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## 2 CENTS: ADVICE FROM THE EXPERTS

### Great firms need executives who nap

Smart executives know when it's time to take a break and regroup.

"Never underestimate the power of a good nap," said LeRoy Kline Jr., president and chief executive officer of Delta Development Group Inc. in Hampden Township, Cumberland County.

That elicited a hearty round of laughter and applause. Kline made the comments at a luncheon Aug. 1

hosted by the West Shore Chamber of Commerce's Women in Business Roundtable. Kline was joined by Frank Fritsch, executive vice president of human resources for Select Medical Corp., and Jennifer Delaye, owner of JDK Catering Inc. They offered advice on how executives can better manage companies to take them from good ideas to great execution.

Yes, Kline said, stepping back from the problem and taking a nap will often give you a fresh perspective on how to solve it. Rest is important to focus, he said.

And without focus, a company will flounder, the executives said.

"I could always see the end run, this catering company giving people this experience with the flowers and the linens and the food," Delaye said.

Her vision has served Camp Hill-based JDK well. There were many years of double-digit growth, Delaye said. That includes 2006, when revenue for the business grew to \$4.3 million, nearly 11 percent more than in 2005, according to Central Penn Business Journal records.

Staying true to a vision through adversity is difficult, the executives said. Many opportunities arise to expand into other services and markets, but sometimes that's not necessary to be successful and grow a business.

"Stay focused on the things you really know how to do, no matter how attractive a new opportunity is," Kline said.

Once you set your sights on that niche, pare away the excess layers that sap your resources and produce little, he said. Companies often get bogged down by offering too many services or trying to be a jack of all trades. That spoils the potential for greatness. To prevent that, Kline said, executives need the personal discipline to say "No." If you have trouble saying no, he said, then hire a "no-person" who can recognize when it's time to step back



Delaye



Kline



Fritsch

## WHAT THEY'RE SAYING: IN THIS WEEK'S CPBJ

"I still view bed and breakfasts as a retreat for adults, but it's a growing trend for people to bring children."

**Robert Hall**

on the evolution of bed-and-breakfast establishments. See "More than breakfast," page 3.

## NUMBERS OF THE WEEK:

**25,000**

state-owned bridges are in Pennsylvania — the third largest number of bridges in the nation.

**50**

is the average age of bridges in the state system.

SOURCE: PENNDOT

**\$7.1 billion**

was spent at family clothing stores in August 2006. Only in November and December — during the holiday shopping season — were sales significantly higher.

SOURCE: U.S. CENSUS BUREAU

—Jim T. Ryan