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SMALL BUSINESS

Manager Minute Alberto Dosal

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Born in Havana, Alberto Dosal, 52, said that in part, his values were developed in the context of his own family's cigarette manufacturing business. And though he left that family business, it was to start his own — one that his sons could eventually take over.

Dosal's family moved to South Florida when he was 10. He received a degree in finance at Florida Atlantic University and got a job with mainframe manufacturers **Burroughs Corp.**

In 1980, Dosal founded **Compuquip Technologies Inc.**, which originally leased and maintained hardware and then evolved with the technology industry into systems integration and security services.

Dosal, a resident of Coral Gables, enjoys boating, which he says provides uninterrupted time with family — as well as a good place to host outings for clients and employees.

The job: Dosal is owner, overseeing the company's vision and its management strategies.

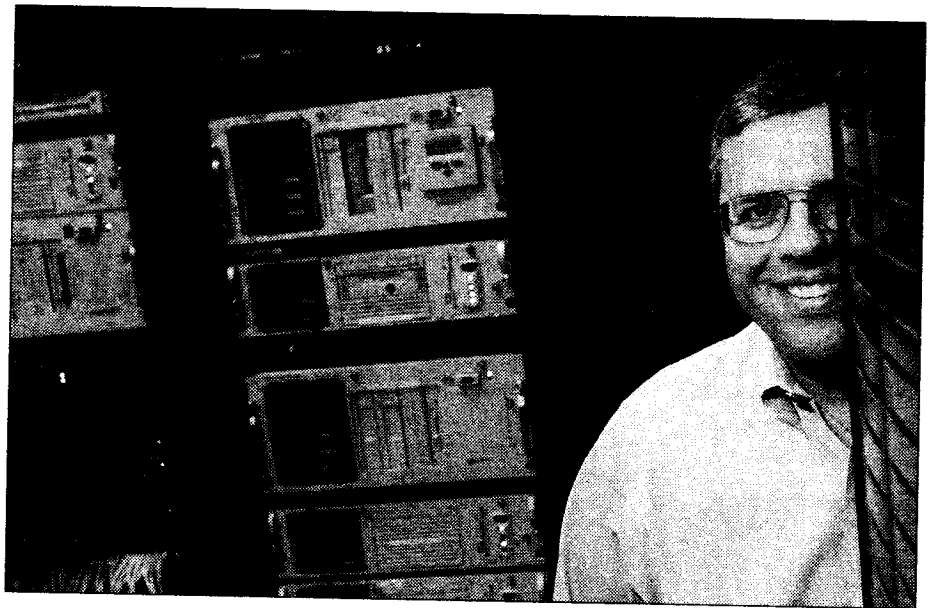
The company: Founded in 1980 in Miami, Compuquip employs about 49 people.

Best way to organize: With a paper calendar. Being meeting-oriented, as I am, creates a structure around which to plan. There is a daily manager's meeting reviewing the previous day's activities and gearing up for the current and next day.

Management challenge: Keeping employees trained and keeping people motivated and trying to anticipate the next technical curve in the road ahead. Combine these issues with a difference in age between the younger employees and myself, and the gap of communication can grow, too.

Favorite part of my job: The relationships we forge with our clients and seeing my older son participate in the business now on a regular basis.

Waste of time: Driving and traffic



ALBERTO DOSAL: Compuquip Technologies founder and CEO relaxes by going boating. Staff photo/A. Enrique Valentin

jams.

Biggest mistake I ever made: Getting into a venture that proved to be a burden. We acquired a small business that provided a check-cashing system service. We were not prepared for the support it required. It sucked all of our time and we even had to bring someone in to help run the main company while we focused on this division.

How was it solved: We eventually closed that division and stopped supporting the product.

Lesson learned: Know what you are getting into.

A successful manager: Has to work hard and set a strict example, staying on top of his game.

I deal with stress: By fishing.

Team-building skill: Taking managers to lunch — talking about work, learning about their families. We also have a newsletter and holiday party. And monthly, we have different company-wide activities such as a fishing tournament, bowling, etc.

Employee retention tip: That depends on the employee. Some are drawn to monetary rewards, others want more training.

Career path tip: Get the best education you possibly can — that's where it starts. Once you're in the work force, make yourself indispensable.

Professional I most admire: Florida Atlantic University football coach Howard Schnellenberger for his management and human skills.

What I look for in a job candidate: Intelligence, good work habits and good people skills.

Doing business in South Florida: Allows me to have the best of both worlds: as one who is bilingual and as an American. I am a product of this market.

Cindy Kent interviews owners and managers of small to mid-size businesses for Manager Minute. You can reach her at ckent@sun-sentinel.com or 954-356-4662.