



DAVID A MARSHALL CONSULTING INC.

My Top 3 Articles in 2021

JANUARY 2022 EDITION

All,

Another year has come and gone.

Looking over analytics from my blog post, I can't help but feel a little proud that so many people took the time out of their day to read through my articles.

Some even spent over 15 minutes at one time on my site, and read several of my articles.

I know being a leader is tough enough in good times. But these past couple of years have been extremely challenging. You had to find new and creative ways to operate and keep your employees healthy.

It looks like this year you will still be facing more challenges from new COVID variants.

For those wondering how they will lead their team let me quote Albert Einstein:

“Life is like riding a bicycle. To keep your balance you must keep moving.”

If you need advice from a seasoned executive to help you to keep moving contact me at:
david.marshall19@gmail.com.

Next up is my top 3 articles in 2021.
Enjoy!
David



Continued page 3

TO IMPROVE IS TO CHANGE, SO TO BE PERFECT IS TO CHANGE OFTEN.

I've always been a big fan of Winston Churchill, and as I was growing up, I adopted several of his quotes as philosophies to live by. This month, I'll discuss four quotes that have guided me over my professional career.

I'm a believer of improvement and getting better. I also believe in measuring one's performance if only to help you find a way to get better. After all, you don't know what you can improve until you know how well you're currently doing. That's where measurement comes in. Let's say you set a goal to "lose 10 pounds." That's a doable goal, but only if you know how much you already weigh. If you say your goal is to lose 10 pounds, but you don't step on the scale, you'll never know if you met your goal. You'll never even know if you've lost weight in the first place.

When I was the President and COO of Robroy, we had a philosophy of continual improvement, both on a personal and a corporate level. I wanted everyone to improve a little bit every day. This was an expectation throughout the company, so we wouldn't fall behind. Whether this was in our systems and processes, personal performance, executing new ideas, or even coming up with new ideas for improvement, we knew this was the only way we would stay ahead of our competition.

Read more:

<https://damarshall.consulting/2017/05/10/perfect-improve-change-often/>

Continued page 4

NEPOTISM DESTROYS COMPANY CULTURE & PRODUCTIVITY

If there's one thing I don't like about companies is nepotism. If you're in a family business, nepotism is a productivity killer. And it was certainly the cause of a lot of my headaches when I first started working at Robroy.

In those early days, we were running three 8-hour shifts in the factory, and many of the employees were often relatives of older employees. The son of a floor manager, the niece of a shift leader, and so on.

My biggest challenge was finding ways to reduce our overhead and cut our dead weight, so I began showing up on the factory floor unannounced at all hours of the day and night, like walking into the factory at 3:00 a.m. And I would fire anyone I found asleep on the job.

We also started measuring everyone's output and productivity. (Not just on the floor, but throughout the entire company, but that's another article.) People who weren't producing the minimum number of units were also let go. If they couldn't "make rate," then we didn't need to have them around.

After a few months, we cut back from three shifts to two, and eliminated people who weren't measuring up, and I fired a lot of people who had been sleeping on the job. Those who remained from the third shift were placed into first and second shift work.

Read more:

<https://damarshall.consulting/2018/05/30/nepotism-destroys-company-culture-productivity/>

Continued page 4

IF YOU'RE GOING TO DO SOMETHING, DO IT RIGHT OR DON'T DO IT

A few months ago, after I left Robroy and started my own consultancy, I received a very nice note from an old manufacturer's rep named Jack, and it brought back a lot of memories.

David, I keep up with you through Brian C. and John S.. I'll never forget you calling me when you got to Robroy after firing us with Genlyte. You told me I could cuss you out. That doesn't work in this industry, I knew you had a job to do, and you did it. I've got total respect for you, you've done wonders at Robroy And a few of my best friends talk about you all the time, Brian C., John S., and Tommy H..

My wife is still pissed we separated ways because you always treated your agency principals like kings. This is a great industry. (Jack F.) Basically, Jack's company had been a manufacturer's rep for my previous employer, but we had to part ways. However, when I became the president of Robroy, I had learned that he bought out his employer and was the new owner, so I called to congratulate him, and he — and his lovely wife — certainly remembered me and the special events we always threw. That meant a lot to me.

Read more

<https://damarshall.consulting/2017/07/27/youre-going-something-right-dont/>

Continued page 5

About David A Marshall

David Marshall is a Senior Manufacturing Executive with Corporate Culture Development and Operational Excellence Expertise. David was President and COO of Robroy Industries and Board Member where he oversaw this manufacturing organization with four locations in the USA producing high quality electrical products and oilfield products. During his tenure he worked hard on implementing cutting-edge technology into these facilities during renovations of several of the plants and build out of one ultra-modern 130,000 square foot manufacturing facility in Texas.

With David guidance, these companies saw a remarkable seven record years of profitability; eleven consecutive years with profitability exceeding 20% of revenue; and more than \$300 million added to the equity of the business since going private in 2001. David earned his MBA from the University of Virginia: Darden School of Business.

He currently consults manufacturers looking to achieve operation excellence. His motto is: "If you can't measure it, you can't manage it."

He has been a manufacturing executive, as well as a sales and marketing professional, for a few decades. Now he helps companies turn around their own company by making the right decision. If you would like more information, please visit my website and connect with me on Twitter, Facebook, or LinkedIn. <https://damarshall.consulting/>