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No. 8: Henger Rast Mortgage Corp.

Leader's 'servitude' leads to good results at Henger Rast

Birmingham Business Journal - by [Adam Stone](#) Special

To understand how Rob Henger has built up **Henger Rast Mortgage Corp.** as a great place to work, you need to grasp some churchy language.

"There are various degrees of leadership," he said. "Hands down, I am a leader of servitude."

Henger's "servitude" is best explained by what he is not.

He said he is not the CEO who cracks the whip, the one who leans more toward stick than carrot.

"Servitude" requires a softer touch, he said.

"If I am here at 5:30 and my underwriter is still working on a loan, I will look at her and say, 'Go home to your husband. You don't need to be here. That will wait until tomorrow.' I think that is still a culture change from a lot of what people perceive presidents and CEOs to be doing," Henger said.

Although he acknowledges that might not be the most profitable way to do business, Henger said that's what works for his business.

The firm should gross between \$4 and \$5 million this year.

Henger said his open approach to management, his readiness to follow as much as he leads, is helping to drive those numbers.

Weekly meetings are held with the company's sales staff and monthly meetings are held for the operations staff, which allows Henger to present different ideas and plans to the company.

"I will say to them, 'I am thinking about making this initiative and here is why,'" he said.

"If they come back and say they don't think that is in the best interest of the company, then we are not going to do it. I do not make decisions in a vacuum. Almost all of our strategic business decisions and daily operational decisions come from a democratic process."

For Henger, that process epitomizes servitude.

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