

LEADERSHIP ADVISORY SERVICES

"Focusing on What Matters"

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Survive to Thrive

**Focusing On What Matters
In Tough Times**

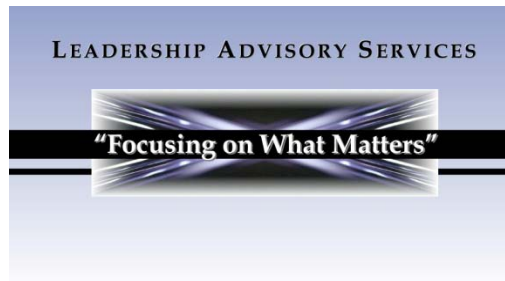
Elements for Success

- **Self care** – make sure you are in optimal shape to play the game
- **Leadership** – practice the leadership required that the people in your company need today
- **Actions** - take the actions necessary to survive
- **Actions** – take the actions necessary to thrive



Self Care

- WSJ – 3/17/09 – Stress So Bad It Hurts – Really by Melinda Beck
 - Psychological stress can take a physical toll on blood pressure, heart rate, muscles, digestion, immune system, skin disorders, allergies, asthma, increased sensitivity to pain
- You don't want to go there! You can't take care of your family, your company or your people if you don't take care of yourself.



Self Care

- Problem 1 – Denial – can't happen to me; potential problem – creeping change – cumulative effect
- Warning signs checklist
 - _____
 - _____
 - _____
 - _____
 - _____
- It can happen to you - example



Self Care

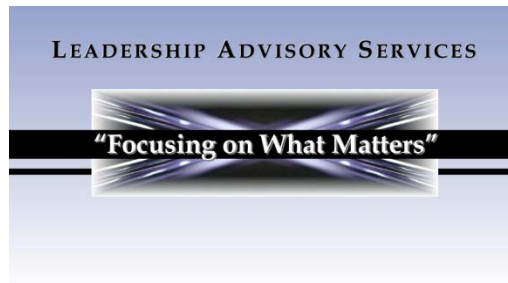
- What helps maintain health? (and your ability to focus and keep energy at a high level)
 - Physical exercise
 - Plenty of sleep
 - Regular, well balanced meals
 - Keeping up with social connections
 - Maintaining positive emotions
 - Faith
- Assessing where you are- and putting solutions in place
 - What are you doing well and should keep doing?

- _____



Self Care

- What are you not doing well and what is it causing?
 - _____
- What do you need to do going forward? I have some ideas for you!
 - _____
 - _____
 - _____
 - _____
- Who do you need to help hold you accountable?
 - _____
- From Geoff Davis, Conversations, Inc.
- Health care professional – seek them if you need to
- Story – preventive maintenance – and it worked!



Providing the Leadership the Company Needs Today

Which ones are you providing?

- Ongoing open, honest communication_____
 - Pay attention to morale_____
 - Be decisive_____
 - Decisions may be difficult – make them_____
 - Decisions on reducing the workforce, if necessary, are best done all at once_____
 - Changing behaviors_____
- Do you understand how difficult this is? Are you prepared to reinforce the changes necessary? Are you committed to see this out?
 - Ensure there is a real sense of urgency focused on the key actions that matter – watch out for lots of activity that gets you nowhere



Providing the Leadership the Company Needs Today

- Everything done should be a part of a plan everyone understands
- You must be involved in the day to day of the business; information must be monitored and acted on quickly_____
- Do you have an advisory board or board of directors to provide guidance?_____



Providing the Leadership the Company Needs Today

- Six essential leadership traits for hard times -from Leadership in The Era Of Economic Uncertainty, by Ram Charan
 - Honesty, credibility and humility
 - The ability to inspire
 - Real time connection with reality
 - Realism tempered with optimism
 - Managing with intensity
 - Boldness in building for the future



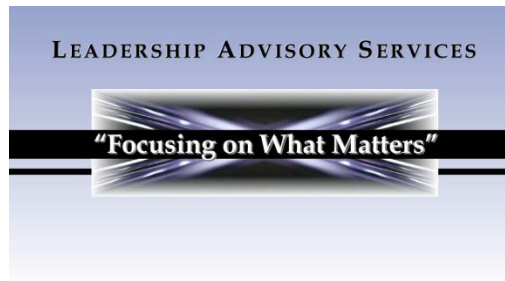
Actions Necessary to Survive

- Confront the brutal facts
 - Review your plans and assumptions – still valid?
 - Run several scenario's – can you survive if the worst case comes about?
 - Cash – you need to evaluate the business from a standpoint of creating cash
 - Is growth possible or desirable?
 - Can the company execute well?
 - If priorities need to be reset, do so and communicate



Actions Necessary to Survive

- Liquidity (cash) is key
 - Cash comes from earnings, working capital and sale of assets (and debt and additional equity)
 - Cash should be monitored daily
 - Every activity should be viewed through the lens of what the cash implications are
- Working capital – we'll discuss some good questions and suggestions during the teleconference on these:
 - Accounts receivable
 - Inventories
 - Accounts payable



Actions Necessary to Survive

- Assets
 - All producing acceptable returns? Are you evaluating them based on:
 - _____
 - _____
 - _____
 - Sell, rent, lease?
 - Consolidate, cooperate
- Capital considerations



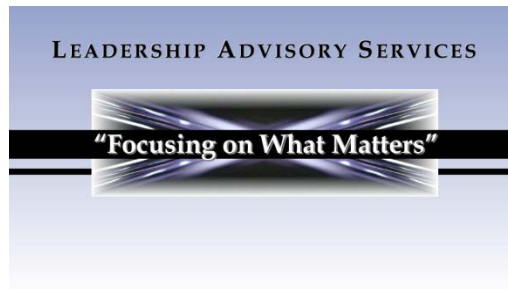
Actions Necessary to Survive

- Focus on the core business
 - What are you really good at?
 - What areas are draining you of human and monetary capital?
 - How can you reduce the cash breakeven point?
 - _____
 - _____
 - _____
- Maximizing revenues
 - Customer satisfaction
 - Customer problems
 - Customer contact



Actions Necessary to Survive

- Maximizing revenues
 - Pricing
 - Options
 - Product mix and pricing strategies
 - Goals
- People
 - Are the right people on the right seat of the bus?
 - Team excellence?
 - Expectations, follow up
 - Evaluation
 - Rewards



Actions Necessary To Thrive

- People, people, people – What do we need to do here?
 - _____
 - _____
 - _____
 - _____
- Business model – find ways to build more value, insulate yourself
 - Review competitive advantage, customer value proposition – Questions?
 - _____
 - _____



Actions Necessary To Thrive

- Business model – find ways to build more value, insulate yourself
 - Customers – time – their customers – new problems – new solutions
 - Competitors
 - Great resources
- _____
- Establish a team and process to identify opportunities
- Use all of the above, put a plan in place with your team – execute well!



Actions Necessary To Thrive

- Building a confident organization - from Leadership in The era Of Economic Uncertainty, by Ram Charan
 - Determine where to invest managerial energy and some money in innovation, strategic acquisitions, new customers, new products, or new distribution channels.
 - Spotting opportunities and pursuing them aggressively will inspire people and change their psychology from fear to realistic optimism.



Summary

- Navigating through difficult challenges requires a clear vision, plan, focus, communication, measurables, accountability, and crisp execution – Leadership Advisory Services assists leaders to ensure this happens well!

**Solutions For Leaders of Closely Held
Businesses and Small Public Companies**

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Some of the information contained herein came from Seize Advantage in a Downturn, HBR February 2009, Leadership in The Era of Economic Uncertainty by Ram Charan,