

# The Advisor

Going Beyond the Numbers to Deliver Insight, Guidance and Success

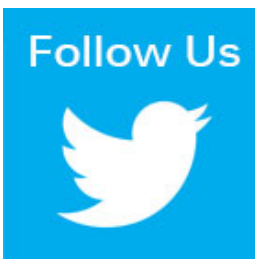
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## Gray, Gray & Gray, LLP's News

### Gray, Gray & Gray Partner Richard Feilteau Earns Certified Valuation Analyst Designation



Gray, Gray & Gray Partner Richard P. Feilteau, CPA, CVA, has earned the designation of Certified Valuation Analyst (CVA) from the National Association of Certified Valuators and Analysts (NACVA).

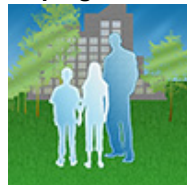
"At some point in time, a value will need to be placed on every business, whether for a merger or sale of the company, estate taxes, financing, employee stock ownership plans, divorce, or a number of other reasons," said Richard Feilteau. "Gray, Gray & Gray now has the ability to 'go beyond the numbers' to provide business valuation services for our clients and other companies."

[Click here to learn more about Gray, Gray & Gray's Certified Business Valuation Services.](#)

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## Family Business

### Keeping the Business in the Family



If you're part of a family business, you've taken pride in watching the company grow - and having family members be part of it. But at some point, you may want to step down from the leadership position. If you want your siblings or children to take the helm, make sure they're well equipped to rise to the challenge. Here are some considerations as you craft a succession plan.

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## Human Resources

### Hire the Right Person - And Stay Out of Trouble Doing It

It's a challenge finding employees with the right skills who fit into your company. But you also need to avoid conversations that could lead to costly litigation and discrimination claims. Here are some techniques that interviewers need to know and some questions you should *never* ask.

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## Management


### Build Teams for Growth and Success



**Individual creativity** and an entrepreneurial spirit are widely admired traits among Americans. But a growing number of companies are discovering what the Japanese have known all along: Teamwork builds success. Here are a few tips on how to turn your staff into a lean, effective team.

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