



Maximize Business Value Podcast - Ep 2 with Mark Mitford

Tom Bronson:

Hi, this is Tom Bronson and welcome to maximize business value, a podcast for business leaders who are passionate about building long-term sustainable value in their businesses. For this episode, I'd like to welcome our guests to the podcast, Mark Mitford, who is the principal at HR catalyst consulting. Mark and I have been friends for over 20 years, I think somewhere around 20 years. And he's, and we've worked together and some of my businesses in addition, Mark is a partner here with us at mastery partners. Welcome to maximize business value. Mark, how are you today?

Mark Mitford:

Great, thanks, Tom. Appreciate it. I'm doing great. How about yourself?

Tom Bronson:

I'm doing great. You know, locked in, blocked in love, happy to be in such a wonderful place, you know, during this shelter in place order. So tell us about HR Catalyst Consulting.

Mark Mitford:

We could just go with HR Catalyst. So it's kind of funny and I'll get into it a little bit as we get into our conversation. But yeah, so what, what HR catalyst does, we're, we're really focused on helping small to middle-market sized clients, really create and then drive a people strategy within their business. So that's in essence why we exist. You know, and we defined, so I'll just add some clarifiers there - companies typically between about 20 employees, up to about 300 employees and also from a revenue perspective, companies that are around 3 million in revenue to about 75 million in revenue are somewhat kind of our ideal or target client that we can really work with and really partner with well.

Tom Bronson:

Got it. So how long have you been with HR Catalyst?

Mark Mitford:

I started the company in October 2013. So very blessed to have it up and running now we're in year seven of kind of a fun journey.

Tom Bronson:

What were you doing before you started HR Catalyst?

Mark Mitford:

Yeah, before I was a corporate HR person. So I've actually been in the DFW area for 30 years. And corporate HR person started off with bigger companies. A few of the flagship names would be Erickson Nortel, Texas instruments, perhaps PepsiCo and yeah. And then it's kind of a good list of really, you know, even with some of those. I was very fortunate that with Erickson I was overseas about 30% of the time, so I somewhat travel the globe doing leadership development and leadership coaching for Ericsson globally. And my last few years prior to starting HR catalyst, I actually moved into the smaller, middle-market world. So I worked with three middle-market sized companies. Two, those were private equity backed and one was an S-Corp. And with those companies, they were anywhere from about 120 employees to 1500 employees. And I was their head of HR directly reporting to either the business owner or the CEO of the company.

Tom Bronson:

Wow. So, as I think about it, that is a wide variety of experience - businesses of kind of all sizes, cause you've worked in small businesses and the largest of big businesses. Are the HR challenges the same?

Mark Mitford:

Yeah, that's a great question. They are. What you find is the biggest issues are there and a lot of times it's just the pure scale. So it's just the scale and the magnitude. And even Erickson, when I was there in the early nineties, had offices in 45 countries or so. Pepsico, a global brand, obviously everybody knows very well. So when you look at it a lot of times the scale and complexity and, and then the legal side of HR is a very different country to country. But when it comes down to it it's fascinating because what I try to do a lot of the blueprint what good HR is and how a company has a well-run HR organization and a good culture is very similar. But what we do is simplify and dilute down a little bit for some of the clients that we actively work with because they have 20 employees or they have a hundred employees. And so then the scale and the magnitude of that complexity is just comparable to scaling it for that size organization versus a PepsiCo, if you will.

Tom Bronson:

Interesting. For those of you listening who have never heard of Erickson, they used to make cell phones. Do they even exist anymore?

Mark Mitford:

Yes, they did. Erickson is doing well. They actually have their US headquarters are in Plano. So they exist very well. Nortel, I was there through the good times of Nortel and unfortunately the times where they were unraveling and they went to - for those in the financial world, they went through BK (bankrupt) and then they sliced and diced Nortel. So you still see Nortel products and Nortel products like Cisco products or things like that. So you still see a lot of Nortel brands or even Nortel business phones. But unfortunately, they no longer exist as a business. They no longer exist as a business entity cause it went bankrupt. Probably around 2003 to 2005 when they sliced and diced the company and sold it off.

Tom Bronson:

You know perhaps if we were doing a podcast back in the day, Nortel would've benefited from how to Maximize Business Value!

Mark Mitford:

They very much would have needed you in spades.

Tom Bronson:

Back in the day. I was doing it for myself. So as I think about the role of kind of HR in maximizing business value, I think that if I polled most business owners, they would agree intuitively that their biggest asset is their people. Right? I mean, how many times have you asked that question and been given that as the answer? But while human capital, I think if you think about most businesses, at least human capital is probably the largest expense for most businesses. Why don't more business owners focus on maximizing their human capital as an asset?

Mark Mitford:

That's a great question. It's fascinating because, just to put some numbers to it, I would say these are not they varied by industry. But roughly when you look at, and when you're looking at people costs, let's say the rough math on it is about between 50 to 75% of any organization. And again, any organization regardless of industry is going to be your people. People cost. How much is that? About 50 to 75%. So, you know, the upper end is going to be a professional services or consulting firm because they have very highly educated people who are probably going to be making \$75,000 and above. On the flip side, you're, when you get down into more of that 50% range, you're probably looking at maybe more of a blue-collar manufacturing type of environment.

I do work with a lot of construction businesses now and so they have people maybe that are making \$12, \$15, \$18 an hour. But when you look at payroll, when you look at your people costs, you can't forget about these huge costs around your benefits, 401k, 401k matching programs, your vacation all of the costs when you're looking at your overall people costs, you've got a big enough, fully loaded cost, which includes a lot of other areas simply besides your payroll. So make sure that business owners, when they think about, they really need to think about an all-in cost. Kind of going back to your question though, it's kind of fascinating because most business owners when they start their business, they have a product, they have an idea, they probably were good in operations or may be good at selling things.

So when it comes down to it, I think it's again, I'm a kind of a simple-minded guy when it comes down to it, but I think it really comes down to they understand either the operations side really well in creating efficiency. They understand the product side or they understand, they love just like yourself. Tom, you love to sell. You're kind of a consummate salesperson, that's kind of where you grew up in your career. So I think people just go to what they're comfortable with and when they're starting out they really know they're going to have to have people within their organization. But at the end of the day, it's simple to take care of your people and the people stuff for let's say three, maybe an organization under 10 people, but as business owners grow their company, they become successful. Let's say they go from 10 to 50 employees.

What they find is the people stuff, they understand it a little bit. They know they've got to pay people, they've got to offer some level of benefits, but they really are starting to get out of their comfort zone. And unfortunately, it almost becomes obvious. Let somebody in the office worry about the people stuff and they really don't find that as a strategic differentiator in their business. They really think the strategic differentiators in their business are really focused around their product, their sales processes and things that are really focused around sales and operations versus the people staff. And so a lot of times the people side or human capital side is almost like the red-headed stepchild in the business.

Tom Bronson:

Interesting. You know, as I was thinking about the progression of growth that you're talking about, a lot of times what I've seen in businesses are as those businesses continue to grow and thrive and become successful, they've taken somebody out of AP or an accounting or, the assistant to the president, and that becomes the de facto HR person. Why? Because they're doing payroll, right? I mean, payroll is an essential part of HR, but a lot of small businesses kind of think of payroll as being HR. But it's way more complex than that. And as the business grows, if you don't have kind of the right leadership in place and that HR, then there are probably some things that that business owners are not thinking about doing that they should be thinking about because their mindset is still where they started and they're at least solving the problem. It's not flaring up on them. So what are some ways that business owners can kinda make a meaningful impact on the value of their businesses through HR?

Mark Mitford:

I'll probably just give you a couple, just off the top of my head. I'd say one of the key things, and regardless if it's a company that's been in existence for five years or sometimes even 50 years, one of the key things that we can help them with defining their culture. And we do work with companies that are a little bit past startup, but we also work with several companies that are second generation owners. So when I think about culture, it's really made up of a couple of components. It's really made up by, they're either their vision, their mission or purpose statement, really focused on why we exist as a business and their set of core values. So when I think about those items, you know, it really comes down to when you think about mission or purpose, it really is much more about why do you exist?

I think the classic example here that's used very often is somebody who's a bricklayer. If they're laying bricks and and you ask three people what they do, one may say, "I lay bricks, well that's what I do for my job." If you ask a second bricklayer, they may say, "Well, I'm building a wall." So they may get passed, I lay bricks and now I build a wall. Finally ask a third bricklayer and they may say, "You know what I'm doing? I'm helping to build this beautiful cathedral or maybe it's an art museum." Wow. You have to start here. But I'm thinking a much more visionary. So I think a lot of times business owners, they don't even think about it. One of the biggest problems we find is that even a company that's 40 or 50 years old, they really haven't done a good job of defining their culture.

We really get into that when we start, we typically start out with a needs assessment. And we ask that question of different people within the organization to describe your culture. And it's just fascinating and somewhat a little bit scary to hear the commentary we get back on that simple question.

Tom Bronson:

I agree with you. I think culture is huge and, and a lot of times many businesses culture as being kind of event driven or something like that. How would you define corporate culture? Not a good or a bad one, but what would be your definition of corporate culture?

Mark Mitford:

I'd say the simplest definition that I love to use is it's basically the written and the unwritten rules that actually get things done in the organization.

Tom Bronson:

No kidding.

Mark Mitford:

It's almost kind of like the ethos of the company. How do you get things done operationally, financially from a sales perspective in the organization. Some of those things are very process driven and the written and other things are naturally unwritten, but they just happen very naturally in an organization. And that really helps to define what an organization's culture is.

Tom Bronson:

And so even if the culture is a dumpster fire, it's still a culture, right?

Mark Mitford:

It is. And so you get the classic thing we love to work with leaders with, and business owners too, and we've done several newsletters on this, but you have a culture, whether you have a good or bad one, you have a culture, whether or not it is leadership driven, employee driven or crisis driven. Every company has a culture, but quite often the culture actually is much more of a negative, and it's a detractor than it is something that a company can use to its strategic advantage.

Tom Bronson:

Wow. That is so true. You know, I always say, of course, as you know, and our listeners know, I've done a hundred transactions, so I've sat in the CEO more than once. I always said that my most important job as the CEO was the keeper of the corporate culture. And, and hey, I failed many times doing that. I could point back, in fact, that's probably one of the reasons why I brought you into one of our organizations that needed some help. But that is, to me, something that the CEO needs to focus on. You know, you do a way bigger deep dive into HR than we do it at Mastery. But I do love to ask the question of CEOs when I get a one hour sit down with them for a consultation - Can you articulate your corporate values? They typically say, "Oh, yeah, we can do that." So I ask, what are they? And then they typically will stumble through it a little bit. And then I'll ask just a simple question. If I walk out of your office right now and go ask five people what our corporate values are, would they all give me the same answer? And, and the CEOs that really "get it" are going, yeah, probably not. But the ones who say, oh yeah, they all get it, boy, that's a real challenge and an opportunity.

So, as I think about things that you can do in HR, there are a lot of things that you can do in HR that costs a lot of money, right? I mean health insurance is expensive, other benefits like 401k matches. Does, speaking of culture and how that kind of relates to HR, does it always need to cost a pile of money to invest in your people?

Mark Mitford:

No, it really doesn't. It doesn't need to cost a pile a lot of money to do that. I think when you look at it in a smaller organization, I don't think it needs to be expensive. Let's say an organization that's 25 people, maybe 10 to 25 people, you could have a team happy hour. You could do something like that where you have a team happy hour or maybe, maybe monthly when the

weather's nice, you can have you could just get a couple of people who love to cook and grill. You could grill hot dogs and hamburgers in the parking lot and maybe CEO buys. You know, spends 100 bucks and gets a couple of bottles of wine or maybe a couple of cases of beer and do that on a Friday afternoon and shut down early.

That's something you do. Another great thing which I highly recommend is take time whenever you can to recognize something that's good happening. If a company does have a strong set of core values and this person does something for that really epitomizes one of the core values. I'm a big fan of having managers or leaders within the organization even just go to dollar tree or half price books or wherever and pick up a handful of just basic thank you notes. That'll probably cost you, for 25 thank you notes, three bucks. And, instead of sending them an email, write them a handwritten note to say thank you so much for doing this.

This really epitomizes this core value. Maybe it's going the extra mile. Maybe it's something about doing the right thing. I already know a lot of people out there in the audience that have read the book by Jack Welch, one of those iconic CEOs back in the 70s and 80s. He would write hundreds of these thank you notes himself. Wow. Every week. And you just think about it. If you had a, if you had a, if you had a handwritten note from Jack Welch, if when you had your company that's your ran that had over 200 people, if you had handwritten note from Tom, you know, that would just go a long way and that, you know, that cost you, that costs you five minutes to write and probably costs you 10 cents to have a thank you note. So you think about you don't have to spend a lot of money to do things that are very impactful.

Tom Bronson:

That's a, that's a great idea. You know, a lot of times people might think, I've done that in the past myself, and people might think, well, what am I going to write? I promise you, if you just write one sentence, three or four more will follow and it takes you five minutes. So let's take a quick break. We'll be back in 30 seconds.

Mastery Partners Commercial - 4 step process

Tom Bronson:

And we're back with Mark Midford with HR Catalyst. We've been talking about things that you can do in your business to really maximize the biggest asset that you probably have, which is your people.

So, Mark, let's switch gears a little bit. In my experience, because I've done a lot of merger and acquisition (M&A) work, HR is one of the most overlooked areas of due diligence. So what are some areas of HR that should be explored if a company is buying another company or if they're being acquired by another company? What do you think are the things that should be looked at?

Mark Mitford:

Right. That's a great question, Tom. I think one of the key things, and we kind of talked about it a couple minutes ago, but it's really focused on culture because quite often, and I'm sure a lot of your listeners know the statistics, but about 80% of acquisitions fail. So whether they're mergers or acquisitions, 80% fail for some reason, whether it's financially, whether it's issues with product mix and products migrating together or technology issues. But I think one of the common denominators, again, which is very much overlooked is - is there a good corporate culture fit between the two companies? Quite often that they do not have, I've been very fortunate that I have been brought in sometimes to do an HR due diligence on a company or help a company also do post acquisition integration. They're both critical. So one of the key things on the most strategic side is whether or not there's a good cultural fit.

Another key thing also would be around what the leadership talent looks like within the two organizations? Is there going to be a good merger of the leaders and a good consolidation and integration of leaders within the organization? And if so, what would that plan look like when that deal crosses the finish line? Because as you know, quite a few deals that go into diligence actually never cross the finish line.

Tom Bronson:

Yeah. I think a lot of times, and correct me if I'm wrong, folks like you - in businesses like HR catalysts - get called in post acquisition when there was no pre-acquisition HR diligence done.

Mark Mitford:

Yeah. And it's a mess. It's just like a dumpster dive because it's a mess that you're brought into. One of the key things we try to do with our clients is we try to be more proactive around HR and human capital versus reactive. And a lot of times HR becomes a very reactive thing. On the worst case, you have a governmental audit, or if you have an employee who sues you for wrongful termination, those are things which are totally reactionary. And a lot of times, 99% of those times, if that was handled in a more proactive fashion on the front end, the liability exposure could have been greatly minimized. And that liability exposure quite often ends up with a massive settlement, a lot of dollars that have to go out the door to make this go away.

On the flip side too, post acquisition, a lot of times again we're brought in to fix things which were never thought about during due diligence and might have been easily sorted out during due diligence and maybe that could have been one of those things that could have perhaps affected the business value. And so possibly the company, looking at acquiring a target company could have actually gotten a better price for the organization because they may have some liability exposure there. They may have some issues within their leadership team that are very toxic that need to be solved very quickly after the deal is consummated and actually crosses the finish line. So those are the types of things we can help companies with. And quite often for a minimal cost of using us on the due diligence side or the, we could save a lot of

money on once the deal is actually across the finish line and doing a lot of cleanup and triage, which may have been able to be solved on the front end.

Tom Bronson:

Yeah. As you know, of course I've done so many transactions, for most of my transactions, I was on the buyer side. Doing HR due diligence is designed to find the problems. Right? But that doesn't mean that it's going to fall apart, but I always felt like it was better to understand what I'm walking into, so that post acquisition integration could go smoother. Hey, we weren't successful 100% of the time with those either. I mean, we had some very toxic situations come up that we weren't able to uncover. But if you go into an acquisition having done full due diligence, which includes HR, then you've got a much better opportunity to develop a strategy to be successful on the backside. So that's great advice.

So Mark, we're recording this just to give folks a time stamp here, during the COVID-19 outbreak. In a lot of places you've got folks that are under shelter in place orders. It's not universal, but it's all over the country right now. If I was to nail you down on what are the top two or three things a business owner should be doing to protect their most valuable asset during a turbulent time like this, what would you say those things are?

Mark Mitford:

I don't want to sound like a broken record, but I would say the key thing is it goes back to culture. Folks love to work on their culture, and business owners, unfortunately think it's something that's kind of warm and fuzzy, but culture is a strong company. Culture is what you lean on during the good times and also the bad times. So I think in times like we're going through there's a huge amount of information out there around leadership and crisis. I'd say one of the key things that leaders need to focus on now is why do we exist as a company?

So really their mission or purpose and their core values to really start focusing on those to make sure they are real, this is a great time to actually further reinforce and entrench your culture. And the other thing, if companies unfortunately have to go through any workforce changes, whether it's furloughing employees or job reduction. I was on the phone this morning with a CEO who is going to be looking at doing a number of things. But it's also a time if you have any dead weight in your organization or poor performers in your organization, this may be a really good time to allow those people to look for other opportunities. And you hate to paint it that way, but there's also great unemployment benefits right now that are part of the stimulus package.

So even though you hate to let somebody go, which is challenging, this is a really good time to look at it. Maybe letting go of some poor performers who are in that lower 10%. And every organization has a lower 10% of their organization. They can always either try to coach up or out.

And then, the last thing to do is think about this as a transformational opportunity. Are there things that are happening right now that could actually be ways you can work that are going to be transformational for your business? That could actually help you come out of this crisis much stronger than you are today.

Tom Bronson:

Oh, that's a great way to think about it. You and I have talked about our own businesses. You know, now that we're doing so many things electronically, it's made us much more efficient. I always visit with my clients this way, using video conferencing and things like that. But but now I'm actually doing business development and other things this way, buying back all kinds of time to think more strategically. You know, it occurred to me, I hadn't even really thought about that this may be a good time to offload somebody that's dead weight or needs to go. You know, it's hard for a CEO to do that. Because most CEOs think it's their own failure if they have to offload somebody in it. And it's really not. I heard some great, great advice recently and I can't even quote the source because I don't know where it came from. But the question was, "when should a CEO fire somebody in their organization?" And the answer, of course, is the first time they think about it. I have been guilty in my own businesses, when I let those decisions linger for a long time. It does more long term damage to the culture of the organization than it does to to go ahead and rip that bandaid off.

So during this time and during other times, what are some things that HR catalysts can do for your clients and what sets HR Catalyst apart from all the other fractional HR people out there.

Mark Mitford:

I think that's kind of a two part question. So the first question I would ask would be, what can HR Catalyst do for your or for an organization? One of the key things we do, and I mentioned it earlier, is we will, with larger clients, we're going to be working with on a longer term or retained basis, we will always do a needs assessment, because the key thing we want to make sure is that we're not coming in as consultants and telling you how your company is screwed up, because we've been around HR for 30 years, and I know everything about HR - because I don't. So one of the key things we do right upfront is a very intense day long needs assessment. What we try to do with every client is come back with a customized set of recommendations on where the organization has problems and our recommendations. Those are recommendations that the leadership team tells us are things that are good, bad, or ugly.

Tom Bronson:

Got it.

Mark Mitford:

If they're good, great, but if they're ugly, we will consolidate those confidentially, and then we report back to the CEO or in their inner circle and say, here's what we heard is screwed up in

your company and here's how we can help you. So that's one of the key things we try to do to differentiate ourselves. A couple of things, when you productize what we do, let's say we will help a company and we'll help a company formally look at creating a good culture, setting the vision, mission, core values, we will do that quite often with our clients. I'm working with a client, (actually the two of us share right - thank you being gracious enough to share with me) and that's great to work with her. But we're starting out, too, with her business around let's focus on why you exist as a business and why and let's focus on a set of very definable, very strong core values. The other thing we will help companies do is around performance management and setting good performance evaluations. Because we want to identify who your top talent is. Who is the top 10 or 15% of your organization and who is the bottom 10 or 15% of your organization? And it doesn't matter if you have 10 people or 10,000 people in your organization, you have both. And you have to manage both very proactively. The irony is that most business owners, where do you spend your time with your bottom talent or your top talent?

Tom Bronson:

Always on the bottom baby. Always on the bottom. And now that those words are crossing my lips it's pissing me off that that's the way I've been, too!

Mark Mitford:

And the funniest thing is every CEO will answer that the same way. But where do you need to be spending your time? But which are the group of talent that is actually driving your company forward and driving your sales? It's your top people. And so we will help you manage both of those very proactively. What differentiates us, I know we're kind of on a time frame here, but what differentiates us, first of all, it's kind of funny and I guess maybe in hindsight when I started the company in 2013, I hate the word consultant because it has a little bit of a negative connotation because one of the key things we do is we are not professional consultants.

I do have another senior principal I work with, we are corporate executives and we have sat on the leadership team of organizations. So we're not professional consultants who grew up in consulting. Been there, done that. And we get our hands dirty with our clients. So when we look at it, quite often a client puts us on a retainer and so we're there not only to help you, to teach you how to do it, but we're also going to help you in learning and equipping for you to do it. So, you know, from a biblical adage, it's not like we're not going to just give you a fish, we're going to teach you how to fish. I got to be one of your leaders how to fish.

Tom Bronson:

I've got to interject on that because in my own experience, when you hung your shingle, and I always say that I was your first client. I think somebody else wrote you a check first.

So I encouraged you for years to go out and do this. We brought you in and we had a situation where somebody had kind of risen up in the organization to be running HR who, did not have

the qualifications or the skillset to run HR. Although they were a very intelligent person, but having you partner with that person really elevated them in terms of their HR. They actually ultimately got certified in HR and SHRM, the HR trade association, and now is running HR for a very large company. So, yeah, I love the fact that you partner with your clients to kind of bring the talent up to the level that they need. And anybody who wants to know, I am a success story when it comes to how HR catalyst helped us.

So in the interest of time here, one last question. You know this podcast is all about maximizing business value. That's what this podcast is for. What is the one most important thing you recommend business owners do in HR to improve their business value? What's one thing?

Mark Mitford:

Yeah, the one thing is to create, develop and really nurture a good leadership team.

So if you're going to spend any level of money within your organization, where you're going to really get the most ROI from anywhere within your organization is to have good leaders within your organization who are really walking the talk of your culture and your core values. Because if you have a toxic leader within your organization, they will, and I know you'll smirk cause I know there's a few individuals which we could have stories about after this.

Tom Bronson:

Hey, I probably have dozens and dozens in my head...

Mark Mitford:

And so, if you have a toxic leader who is doing everything that is counter-cultural, and perhaps even undermining the CEO, or is doing things that are very inappropriate within the organization, that leader is going to create so much turmoil. They're going to drive good people to leave the organization and they're going to take whatever positives happen the CEO tries to do, that person's probably going to do destroy. So it's one step forward, two steps back. If you have a person who is a poor leader, who is solidly against the culture and is doing everything they can to drag the culture down.

Tom Bronson:

Wow. You know, when I thought about asking that question, that is nowhere near what I would have thought your answer would be. That is the greatest advice. You know, all business owners should really focus on their leadership

Mark Mitford:

Yeah. And as organizations grow, it's fascinating because quite often and an organization starts out whether it's at a handful of people, that leadership team a lot of times is that same handful of

leaders, a handful of people and they just moved into more senior roles and maybe that organization started out with five people and now it's now it's 150. What you find, unfortunately quite often, is that top leaders are the people that grew up in the organization and they may no longer, they have the core leadership capacity or the core leadership traits to really be successful in the role they're in, because it's much bigger and much more complex than it was before.

Tom Bronson:

That is great advice. I said that was the last question, but I do have a bonus question. One I like to ask our visitors on this podcast, what personality trait has gotten you into the most trouble throughout the years?

Mark Mitford:

And it's kinda sad. It's kind of embarrassing for a career HR guy to say this, but sometimes my, maybe being a little bit too extroverted. And maybe saying things that were not as politically correct as they should have been. And when then somebody uses it against me and they say, you know, Mark, but you're the HR guy and I'll kind of reflect on what I've said. I'm like, yeah. And that was really it. And a few times I've been so politically incorrect that I have to apologize to an individual who I might've offended, which I have no intent to offend, but I maybe got the best of me.

Tom Bronson:

I've often heard, maybe even from you, if you really want the funniest jokes that might not exactly be politically correct, go ask HR.

Mark Mitford:

Yeah, we've got a bunch of them.

Tom Bronson:

So how can our viewers and listeners get in touch with you?

Mark Mitford:

They can get in touch through our website. HRCatalystconsulting.com. We have a get in touch page there. Also you can search me on LinkedIn - Mark Midford on LinkedIn, so M-I-T-F-O-R-D. And then the last thing would be you could also call my phone number. I always have my cell phone on 24-seven, but the phone number is my cell phone that I have on my business signature line. That's 214.546.3241.

Tom Bronson:

Excellent. I do the same thing. Put my cell right on the card so folks can get in touch with me. So, you should go to Mark's website and that is www.hrcatalystconsulting.com. They've got a bunch of great videos that Mark has recorded about what they do and some things that you should be thinking about in terms of your business. Also connect with him on LinkedIn.

It's been great having you here today, Mark. What fun to talk.

Over the next few episodes, Maximize Business Value Podcast is going to talk a lot about continuing to build long term sustainable value in your business, even during challenging times like we happen to be in while this one is being recorded. So I hope that you will join us on the journey.

Until next time, I'm Tom Bronson, stay safe and don't forget to Maximize your Business Value.