



## Happy Holidays from Focus Consulting Group



Measurement is everything. So during the crisis, we lumped leaders into one of three camps: Those who...

1. make it happen
2. watch it happen
3. wonder what happened

In 2009, 98.7% of our clients were solidly behind door number 3. (Note: 47.2% of statistics are made up on the spot.) We were scratching our heads right along with them. Say it ain't so, Adam. How could our beloved invisible hand go so far wrong? I knew we were reaching the market bottom when investment professionals became the butt of old lawyer jokes:

99% of investment professionals give the rest a bad name.

Ouch.

Homeowners found out painfully the truth in the old saying, "If you think no one cares, try missing a few payments."

FCG had a slow start to 2009 in January and February and then petered out altogether by March. It seemed the entire financial industry was gasping for air, clutching its chest, wondering if there WAS a financial industry...anymore. We did our part to help by creating a presentation called, "Managing through the Chaos." In it, we tackled tough questions like, "What happens if you get scared half to death, twice?" And provided sage advice like, "Depression is merely anger without enthusiasm."

By mid-year, business was picking up and by year-end 2009, we were back to a normal schedule. Phew.

FCG welcomed in new strategic partners in 2009. Our goal is to have top experts available to advise investment leaders on how best to leverage talent. To this end, we partnered with Jane Marcus (Heidrick & Struggles) on a white paper and several assignments. Pictured top right, Jane agreed that we needed to drop our

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pursuit of Tiger Woods as a company spokesperson:



To broaden our bandwidth, FCG has teamed with Joe Mazzenga and Kary Miller at Whetstone, Inc. Their team of consultants gives us the capability to do large scale culture transformations in big firms. (Note: we do NOT believe the quip: "Support bacteria. They're the only culture big firms have.") Pictured below are Joe and Kary doing a bit of caroling at our holiday party:



2009 promises to be our best year ever as we further refine our measurement tools for investment firms: Leadership, Culture, Teamwork, Communication, Investment Process. What you can measure, you can manage. And we have the tools and expertise to help you do both. Warm wishes for the holiday,  
Jim Ware & the team at FCG

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**And from the Ware house:**

The Ware house moved in 2009. Reflecting the global mood of caution, we only moved a few hundred yards. We figured if we could still see our old house from the front porch of the new house, we were safe.

Our girls, Alexandra and Nicole, now 8 and 7, were thrilled with the new house because it came complete with a lizard and cage. Momma was not so thrilled. In fact, Momma had quite a long “grown up” discussion with Daddy about the appeal of reptiles and rodents in homes. Daddy is still sleeping on the couch.

Meanwhile, the girls have grown increasingly enamored of the little beast, buying it a stocking to hang by the fireplace. Before protesting, I realized that Bernie Madoff will probably celebrate the holidays, so why shouldn't our reptile have equal rights? In any event, the girls have become increasingly camera shy, so I took advantage of their fondness for “Lizardo” and grabbed a photo while I could:



As annual readers of this newsletter know, Janey, my wife, is far too modest to allow me to brag about her. So I won't say anything about her career at Baxter in HR, where she wins awards and successfully balances home and work. Instead, I'll let this holiday photo express my good fortune in marrying such a wonderful person. (One friend said, “you won the marital lottery!”)

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(Jim and his admittedly smug expression due to clear case of “marrying up!”)

The holiday party this year was great fun, as many friends are talented musicians, which makes caroling around the piano a treat. With global travel and a young family, music has taken a back seat for me, but at the holidays, I reconnect with my long-time friend and music partner, Mike Topel, for a jam session.



If you want a piece of Ware memorabilia, you can go to iTunes, and search for “Topel & Ware”, you'll find an album we recorded—still for sale—some 25 years ago. Yikes. (Note: every firm we have worked with so far has at least one rock ‘n’ roller in the senior ranks, many are still active in bands!)

Warm regards from the Ware family,

Jim, Jane, Alexandra, Nikki, Bucky, Jessie...and Lizardo

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