, I was reminded of a question asked of me several years ago by an employee of my former consulting firm. The question was -

What do you do?

At the time, I was unable to come up with a particularly good answer. I knew they wanted more than an elevator speech. I was the President / Owner-Manager of a growing, very profitable, and well-respected consulting firm. Seemed to me, it should have been obvious to everyone what I did!

I learned - it was not obvious to everyone.

Yes, you make sure that you have people and equipment necessary to meet the client's needs. Yes, you strive for quality in all your deliverables. Yes, you have your own important clients that keep revenue coming in. You could say you are responsible for leading, planning, organizing and controlling the firm. However, each of these are relatively non-specific job descriptions when compared to those you have assembled for your own employees!

This message is aimed toward CEOs and Owner-Managers who envision growth of their firm, office or region to at least 100 employees. The goal of this newsletter is to help you answer the question - What do you do? The following list should help.

Please contact me if you have any questions or need additional information. Give me a call at 512-306-8444 or email at wdhall@austin.rr.com. Also, please feel free to forward this newsletter to others that might find it useful.

"Leadership is getting people to follow you"

General Dwight D Eisenhower

Building Your Library

On Becoming a Leader by Warren Bennis

Guts & Borrowed Money by Tom S Gillis

Becoming a Person of Influence by John Maxwell and Jim Dornan

Leadership is an Art by Max Depree

The Leadership Challenge by James m Kouzes and Barry Z Posner

The Small Business

Doug Hall

The Next Time an Employee Asks - What Do You Do?

Give them some of these:

1. **I create and communicate the vision for the firm.** I have ideas and dreams for the future. My job is to rally people toward a future that will help them achieve their own dreams. I chart the course for the next several years.
2. **I establish goals and strategies to achieve the vision.** I let everyone know what we have to do and how we're doing on the way to our destination.
3. **I communicate and practice the firm's core values.** I practice what I preach about the way we do business. I expect others to model this behavior.
4. **I establish priorities and budgets for administrative, financial, and client development issues and expenditures.** I set the bar high for profit. I make sure we spend money when and where necessary and that we properly anticipate our cash needs.
5. **I create an organizational structure and reporting system for the staff.** I make sure people know what is expected of them and who they are directly responsible to in the firm.
6. **I create and monitor the process for hiring the right people.** I make sure we only recruit and employ people with the skills, talent and personality characteristics that fit our firm's culture and core values. Employees with a good sense of humor are a plus.
7. **I manage our human capital by creating the right culture to retain and develop the right people.** I consider our employees to be volunteers. I make sure that we have a positive, supportive working environment that motivates, inspires, and encourages them to be the best they can be. Rewards and recognition for excellence are delivered in a timely manner. Our benefits program is competitive.
8. **I create and monitor a process to keep the sales pipeline full of qualified prospects.** I make sure that we have an active, targeted prospecting program; that we follow up on opportunities; and that we maintain an up-to-date prospect database.
9. **I create and monitor a process to retain the right clients.** "We keep and grow our best clients when we follow

*Strategy and the Fat
Smoker by David
Maister*

*Built to Last by Jim
Collins*

*First Break All the
Rules by Marcus
Buckingham*

*How To Become an
Employer of Choice
by Roger Herman*

*Topgrading by
Bradford Smart*

our core values, ask our clients for feedback, understand the competitive environment, and hire the right people.

10. **I create and monitor a process to manage the firm's risks.** I take risks when necessary to survive and grow the firm. I identify risks to the firm related to potential personnel, financial, and legal issues and develop plans to prevent or mitigate the identified risks.
11. **I create a process to understand the competitive environment and to stay on top of industry trends.** I anticipate market needs. I'm constantly scanning the horizon for changes that may influence our business - regulatory changes, market changes, political changes, new competitors, or existing competitors that are growing.
12. **I am building a network of outside advisors, centers of influence, and decision makers.** The more resources I have for referrals to potential clients and for advice on subjects outside my expertise, the better the odds for growing a successful firm. Therefore, I make an effort to build relationships with centers of influence and other professionals including: attorneys, CPAs, bankers, insurance experts, and experienced business mentors.

And -oh yea - I'm also 35% project chargeable and bring in a lot of new work each year!

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