

## EXECUTIVE PROFILE

## TOM TURNER

On founding his digital records company, giving up his company's vacation policy and his previous life as a ski bum.

*Tom Turner is president of Document Solutions Inc., a Nashville e-discovery and copying business. His company, which he co-founded in 1999, helps*

### Q & A

*businesses and law firms retrieve and manage digital company*

*records in preparation for litigation. Worldwide, the e-discovery market is growing 14 percent annually and is expected to reach \$1.7 billion by 2014.*

**WHAT IS THE MOST OUTSIDE-OF-THE-BOX IDEA YOU HAVE EVER HAD IN YOUR PROFESSIONAL CAREER?** Getting rid of our company's vacation policy. We no longer define the number of days that salaried employees can take off each year. Our employees love it, and they deserve it. We've not had any problems with abuse to date, and it's been almost two years.

**WHAT SINGLE THING MAKES YOUR ORGANIZATION STAND OUT?** Our culture of doing whatever it takes to meet client expectations, which often means doing what our competition says can't be done.

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**WHAT DOES YOUR ORGANIZATION HAVE IN THE WORKS FOR 2011?** The implementation of a proprietary software program that we have been developing internally for over a year. It will significantly enhance the security of the data that we receive from our clients and allow us to electronically maintain a chain of custody for each piece of media received.

**HOW DID YOU WIND UP IN YOUR CURRENT POSITION?** I founded the company with my partner, Kevin Tyner, after having worked in the industry for several years in Atlanta.

**WHAT MAKES AN EFFECTIVE BUSINESS LEADER?** Having the right people in the right roles and allowing them the freedom to determine how to achieve

their outcomes. Doing this requires someone who understands people and how to motivate them.

**WHAT WORD BEST DESCRIBES YOUR LEADERSHIP STYLE?** Collaborative.

**GOAL YET TO BE ACHIEVED?** \$30 million in annual sales and a better life/work balance, although, at present, these two goals seem to be diametrically opposed.

**YOU'VE JUST BEEN GIVEN \$100,00 TO DONATE TO CHARITY. WHERE WOULD YOU GIVE IT, AND WHY?** I'd give it to Watermelon Ministries, because I believe in the ministry and the vision of this charity.

**WHAT KEEPS YOU UP AT NIGHT?** Catching up on responding to email.

**PROFESSIONAL PET PEEVE?** Dishonesty.

**WHAT DO YOU DO TO RELIEVE STRESS?** Exercise at the YMCA.

**WHAT IS THE SIMPLEST THING YOU NEVER LEARNED TO DO?** Say no.

**FAVORITE HOBBIES?** Fly fishing, hunting and spending time at the lake with my family.

**PETS?** Two Labrador retrievers.

**WHAT'S THE BEST GIFT YOU'VE EVER RECEIVED?** My children.

**PERSON OUTSIDE OF YOUR FAMILY YOU WOULD MOST LIKE TO SPEND TIME WITH ON AN ISLAND?** Jesus Christ.

**WHEN FACED WITH TWO EQUALLY QUALIFIED CANDIDATES, HOW DO YOU DETERMINE WHOM TO HIRE?** I would introduce them to the others on the team that the candidate would be working with and let them make the decision.

**BIGGEST PROFESSIONAL MISTAKE AND HOW YOU OVERCAME IT?** My business partner and I started a new business with partners without first making sure that they shared our same business philosophy. We overcame it by selling them the business.

**WHAT WOULD YOU LIKE TO CROSS OFF YOUR "BUCKET LIST" NEXT?** I'd like to take a summer off to travel to Europe with my family.

**WHAT LINE OF WORK WOULD YOU PURSUE IF YOU COULDN'T WORK IN YOUR PRESENT ONE?** Something else in the technology industry. It is moving so fast, and there are endless possibilities.

**ORGANIZATION OR COMPANY OTHER THAN YOUR OWN THAT YOU MOST ADMIRE?** One of our partners, Catalyst Repository Systems.

**WHAT SKILL WOULD YOU MOST LIKE TO IMPROVE?** Balancing life, work and family.

**CAN YOU NAME A PERSON WHO HAS HAD A TREMENDOUS IMPACT ON YOU AS A LEADER?** My father. Because of his honesty and humility. He has very high ethical standards and does the right thing, even if it isn't easy or popular. He is also a great listener.

## About Turner

**Age:** 41

**Title:** President

**Company:** Document Solutions Inc.  
**Address:** 414 Union St., Ste. 1210, Nashville 37219

**Web:** www.dsi.co

**Employees:** 60

**Most recently read book:** "Free: The Future of a Radical Price" by Chris Anderson

**Favorite music artist:** The Dave Matthews Band

**Education:** B.A., Randolph Macon College, Ashland, Va.

**Community involvement:** Watermelon Ministries, board member; Brentwood United Methodist Church, adult Sunday School teacher and member of the Staff Parish Relationship Committee.

He's often told me that God gave you two ears and one mouth for a reason.

**WHAT IS THE ONE BEHAVIOR OR TRAIT THAT MOST OFTEN DERAILS LEADERS' CAREERS?** Arrogance, particularly a failure to appreciate those who have helped you get where you are.

**WHAT IS THERE ABOUT YOU THAT PEOPLE WOULD BE SURPRISED TO LEARN?** That I was once a ski bum living in Vail, Colo.

**THEY'RE MAKING A MOVIE OF YOUR LIFE. IS IT A DRAMA OR COMEDY AND WHO PLAYS YOU?** I think it would be a drama, and Matthew McConaughey plays me.

**IF YOU COULD LIVE A DOUBLE LIFE, THE OTHER WOULD BE:** To make a living playing the guitar and singing (which I don't do).