



Just in case it matters to you:

CLIENT / CONTACT BULLETIN 10-20

- 'BUSINESS CONTINUITY' PLANNING IS VERY DIFFERENT THAN 'ESTATE' PLANNING. Continuity is about *preservation* of an organization if/when its leadership (owner, key management, director) become *incapable* of running the business for any reason; planning involves both short and long-range "means of handling a variety of transfer events and consequences that impact the business." For family or closely-held companies, such planning is very often critical to survival in these circumstances, where issues include risk from lost critical skills, financial resources (like personal guarantee on loan lines or leases, seasonal or cyclical capitalization), or loss of customers. DCG has assisted our clients for decades in alleviating such risk through development of (1) crisis management plans, and (2) 'cross-purchase buy-sell' programs among family members, partners, employees, complementary businesses, even competitors, to effectively protect both the organization and the personal estates of its owners & leaders. Let us help you. [TRANSITIONS MAGAZINE – May, 10]
- GOOD FOLLOWERS ARE JUST AS IMPORTANT AS GOOD LEADERS. Most of the attention and the money these days goes to 'leadership' and 'visionary' people, prompting the Millennial generation (under age 30), in particular, to spend their energy "hunched over laptops at Starbucks yearning for that big idea" to become the next FaceBook or Google. Meanwhile, the people who actually get things done – "ask the questions, probe the leaders, and crunch the numbers to ensure that their visionary boss's gorgeous plans actually work" – get little, if any, glory and are too often short-changed in compensation-for-value allocation. Infrastructure planning to fairly reward and retain operations personnel (execs, mid-level managers, supervisors, staff assistants, etc), without whom an organization could likely implode, is critical to optimizing profits, since "the underappreciation of followers has a major bottom-line consequence: crazy redundancy." DCG has assisted clients in developing effective performance evaluation/compensation programs for decades. Let us help you. [FASTCOMPANY – Apr, 10]
- "THE GOVERNMENT'S CASE AGAINST GOLDMAN SACHS barely begins to target the depths of Wall Street's criminal sleaze... Bad enough that Goldman was shorting the subprime market even as it was selling toxic subprime-backed securities to chumps on the open market...but the bank (appears to have) actually created big balls of crap that were designed to fail... Within a space of a few days, Goldman issued three different explanations, which progressed from (a) we absolutely, positively didn't do it, to (b) if we did do it, we didn't make any money doing it, and finally on to (c) if somebody did it, it was our...sophisticated market participant partner, and here's his head if you want it... There is more fraud out there, and everyone knows it: front-running, manipulation of the commodities markets, trading ahead of interest-rate moves, hidden losses, Enron-esque accounting, Ponzi schemes in the precious-metals markets, you name it. We gave Wall Street banks nearly a trillion bailout dollars, and no one knows what service they actually provide beyond fraud, gross self-indulgence and the occasional transparently insincere public apology," while Goldman reported \$3.4 *billion in profits for one-quarter* and bonus payouts of \$5.5 billion to its trustworthy people. [ROLLING STONE – May 13, 10]
- 55% OF AMERICAN WORKERS ARE 'NOT SATISFIED' WITH THEIR JOBS, according to a recent Conference Board research study. Beyond general belief about pay too low and unfair, the absence of advancement opportunity in today's economy contributes strongly to an 'unhappy' workforce. "Psychologists often work to increase 'happiness' by breaking it down into component parts – which include optimism, resiliency and autonomy – and augmenting each one separately. But for workers in the current job market, many of these ingredients still tend to be in short supply." Still, sometimes minor workplace changes can make a big difference. Examples: "taking small breaks... listening to music... building better relationships with co-workers...thinking about work as a 'calling' rather than a job." Management who provide a more social environment and "nurture positive emotions" may help their employees to "feel less stressed, more resilient, less angry, less anxious," leading to happier worker-bees and increased productivity. [U.S.NEWS & WORLD REPT – May 10]
- BUMMER: THE 405 FREEWAY-SUNSET BLVD. CONSTRUCTION PROJECT PLAN, for those very unfortunately affected: http://www.metro.net/projects_studies/I405/images/Sunset-Bridge-Improvements-Presentation-2010-0503.pdf
- THOUGHTS FOR THE WEEK: ***"We'd all like to believe we arrive at our political positions through careful, dispassionate analysis, but the truth is that they are often the product of naked self-interest, tribal identification, and/or gut-deep prejudices. The rational justifications come later."*** - William Falk