



Nancy Schultz

North Highland Company
Nashville, TN

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Case Study: #008

“Whatever your business is, you always have to be bringing new ideas to the table, new products, new marketing”



During a time when many consulting firms are struggling to stay afloat – offering deep service discounts and laying off employees left and right—North Highland’s Nashville office, led by Nancy Schultz, is actually growing. Keeping the 45 full-time consultants in her office busy is made easier thanks to the resilient healthcare industry, which makes up the majority of Schultz’s client list. But part of the credit must also go to Schultz, who understands how to leverage innovation and ideation to add value for clients.

“Whatever your business is, you always have to be bringing new ideas to the table, new products, new marketing,” she believes. “You always have to be upping your game because it’s so competitive out there; if you’re not innovating, someone else is.”

To stay ahead of the game, particularly in the changing healthcare industry, Schultz encourages her consultants to keep building their toolkits by attending training and relevant conferences, and sharing what they learn at office lunch and learns.

To keep her executive skills sharp, Schultz looks to monthly meetings with her TAB Board peers. As a VP for North Highland, a \$185 million company with 48 offices around the globe, her situation is a bit different than the entrepreneurs on her Board. Still, she says the old adage about loneliness at the top is valid. “You can’t share everything with your company peers when they’re in another city, and you can’t



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share much of it with your employees,” she explains. “The TAB meetings are a productive outlet to bring issues to every month.”

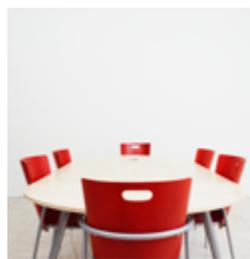
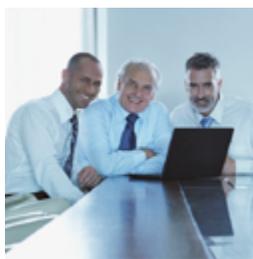
Among the issues Schultz has brought to the table are the different roles she has been recently tasked with, including heading up strategic growth projects for North Highland corporate as well as running the Nashville office. “Some of the guys in my group have been in similar positions and they were dead on with their advice,” she recalls.

Schultz also values the time and thought that her TAB facilitator has put into mentoring her over the last several years. “He’s always sharing different templates he’s created, different ways to think through strategic planning,” she says.

According to Schultz, her Board’s relationship with their TAB facilitator is much better than the one they had before when their group was part of a different peer network. “The other network wasn’t helping to resolve the issues, so the whole group moved over to TAB.”

It’s no surprise that Schultz appreciates the valuable relationships she’s developed with her TAB facilitator and peers. North Highland itself is a rare firm that hires local consultants to serve local clients. As Schultz puts it, “Relationships are key to our success. Some consultancies sell a type of work. Our goal is to build strong relationships within the cities where we are.”

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