

# A DAY IN THE LIFE



## MICHAEL

Director  
New York

### A DIRECTOR'S PERSPECTIVE

Michael, a Director with Alvarez & Marsal in New York, exemplifies A&M's core values. He demonstrates a work-life balance, works as an integral member of a team, takes time to mentor junior consultants and, most importantly, has fun doing it. In his latest assignment, he is working as an A&M team lead on the post-bankruptcy efforts for a major financial services organization. Here's an account – in Michael's own words – of a typical day working as an A&M Director.

**7:00 a.m.**

After waking up, the first thing I do is check my BlackBerry to see what e-mails may have come in during the night from my counterparts in Europe. As a member of a worldwide team, I have to be very conscious of my international colleagues' schedules and deadlines.

**8:30 a.m.**

My day begins with a subway ride uptown to the client's offices in Midtown Manhattan, which has been my home away from home since A&M took over administration of the case in late 2008. The commute is a quick 10 minutes, and I utilize my time on the train to down a cup of coffee with one hand, while using the other to send some e-mails. With over 300 incoming messages a day, I take every opportunity I can to stay on top of my inbox.

**8:45 a.m.**

After settling into my office, I run through any outstanding e-mails and review the tasks that need my immediate attention. As workstream lead for the client's Corporate Technology Services team, there are several projects of varying complexity that I must constantly monitor.

**9:00 a.m.**

I run off to our weekly team status meeting, which brings together all of the various work stream leads and client stakeholders. The gathering allows us to address issues and risks, especially when they may impact multiple workstreams.

**10:00 a.m.**

I dial into my daily call with one of the outsourcing vendors I am managing. This particular vendor is providing payroll and benefits administration services. The call allows A&M, the vendor and the client to track progress towards implementation milestones and identify any issues early before they become a more serious risk to the project. It seems we are on time and on budget – my Managing Director should be happy!

**11:00 a.m.**

I reach out to business leadership at several of the client's various non-bankrupt entities across the country. Since these entities had received corporate technology services from the corporate headquarters pre-bankruptcy, it is my duty to ensure that they continue to receive these services post-bankruptcy. Today, I'm asked to assist one of the banks with a federal agency audit and several compliance-related questions.



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**12:30 p.m.**

I race downstairs to the on-site cafeteria to grab a quick salad for lunch. Unfortunately, I'm going to have to eat at my desk, since my schedule is tight. In an effort to multitask, I turn my attention to business development efforts by scheduling a happy hour with several contacts at a target company for later in the evening.

**3:00 p.m.**

It's now time to run across town to the A&M offices to interview a candidate. Since we are such a small, tight-knit group, it is critical to maintain our culture. What better way to ensure that happens than to participate in the interview process? The interview goes extremely well, and I head back to the client offices happy to have found another outstanding candidate.

**6:00 p.m.**

I meet with one of my consultants to provide feedback and discuss an idea to redesign some of the client's business processes. As a hallmark of A&M culture, we feel very strongly that mentoring is critical to the success of our business.

**8:30 p.m.**

I get home and head out for the gym. After a long day, it is nice to have some time to myself to unwind and blow off some stress.

**1:00 p.m.**

I deliver a presentation I've prepared for senior client management on a new corporate Intranet project. My goal is to gain buy-in and demonstrate some of the functionality they should leverage in each of their business lines. The meeting is a success and the group leaves pleased.

**5:00 p.m.**

Now that I'm back at the client, it's time to have my afternoon touch points with the vendors that are working for me. With at least five projects progressing simultaneously, it is critical to stay on top of vendors' work efforts and ensure they are delivering the proper value to my client. As we discuss status, I review and process their invoices, and pass them along to accounts payable.

**7:00 p.m.**

It's now time to head over to happy hour to meet up with my contacts at one of our target clients. Part of A&M's entrepreneurial culture includes business development efforts across all ranks. I previously worked with one of the attendees, who graciously agreed to bring along her boss to discuss opportunities for A&M to assist with an underperforming group within their organization.

**10:00 p.m.**

I grab dinner and jump on e-mail one more time to answer any questions that may have come in since I left the office. Finally, it is time to power down and call it a day. Tomorrow is sure to be another busy one!

## ABOUT MICHAEL

Michael, a New York-based Director with Alvarez & Marsal, brings nine years of consulting and industry experience. He focuses primarily on strategy development, specifically relating to improving clients' operational and financial performance through business process redesign and the application of technology.

Michael has utilized his strong organizational skills and the ability to work in distressed situations to identify, prioritize and manage multiple, large-scale initiatives concurrently. He has worked in a variety of industries, including retail, financial services, consumer packaged goods, IT, media, state and federal government, natural resources, transportation, industrial chemicals and healthcare. Some of his notable clients have included: Microsoft, the United States Postal Service, Philip Morris, Hewlett-Packard, Velocity Express, PacifiCorp and Dell.

Michael holds a bachelor's degree in mining and minerals engineering from Virginia Tech. He received a master's degree in business administration, with concentrations in marketing and information technology, from the University of Texas at Austin, McCombs School of Business.

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