

Retiring in the Fall

Ten years ago, I began the adventure to bring order to the entropy of Distributed Workforce Management in the Building Trades. I was introduced to one of the leading management gurus in the country, who referred me to one of the most renowned pioneers in Human Capital Analytics and Workforce Science, to whom I presented my concept for field service execution at scale. Along the way I collected a few worthy co-conspirators, and ultimately launched Qmerit two years later; a first of its kind platform governed by Meritocracy, with the concept of a QCI (Qmerit Contribution Index) score to drive quality and customer satisfaction. Today, Qmerit is the leading company in systems integration and installation for Electrification in North America and has also launched in the UK and Europe, largely because of the amazing team we have assembled, who possess a unique combination of domain expertise and software skills.

In April of this year, I celebrated my 66th birthday, and shortly thereafter had a bit of an epiphany. What I wanted in this season of my life was more time, not more money. I have been blessed to have been able to build and sell four companies in my career. I have yet to figure out a way to manufacture time. As such, I decided to submit for an approved retirement to our board, effective October 31st. My request was granted with the caveat that I continue in a part-time consultative capacity for a year with an option to renew in the future. That means I will still be around to support partners, customers, events, strategy discussions, etc., and help to build out our ultimate ambition for an Electrification Services Marketplace. I will also continue in my board capacities for the external companies I am involved with today.

In looking around my office, I see trinkets and trophies, deal toys and memorabilia, and photos of or with many of my personal role models and heroes. The simple reason why I am surrounded by these memories is because of the great people I have worked with, the teams we built, the battles we waged, and the triumphs we realized. I have benefitted from far too many of these cherished relationships to name them all individually, but I know they know who they are, as these folks are not "mere mortals," as they have been reminded before Thanksgiving over the past four decades. There is no doubt we encountered our share of villains along the way and were able to vanquish most while staying on the high ground.

What has driven me most on my journey, other than a profound fear of failure, has been the desire to make my wife and children proud of their husband and dad, which now extends to my grandchildren as well. As I have said likely too many times, "The burden of leadership is that you have to lead," and the burden of seeing around the corner is that you see the bad things coming too! I don't know that I ever truly mastered my work/work balance, so now, during this last quarter of my time on this planet, I want to try to honor my family's sacrifices over my career, and make sure they get the best Husband, Father and Pop Pop humanly possible.

I would like to once again thank all of you who have so profoundly impacted my personal and professional lives, helped shape the man that I am, and through our collective efforts, allowed me to realize many of my dreams and aspirations. When I was a nine-year-old paperboy, delivering the news and owning my first P&L, I realized there would always be good news and bad news, it's how you respond to it that defines your character, and that is ultimately what you will be remembered for by colleagues and friends.

I feel compelled to pass along a bit of learned wisdom from my time in the "arena." Read Voraciously, Dream Audaciously; Outwork, Out Think everyone who doubts you! Perseverance and Persistence will win the game where talent alone rarely does! There will be no shortage of naysayers, charlatans, hucksters and insincere politicians along the way - ignore them, stay true to your purpose, and you will be amazed at how "lucky" you get.

I will close with a reference to the title from my favorite holiday movie (other than The Christmas Chronicles....). What I have been taught by my career thus far is that what you promote into this world will absolutely manifest, and that mine is truly A Wonderful Life!

Charge on!

