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What I Realized When I Took Over - MP Insights And Advice

“I realized that fundamentally my relations with my partners would never be the same. Everyone has an agenda when they talk to you. As managing partner you can never again just be one of the guys.”

“The sheer number of requests for meetings and for discussing issues . . . both petty and major, that fall on my desk, is absolutely staggering.”

“You realize that if people ever begin to say: ‘This firm is no good,’ it’s not the firm, it’s you. It suddenly becomes unbelievably personal.”

“You don’t know all of the answers when you assume this position and some of the answers you thought you knew, you soon discover aren’t really that workable in the real world. What worked for you or your predecessor in the past, may not work tomorrow.”

“A surprise for me was that what you say is not always what the partners hear and that constant reinforcement of the message by word and deed are critical.”

“Notwithstanding all of the qualities I believe I have, I’m often feeling like a fish out of water. And yet how do I tell anyone what I’m going through? I need them to go on believing in me and trusting that I know what I’m doing.”

“Don’t underestimate the amount of time it will take to learn the ropes and re-learn what you thought you knew about being MP.”

“It is important to balance vision and culture, and execute the strategic initiatives to support the vision. You have to spend time clarifying and are more responsive to you, positively communicating the vision of the firm.”

“I didn’t realize the clout that comes with the title of MP. There’s a tremendous amount of prestige that comes with the position. You need to be more diplomatic, watch how you say things, and watch your mannerisms. Your mood is magnified when you’re MP – people and negatively.” ■IPA