

# Fractional management may be the answer to your growing pains

*This is part one of a series on business growth accelerators by Dan Elder.*

The economy is slowly recovering, though the progress is uneven and we still have a long way to go. If your business serves a sector that's improving, your sales are up and you're probably considering adding staff and management.



Dan Elder

Adding staff is pretty straightforward. If you're confident your improved sales are sustainable, you can direct hire. If you're not sure or want to hedge your bets a little, you can bring on temporaries or temp-to-hire folks until you feel confident enough to move the positions in-house.

But what about hiring management? Adding to the bottom of the org chart in a growing business without staffing managers and executives to ensure the staff is productive and the business stays on track is an all too common recipe for disaster.

You can try to compensate. After all, as the owner or general manager you're accustomed to wearing many "hats" in the business simply because you have to. But the lack of time to properly wear each of those hats is one of your biggest constraints.

Plus, you may not really be an expert in every area that you deal with: Production may be your "A" game, where marketing or finance may not. Nevertheless, you have to deal in these areas because if you don't, who will?

However, the inevitable leadership gaps from your limited time available prevent your business from benefiting from the clear and consistent guidance and oversight an experienced manager or executive can provide. And your skill set gaps can result in poor goal achievement that keeps you from taking advantage of opportunities that present themselves.

But, you say, good full-time management talent is expensive and you can't afford to hire those positions right now to oversee the expanding business and increasing work scope. Yet, you know you must do just that or risk disaster.

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**What to do?**

The answer may be to hire one or more fractional managers.

The concept of fractional ownership

fractional ownership is a proven concept. You've had experience with it if you own a time share in a condo. You get the benefit of use and enjoyment without paying the full cost of ownership, which is spread among the other owners.

In the corporate world the same concept is used in the fractional ownership of aircraft and the like. In that arrangement your company gets certain dates or a percentage of available time to use the plane.

Internally, company founders have outsourced key aspects of their operation, like financial management and planning to an external CPA, for decades. You don't outsource the responsibilities, you just pay for on-tap experts in the field.

It follows, then, that this concept can be applied to any area of your business. Fractional managers work under your guidance, in accordance with your plans and within your budget to help move your business forward.

## What's ahead

In part 2 we'll begin to explore the practical aspects of fractional management so you can see if it might be the cure for your company's growing pains. In the meantime, if you've had experience in this area I welcome your feedback at [results@bgaccelerators.com](mailto:results@bgaccelerators.com).

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