

Scaling Your Firm Brings Changes and Challenges. Is Your Leadership Team Ready to Adapt?

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The management and leadership structures that work well with a company of 50 people may not work at all with 250. A flat structure that worked well when you were small may have to give way to a more defined leadership tree over time as your firm grows. And you have to choose the right people to work with during this phase. Learn how scaling brings its own challenges and changes, and how to help your leadership team adapt and evolve.

Scale requires standardizing services, creating uniform pricing and the addition of back-and front-office support such as finance, legal and customer service. Increasing the size of a company requires a division of labor, clear decision rights and more. If you haven't yet resolved these issues, your company isn't yet ready to scale. But, one of the most critical decisions you can make moving from innovation to scale is choosing the right people to work with.

Whether it's growing internal teams, or adding suppliers, staff or investors, choosing the wrong people to work with is one of the most common mistakes founders make. Learn how to carefully consider the people you work with based on company needs, competence, experience in scaling a firm and strong culture fit.

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DISCUSSION POINTS:

- > How have you standardized services and created uniform pricing in order to scale?
- > How have you created standardized finance, legal and customers service support?
- > How have you created a clear division of labor and decision rights among senior staff?
- > How have you determined the criteria for the "right people to work with" for scaling your firm?
- > How has your company culture influenced the decision about the "right people to work with"?
- > How do you evaluate suppliers, vendors, partners as well as staff to determine their fit?



ADAM PRAGER is the Co-Leader, Professional Service Practice, North America at Korn Ferry. A vast majority of his 25+ year retained search career has been dedicated to the professional services arena, working closely with both corporate and private equity sponsored clients focused on management consulting, advisory, outsourcing, information and marketing services. Prior to his role at Korn Ferry, Adam served

as managing partner and global head of the Professional Services practice at a global executive recruiting firm. In recent years, he has co-led global relationships with the \$50B+ services arm of a Fortune 10 corporation, a \$25B+ advisory firm, and a \$15B+, F200 IT services, consulting & outsourcing provider. Earlier in his career, he led the transportation, distribution and logistics practice of Martin H. Bauman Associates,

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