

Introduction

Our industry has endured the most trying and challenging recession that I have personally experienced in four decades of practice. And many of us as firm leaders and practitioners need help in re-assessing where our practices are and will need to go as we cope with the aftermath of the "slump" and prepare for the new opportunities the recovery will provide.

Marci Reed, our AIA Georgia Executive Director, and I were recently sharing our mutual relief that our industry is finally starting to experience some material improvement. Thank goodness, it has been a long, long time in coming. As a result, it seems time for firms to seriously "take stock" and make sure that they are truly ready for the Recovery. A theme that I understand will be evident in this year's AIA Georgia State Convention.

After my chat with Marci, I talked to my friend and colleague Richard Voreis, the CEO of Consulting Collaborative, a strategic consulting and industry advisory firm for his thoughts. Richard mentioned that objective strategic assessment can be extremely beneficial first step.

Richard suggested that a firm can take a quick self administered assessment which could serve as a "litmus test" indicating if the organization is best positioned to prosper in the improving economic marketplace.

Richard has offered the following. It will be interesting and revealing to see how your firm does.

Sincerely,

Ray C. Hoover III, FAIA

Is Your Firm Ready for the Recovery?

A Quick Self-Evaluation of Your Firm

In today's challenging business environment a successful firm needs to be highly focused throughout the organization on maximizing profits. Partners and employees should be empowered to do their jobs, but they must also be held accountable for the results. A management system needs to be in place to drive revenues and profits!

This short self-evaluation checklist will determine if your firm has the management system and culture in place to succeed at the highest level.

Check only what is fully implemented at your firm. Please be 100% candid.

() Every partner, principal, associate and staff member knows as well as understands the top priorities of the firm and their job activities are focused accordingly.

- () Every employee understands how their role fits with the priorities of the firm.
- () The entire organization is empowered to do their jobs and understands the need to link empowerment with accountability.
- () The strengths and weaknesses of the firm are known and being acted upon.
- () All partners, principals, associates and staff members are accountable by specific, measurable and time framed individual objectives contributing to the success of the firm.
- () Priorities, objectives and accomplishments are periodically reviewed and, as appropriate, adjustments are implemented.
- () The appraisal process and compensation administration are linked to what makes the firm succeed.
- () All partners, principals, associates and staff members know what compensation plans are based upon.
- () Incentive compensation plans are linked to what makes the firm succeed.
- () A formal annual planning process is in place involving management and staff.
- () Partners, principals, associates and staff members embrace a management system that enhances the firm's culture, promotes teamwork and makes everyone more productive and effective.
- () A current and easy-to-update written Strategic Business Plan is in place that inherently drives revenues and profits.
- () Revenues and profits are growing as a result of happy clients, happy employees and happy firm owners.
- () Written goals of the firm for revenue and profit are consistently achieved each year.
- () All employees know how they can grow and succeed within the firm.
- () An inspired, positive, creative and energetic culture exists within the firm.

If only one to seven criteria for success are checked, you need to make significant changes to maximize revenues and profitability. If eight to 12 are checked, you may need to "fine tune" your management system. If you checked 13 to 16, congratulations on a great management system that drives performance and profitability!

Consulting Collaborative is a management consulting firm specializing in the construction and building products industry with offices in Dallas, TX, Annapolis, MD, Atlanta, GA, Indianapolis, IN and Los Angeles, CA. The firm offers a wide array of in-depth consulting services backed by over three decades of solid experience gained from working with industry-leading companies.

Clients include architects, engineers, general contractors, subcontractors, distributors, building product manufacturers and trade associations.

Richard Voreis is CEO of the firm.

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