

Specifically Speaking

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I understand you used to work for a systems integrator. What made you want to become a consultant?

I guess I was born with the entrepreneur gene. For a long time I had a desire to start my own enterprise. I was fortunate to work with a highly respected systems integrator for many years, but while they were and still are very passionate about serving their clients, I saw that not all needs could be satisfied by their business model. I believed

that security knowledge sold on its own without any software, hardware or services like guards would deliver greater value to corporate clients. Liberated from hardware or software contracts, we can examine security solutions with a broader range of choices and therefore we can create better security designs. We are free to innovate without the constraints of being loyal to a specific supplier to meet a sales quota or goal.

Do you often find yourself telling end users that they don't need (or need fewer) technology-based solutions and they need more boldards or other architectural security measures?

We will recommend to a client what we believe to be the optimal solution for their needs. Though we like to explore new technologies, we are agnostic when it comes to deciding between a high-tech and a low-tech solution. What must guide us is what is best for the specific situation the client faces. What we did to improve our outlook on available solutions was to equip our firm with 3D tools to get a better representation of the situations contemplated and to model better solution scenarios.

Tell me about the companies with which TRUSYS merged and why this combination of capabilities makes your company's approach unique?

At first, adding capabilities was more reactive than strategic. We built better CAD and BIM expertise to communicate our designs better. We added project management capability to be more accountable to our clients. We saw needs that our clients had and sought people that complemented our offering. The first firm that joined was when Dave Miller, of Portland [Ore.], a NICET expert in fire and life safety integrated his practice with TRUSYS. Very soon after this, John Gargett, of Bellingham [Wash.], an expert in organizational resilience, also merged his operations with TRUSYS.

Suddenly we found ourselves with a valuable brain trust that had years of experience and an excellent understanding of our industry. With our growth, we changed our focus from tactical response to our clients' needs, then to a strategic plan. Over the past few years we have equipped TRUSYS with people, competencies and worldwide locations that reflect where we believe the industry is going. When we looked at the R-SEC methodology, pioneered by John Gargett, to implement organizational resilience we found our blueprint for skills acquisition. R-SEC organizes the activities that make an organization resilient according to specific skill sets. It allows us to equip TRUSYS with the right people in anticipation of our clients' needs.

To this strategic build-up of skills we added a regional deployment strategy. We aim to be present with high-caliber professionals in the markets where our industry is experiencing high growth. **SSN**

—Martha Entwistle

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