Company Analysis for Wilkins Miller

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**Section 1: Introducing the Company**

**Wilkins Miller, LLC is a private company founded in 1991 in Mobile, AL. This company’s line of business includes accounting, bookkeeping, and other auditing services (Wilkins Miller LLC, n.d.). Wilkins Miller has been a leading innovator in their industry over the last 50 years with keen focus on leadership development as well as dependability in the workforce. With an expert staff of certified accountants, business analysts, consultants and advisors, a client is sure to feel secure in their financial decisions. Wilkins Miller takes multi-disciplinary approach when helping a client gain insight and identify opportunity. Merging with both regional and national accounting firms, you can be sure that Wilkins Miller will help a client achieve more (Wilkins Miller, n.d.).**

**In just this past fiscal year Wilkins Miller has been awarded multiple titles and awards for their excellence in different areas. These accomplishments include:**

* **The Alabama Performance Excellence Award,**
* **Voted one of the Best Firms for Women,**
* **Voted one of the Best Companies to Work for in Alabama by the Business Association,**
* **Voted one of the Best Accounting Firms to Work for by Accounting Today,**
* **And was a member firm in the Financial Consulting Group.**

**Wilkins Miller prides themselves on not only being dependable and impactful for their clients, but also in their social responsibility to their surrounding community. Just this past year Wilkins Miller completed 1059 community hours, hired five interns from surrounding colleges, were involved in their eighth A&A symposium and held their annual open house for the community to see what was happening inside their business. Wilkins Miller believes that through their important role in civic organizations, community sponsorships, and non-profit fundraising participation.**

**Section 2: Organizational Culture**

**When interviewing Allen Carroll, a leading partner in Wilkins Miller, I sensed right off the bat that the work environment was very unique. Also sitting in our interview was Bridget Ehlers, the talent and development coordinator in Wilkins Miller. Both were quick to answer about the moral and beliefs of the company being upheld because of having the correct people or employees. Hiring the right people, getting them engaged and providing them the correct tools ultimately builds for success at Wilkins Miller ("Wilkins Miller Interview with Allen Carroll", personal communication, 2019). They both described this idea being built on the book called “Good to Great” written by James Collins that the partners all read together when starting the company. The goal of Wilkins Miller is to show and explain the goal line of a task or project but to step back then and allow their employees to achieve it with the knowledge and skills they have. Allen described the environment as successful because it holds many skills. In a scenario, Allen discussed that Bridget may know how to do many things like he does but may do them in a different way. He explained that Wilkins Miller allows for employees to take ownership of projects more if they feel they are allowed to freely work on projects the way that best makes sense to them.**

**Allen then hit on the point many times that most of their employees are “self-made” and are reached out to and engaged with early in their career and in turn this gives Wilkins Miller the opportunity to grow this employee with the impressive leadership within the company. Mentorship is a major piece of the culture provided in Wilkins Miller. This company believes that they get the best employees with the best knowledge but turns around and teaches them even more skills to brighten their career opportunities. In a packet of disclosed information, I received from the company I was shown Wilkins Miller college recruiting timing. This document proves the point on how important Wilkins Miller believes in recruiting and capturing younger talent to then grow and mature them for success (Wilkins Miller College Recruiting Timing, White Pages, 2019).**

**Another piece I pushed to know more about through my interview was the company and employee communication. I was interested to find that in order to maintain communication on how employees are feeling or preforming, the company sends out an employee self-evaluation form. This questionnaire includes questions concerning anything from client relationships to personal branding (Employee Self Evaluation, White Pages, 2019). This impressed me because I am aware that many companies lack the communication to ask for feedback internally this way. Many companies only send out peer evaluations but I believe asking each employee to provide feedback on so many key topics creates a positive pool of information to then lean on if change is needed. The next document handed to me was something I have never heard of in a company setting. Wilkins Miller strives to innovate their industry and create new ways to stretch and grow their industry. Bridget explained in our interview that though the industry is one of the oldest many thinks of, it still can be innovative ("Wilkins Miller Interview with Allen Carroll", personal communication, 2019). This document handed to me is called an Innovation Idea Submission Form to which if an employee finds a new or innovative way to do a task the company is doing and would like to share it then they simply fill out this form and submit it to the director. This form covers the idea description, a brief overview, goals and benefits, potential challenges, and the evaluation (Innovation Idea Submission Form, White Paper, 2019). These forms show just how much Wilkins Miller cares about employee feedback and making sure that the work environment is exactly what they desire. Wilkins Miller even goes as far as creating flex hours and being realistic on in office time for employees. Bridget explained that she has children and that means she sometimes is away taking care of them but is still able to work and earn hours while still living her life. Wilkins Miller is summary believes in their employee’s abilities and also understands their employees have lives outside of the office and provides accordingly for it.**

**Section 3: Hiring Processes/On-Boarding**

**When asked about the hiring process and on-boarding Allen was quick to discuss the team Wilkins Miller has set in place as well as the internship program they offer. Wilkins Miller has been the company to go and actively seek out students for these internship positions. These students range from seniors in college to even high school seniors looking to jump start their career early. After completing the internship program Wilkins Miller these students are then considered for positions at the firm or given help to find a position elsewhere. Wilkins Miller is quick to never leave a student without knowing they are in a job position.**

 **Another on boarding program Wilkins Miller strives to push is the new Achieve program which includes matching mentees and mentors. This program pushes the employees involved to find their passion in their work again and choose a mentor based on what you plan to get out of the program in a six-month period (Achieve Program, White Papers, 2019). This program is set up for participants to choose three desired mentors based on qualities you see in a great mentor including:**

**- challenging,**

**- experienced,**

**- Is where you want to be,**

**-supports you,**

**-is a great listener,**

**-is available,**

**and many more. This program allows the mentees to reach out to their mentors for monthly meetings and then ending with an evaluation of the program and the experience.**

**Section 4: On-going training and development**

 **On-going training and development is very important to Wilkins Miller. They believe that their employees are equipped with all the knowledge and skills needed to do their job well but showed me insight on how they prepare them to do just this. When entering the company and employee is handed a training binder that includes many things like the office map, common knowledge needed for internal paperwork, phone list and much more on management and processes Wilkins Miller uses (Table of Contents, White Papers, 2019). The company then has a document handed to them about orientation that goes through the schedule of the day.**

 **On going development is then handled in retreats, seminars, company gatherings like the Wilkins Women group. These outings provide team building as well as insight in how to efficiently do a task. With the company implementing new innovative ideas sent in by employees everyday Wilkins Miller strives to keep everyone in the loop with emails. Being transparent and connected is a major concern of Wilkins Miller and this shows through the paperwork I received and the personal interview. Becoming such a well-oiled machine that the company is comes from keeping the right people, keeping training and certifications up to date, but also allowing transparency from the top down.**

**Section 5: Performance Review and Incentives**

**When I asked about incentives, I was given a very long and promising list. Allen listed:**

**-Organization committed to employees to achieve what they want,**

**-mentorship programs,**

**-helping develop skills and develop more with paying for schooling,**

**-being apart of a thinktank**

**-sharing net profits with the entire team,**

**-community involvement,**

**-flextime,**

**-remote worker options,**

**-consider request,**

**- and provides a positive and thriving workspace people choose to be at. The employees love coming back for parties and gatherings, even if they are working or not ("Wilkins Miller Interview with Allen Carroll", personal communication, 2019).**

**Section 6: Leadership Models/Approach**

**When breaking down my knowledge of Wilkins Miller and returning to our textbook I discovered that this company uses many models to lead effectively. Examples of models I saw were; supportive leadership, transformational leadership, and administrative leadership. (Schermerhorn, Osborn, Uhl-Bien, & Hunt, 2012) These leadership models all have to deal with the idea that leading is an ability to raise those below you up in a positive way with your abilities and knowledge you hold personally. Supporting and transforming specifically remind me of the five steps of team building we learn in class which are; forming, storming, norming, transforming, and preforming. These leadership models are only successful if your company and leaders have a great workforce mindset and are fixed on the idea to transform the company as a whole in a positive way instead of your own personal self.**

**Section 7: Suggestions for Improvement (e.g. wearing your consulting cap provide feedback)**

**With a company with such a strong organizational structure it is hard to find room for improvement. Wilkins Miller has created not only a strong internal workforce but also expresses boldly their love and passion for their surrounding community. One suggestion I thought of when receiving so much information was the idea of sharing with the public exactly how much you are in the community. This is not only a good idea for the PR of the company but also shows the surrounding area just how much you are offering them. I also would suggest that the mentor program be opened up to not only mentors in the company but to business leaders in other companies in the area. This would not only provide a bridge to other companies in the community but also connect different mind sets and provide an insight that maybe a mentor in Wilkins Miller’s specific industry does not have. I think a lot can be learned from those who think different than yourself. Expanding this mentorship program also opens doors for employees who may step out of the industry to pursue another calling. Wilkins Miller can build connections with these other mentors and then use those connections if an intern or employee desires it.**

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