

# **Be Different!**

**(It's not really an option)**

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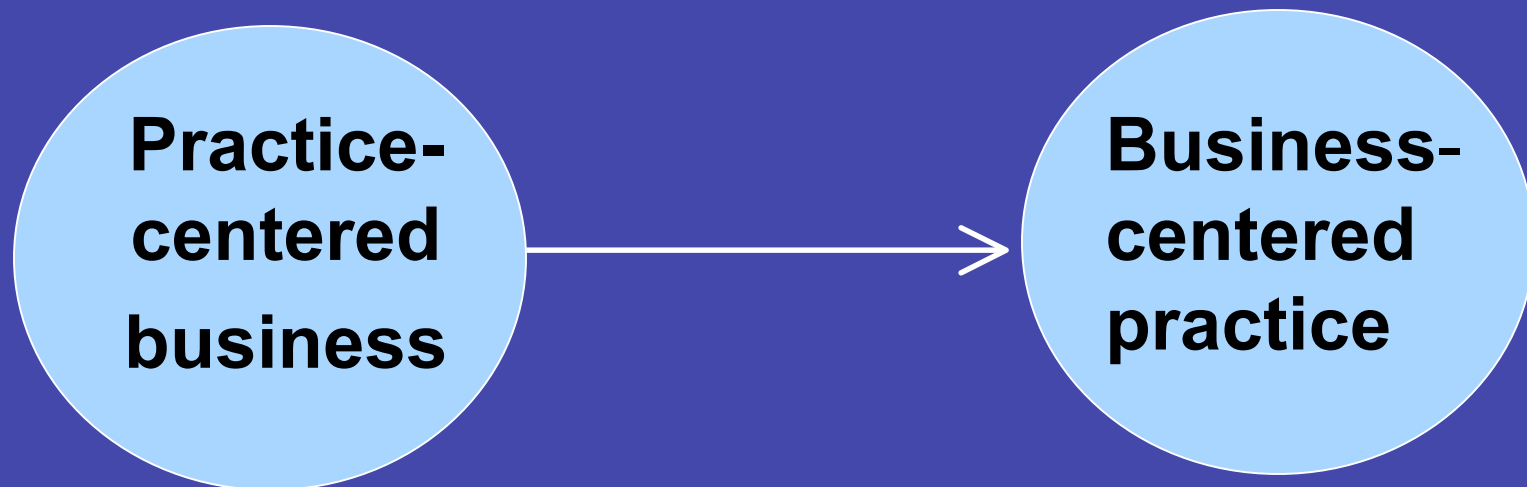
# Positioning

Creating awareness and understanding of your firm's culture, services, and approach ...especially relative to your competitors

# 3 Types of Professional Practice

1. Service
2. Delivery
3. Ideas

# Organizational Values Continuum



# Where is your firm?

<b>Service</b>		
<b>Delivery</b>		
<b>Idea</b>		
	<b>Practice-centered business</b>	<b>Business- centered practice</b>

# Where is your firm?

Well-oiled  
machine

Boutique

Supermarket

Casual  
practice

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# Understand and Articulate your difference

- Niche service
- Specialization
- Approach/experience
- Price
- Techniques and methods
- ...etc.

# Know your own position

- Boutique vs. supermarket
- Single Partner presence vs. team leadership
- Process vs. intuition
- Innovation vs. tools

*... and articulate it.*

“I select people, period. I don’t care what firms they work for.”

-- Brian Ferguson,  
Corporate Real Estate Director,  
PriceWaterhouseCoopers

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# To hire for fit, know your culture

1. How you define your business
2. Who your clients are
3. The employees who stay with you
4. How you manage your business
5. How people behave
6. What you reward
7. Your workplace
8. Your position

**Good jobs  
are not  
advertised.**

If that's what you think, you also probably believe that people who respond to ads are losers.

**Think outside that box.**

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# Recurring Themes

(regardless of market)

- Embrace who we are
- Don't make us teach you
- It's all about behavior and attitude
  - Make our organization more important than yours
  - Take responsibility

# Typical hiring process

