



Profectus One-to-One Case Study

Situation

James is the owner of small firm of architects. He works very hard but does not feel that he is earning what he would expect for the work that he puts in. He finds it hard to turn any potential client down because he is convinced that if he does so that he will find himself without any clients at all. The result is that he has myriads of conflicting tasks, and is always behind on administrative tasks. He tends to react to the demands of his clients without having any definite plan of work. He is not making the best use of his staff because he finds it hard to delegate.

His real interest lies in the field of designing ecologically-friendly houses, but because he is not selective about his clients he is only rarely able to do this. He has also had a project to finish his own eco-friendly house, but never finds time to do this – much to the despair of his wife he has been procrastinating about this for quite a number of years.

Remedies

This sort of situation of being so overwhelmed by the work itself that one doesn't have time to strategise is very common with owners of small businesses – though not confined to them by any means.

The first step in coaching James was to help him to identify his prime role in the firm. As the owner, his prime role was to establish the direction of the firm. This had to be identified and given priority over all other tasks. It was much easier for James as business owner to see this if he was encouraged to separate mentally the role of business owner and architect. As business owner, he had a unique set of responsibilities which only he could fulfil. As architect, he was a member of the team and should be tasked like any other member of the team.

Once James was able to be clearer about his two roles in the firm, he was able to both better. As business owner, he made sure to ring fence enough regular time to think properly about the direction of his business. As one of a team of several architects, he could task himself and the others more sensibly.

He also carried out the following specific actions:

- Set limits on the number of clients he took on at any one time, and plotted a visual time-line of the likely future work load for his team
- Identified which areas of work were profitable or not sufficiently profitable. This meant that over a period of time he was able to increase profits while being less stressed himself



- Started to search actively for the type of project which he liked doing. By concentrating on this, he was able to increase his reputation in this field which in turn produced more commissions
- Was more critical about the degree of urgency which he allocated to the random demands which impacted his day. Wherever possible, he scheduled tasks for the following day so that they could be managed properly
- Learned better skills for handling email, paper, phone calls and minor tasks. This removed a lot of the stress caused by falling behind on administration
- And finally, he treated the project on his own house as one of his team's projects with equal priority with any other project. The result was that it was completed quickly – much to his wife's relief!

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Fuse Learning Commitment

Fuse Learning helps organisations to realise the potential of their staff and maximise the benefits of their investment in people.

In today's challenging economic climate employers, whether private sector or public, cannot afford to pay lip service to the notion that people are their greatest asset. That asset needs to be harnessed to the full.

At Fuse Learning we take a 'holistic' approach, embracing the provision of a range of services which empower organisations to link their investment in people, in all its forms, to their corporate objectives and ensure that their staff are equipped to contribute effectively to a modern, strategic working environment.

We are committed to developing tailored solutions that best suit the individual requirements of our clients, guaranteeing the highest level of effectiveness.

If you would like to discuss your requirements, or any aspect of the Fuse Learning service, please do not hesitate to contact us:

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