



Path to Partner Plan Template – Sample from Kuesel Consulting, Inc.

Candidate: Art Kuesel

Plan Date: May 2016-January 2019

Plan Objective: Make Partner by January 1, 2019

Art aspires to become partner at *ABCpas LLC* on or before January 1, 2019. The following plan strategies and actions will guide his activities on the path toward partnership. He will seek guidance, advice, and accountability from his coaches and advisors to help propel his efforts.

Coaches/Advisors:

- 1) Graham - Managing Partner
- 2) Colleen – Partner in Charge of Audit
- 3) Allan – Hired external coach for business development

Strategies:

I. Financial Targets

Art needs to get to a combined managed and originated book of \$1,250,000 to support his partner position financially.

Target Originated	\$250,000
Current Originated	(\$150,000)
Growth Needed	\$100,000

Target Inherited/Managed	\$1,000,000
Current Inherited/Managed	(\$700,000)
Growth Needed	\$300,000

Actions:

- a) Art needs to boost his business development efforts and drive \$100,000 or more of originated business in the door in the next 30 months. He will work with his business development coach, Allan, to achieve this goal.
- b) See separate personal business development plan with granular details
- c) Art needs to seek ownership of additional accounts from other current and retiring partners

II. Personal & Technical Development

Example strategies include: Personal SWOT, leadership development, time management, understanding what drives profitability, developing expertise in a niche, and more

Art has a fair amount of experience in the construction and real estate industry, but he's not considered an expert or thought leader. Art should concentrate his technical development in this area with the aspirations of leading this niche practice in the future. In addition, a weak spot of Art's has been identified over the years through performance evaluations as team leadership. Art needs to seek out books, classes, internal or external resources to help him in this area and demonstrate a better command of this critical skill set.

Actions:

- a) Art needs to seek ownership/management of additional accounts within the firm within the construction and real estate industry, while at the same time transferring ownership of accounts not within this space to others.
- b) Art needs to join AGC and become active in a committee
- c) Art needs to start blogging and creating thought leadership in this area
- d) Art needs to embed himself in the industry seeking COI (center of influence) connections via clients who can make introductions for him.
- e) Art to research books and courses available on team building and team leadership and seek to practice and deploy these skills internally over the next 30 months.

III. Client Development

Example strategies include: Becoming a trusted advisor, being proactive, building stronger relationships, cross-selling, and seeking referrals.

Art has a few good client relationships, but is not necessarily regarded as a trusted advisor for his top clients. Art needs to work to build depth in his relationships and also expanding the services provided to top clients through cross-selling.

Actions:

- a) Art needs to be introduced by the partner on account A, B, C and D to the "inner circle" of decision makers and influencers at these top accounts currently managed. This will enable him to build relationships with top decision makers and transition his role from "doer" to "advisor" over time.

- b) Art needs to have a better idea of his clients long term vision and goals on accounts E, F, G and H, and needs to get more face time with these clients with the objective of finding what keeps them up at night.
- c) Art needs to ask for referrals 4 times this year upon delivery of a great result for a client.
- d) Art needs to introduce/recommend a new service to a client quarterly.

IV. People Development

Example strategies include: Delegation and leverage, team building, mentorship and coaching, performance management, delivering effective feedback and more

Art is well-regarded among the partners for developing talent in a 1:1 setting. He needs to work on a plan to institutionalize a better talent development plan for the firm, such as mentoring or coaching.

Actions:

- a) Aggregate and memorialize current practices for talent development.
- b) Research additional best practices in the industry and external resources if needed for supporting mentoring, coaching, and sponsorship
- c) Present a plan to the partners for approval
- d) Deploy and implement by 5/1/17

V. Business Development

Example strategies include: Selling more business, building a personal brand, developing a niche, client development, referral sources, improving at the sales process

Art needs to bring in more new business to boost his originations and book of business in order for a partner position to be financially viable. He is working with Allan (external coach) to accomplish this task.

Actions:

- a) See external business development plan

VI. Firm Development

Example strategies include: Leading other partners, holding self and others accountable, strategic planning, leveraging technology, talent retention and acquisition, niche growth and expansion, and more.

As a future partner in the firm, Art needs to be effective at attracting and retaining talent for his team and for the firm.

Actions:

- a) Develop a personal talent pipeline consisting of candidates that could be good recruits from the firm (people you went to school with currently with other firms, former clients, contemporaries met at association events, etc.). *This should be treated no differently than a pipeline of prospective clients.*
- b) Stay in touch with these candidates 2-3 times/year
- c) Recruit one experienced hire to the firm annually in each '16, '17, and '18.

Measurement/Accountability and Next Steps:

- 1) Report on progress quarterly through a simple memo shared with Graham and Colleen.
- 2) Meet with Graham and Colleen quarterly to discuss challenges and obstacles, seeking help elsewhere as needed
- 3) Meet with Allan monthly on business development to ensure BD goals are met
- 4) Develop additional relationships at the partner level to generate goodwill and share actions
- 5) Beginning one year before expected promotion, meet with Graham monthly to review and discuss all aspects of partnership including but not limited to, compensation, buy-in, deferred compensation, partnership agreement, additional responsibilities, decision making process, vision and strategy for the firm, processes, financial metrics, and more.

For More Information: Please Contact Art Kuesel at 312.208.8774 or art@kueselconsulting.com and learn more at www.kueselconsulting.com

Services provided by Kuesel Consulting include:

- Sales coaching
- Sales and marketing training programs
- Growth plan development
- Path to partner programs
- Talent recruitment
- People development
- Marketing culture development
- M&A