

# THE COMPANY

Phil glanced at the digital clock on his sedan. It read 8:54 A.M. He nodded to himself in satisfaction at being several minutes early. He had learned years ago that if he was going to teach efficiency and time management to others, he had better be living it himself.

After grabbing his briefcase, Phil opened his car door and stepped out. He turned and looked up at the sign on the sprawling building that proudly proclaimed GREENGARB: CLOTHES MOTHER NATURE INTENDED.

Phil had done his research about his new coaching client. Helen Whitman had been an influential executive in a large retail clothing chain for nearly a decade. Just a few years ago, however, she recognized the trend toward eco-friendly products and decided

to make the jump into entrepreneurship. Last year, GreenGarb boasted sales of over \$20 million and was heading for even greater growth.

Despite the success—or more likely because of it—Helen had hit a brick wall. After a bit of burnout, Helen had contacted a few close friends, asking for a referral to someone who could help.

As Phil walked toward the building, he reflected on his first conversation with Helen. Her situation was all too familiar. While the company sizes and industries of Phil's clients varied greatly, their stories were echoes of each other. His clients were stressed out, overworked, and underpaid. They were finding themselves with more and more to do at work and less and less time for their family and other personal life.

These business owners all came to Phil for help. They were looking for someone who understood that it was lonely at the top. They were looking for someone who could help them make the behavior corrections that would get them more time and less stress.

Helen's company was unique, but her story was the same.

As he walked through the front door of the building, Phil was greeted by a receptionist with a no-nonsense look about her. Phil found his mouth a little dry as he spoke up.

"I'm here to see Helen."

The receptionist looked up. "Do you have an appointment?"

"Yes. Yes, I do."

"Just a moment." The receptionist pressed the intercom button and politely said, "Ms. Whitman? There is a gentleman here at the front who says he has an appointment with you." After listening to the response, she said, "Please follow me."

As Phil followed the receptionist down the hall, he glanced in each direction and noticed the offices of the company managers. There was a general feeling of controlled chaos on all sides. A few desks appeared organized, but most offices had piles of papers on the desk that occasionally flowed onto the floor. People walked in and out of the offices in a hurry, speaking in brisk, determined tones to each other.

Phil had certainly seen this before. Just by looking into the offices of the company managers, Phil grew a bit more comfortable. He knew what to expect when he walked into Helen's office. In fact, he knew what to expect from Helen. The common saying was true: the business truly is a reflection of its owner.

