



TACTICS TO INCREASE PROFITABILITY DURING BUSY SEASON

| Ask yourself... | If so, try one of these approaches: |
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| Did I work more billable hours than it appears at the end of the day? | <p>Working backwards. Identify total hours spent at work, then identify non-client-related work and personal time. The difference between the total hours and non-client hours must be accounted for and charged to client projects.</p> |
| | <p>Asking for administrative assistance in capturing this time. Can you sit with a team member for 10 minutes at the end of each day and just rattle off what else you did, for them to enter into your time-tracking system?</p> |
| | <p>Consider value billing where appropriate and allowed for your client engagements. More work can be done on pricing practices outside of busy season, but if you have the flexibility per your engagement to bill "for the value of the work provided" versus strictly by the clock, you can be more flexible on capturing that value.</p> |
| | <p>Perhaps any email correspondence you spend on a client in a particular day gets a minimum 15 minute "charge" to the client. It's likely the interruptions took at least that much concentration away from equally important responsibilities whether it appeared so or not.</p> |

| Ask yourself... | If so, consider one of these solutions: |
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| <p>Am I spending too much time fixing others' mistakes?</p> | <p>Asking staff to sit with you (or screen share if you're not in the same location) while you are fixing the mistakes. They can learn by watching you make updates.</p> |
| | <p>Or, ask staff to sit with you while you conduct your review; you can ask questions as you go along, and they'll learn even more.</p> |
| | <p>Better yet, sit with staff, at their desks, while you do your initial review and have them make any changes/updates. Set clear expectations for proof-reading and self-review if the errors you're finding "should have been caught" by the team member.</p> |
| Ask yourself... | If this sounds familiar, try: |
| <p>Am I writing off more than my peers?</p> | <p>Setting a personal (or public) goal for realization that's better than your actual number for last year. Write it down and put it in a visible place.</p> |
| | <p>When billing, get permission from someone else before writing anything over \$__ off. It could be a manager on the job, a peer partner, your spouse, or anyone who will give you a double check as to whether you should really be discounting your work. <i>Again.</i></p> |
| | <p>Quitting the habit. Ok, there will be times when that new guy on your job took 14 hours to do a 4-hour task. And it's important for many reasons to capture that he took this much time. Of course, it's probably more important to sort out what management issue caused this to take place, but nonetheless a write off here makes sense. At the very least though, you can stop writing off your own hours. I'm willing to bet that everything you do as a partner (that gets charged to the client) adds value in some way.</p> |