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Reaching out

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Haskins & Sells imposes a great responsibility on each of us and it expects us to fulfill it. There is no doubt about that. Nevertheless, none of us should ever be satisfied with fulfilling just the responsibility imposed upon us at any given time. We should reach out for even more—for the responsibility of *being* Haskins & Sells in all the broad implications of its service to its clients.

My advice to anyone in the Firm is to take the attitude that the client you are serving is the most important client the Firm has, and then reach out to render service to him in every way you can. Help him solve his problems—not only the problems he has referred to you, but all others that you can see as you go about conducting the engagement. Bring to bear on his situation all the vast resources and experience that our Firm has to offer. Beyond that, reach out to develop yourself so that you can add to the sum total of the Firm's services.

For example, in the Miami Office we have one of the foremost authorities in the country on savings and loan association taxation. I'll bet he is better known in this industry than any other CPA—and he is identified with Haskins & Sells. This man developed his outstanding skill in this specialty on his own, by hard work and application. He saw a need and set out to fill it.

Or I could mention another, one of the busiest men in our Miami Office, who recently was asked on very short notice to lead a training course in bank auditing for the Florida Institute of CPAs. He did such an outstanding job that he was asked to direct the same course in a neighboring state. So he became an interstate teacher. His ability is widely recognized in the profession and in the industry; he, too, is immediately identified with H&S.

Or I could mention a young senior who had been with us only three years when he went to the University of Florida to give a demonstration of Auditape. He gave such an excellent account of himself that the members of his audience were astounded when they learned that this young man had undergone no formal training in Auditape presentation.

These accountants have reached out to offer that extra effort which spells genuine excellence. I'd like to think their example is catching, and that it becomes the identifying mark of all Haskins & Sells service.

It isn't enough today for an accounting firm merely to do competent audit

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work, or to respond to specific inquiries. Clients want more than that. They want an accountant who will do some of their thinking for them. I believe that most of our clients feel this way, although they usually don't come right out and say so.

I suggest you imagine yourself in the client's place and think what you would do if you were running his organization. Think in terms of "our problem" not "his problem". Ask yourself: "What are *we* going to do about it?"—not "What is *he* going to do about it?". This doesn't mean that you are going to take on the full responsibility for solving all his management problems or lose your independence in judging the solutions reached. I am

By J. W. Phoenix, Jr., Miami Office



talking about the frame of mind in which you approach the engagement.

To my way of thinking, there is no better way to satisfy a client than to let him know that you are genuinely interested in him and in his welfare. This leads inevitably to constructive services of the highest order.

Of one thing I am certain: the surest way to success in Haskins & Sells is to be continually reaching out for more and better ways to offer service. If all of us do this, individually and collectively, Haskins & Sells will continue to have the high standing it now enjoys, and our efforts will bring both financial rewards and, frequently of greater importance, a feeling of professional accomplishment and personal satisfaction.