

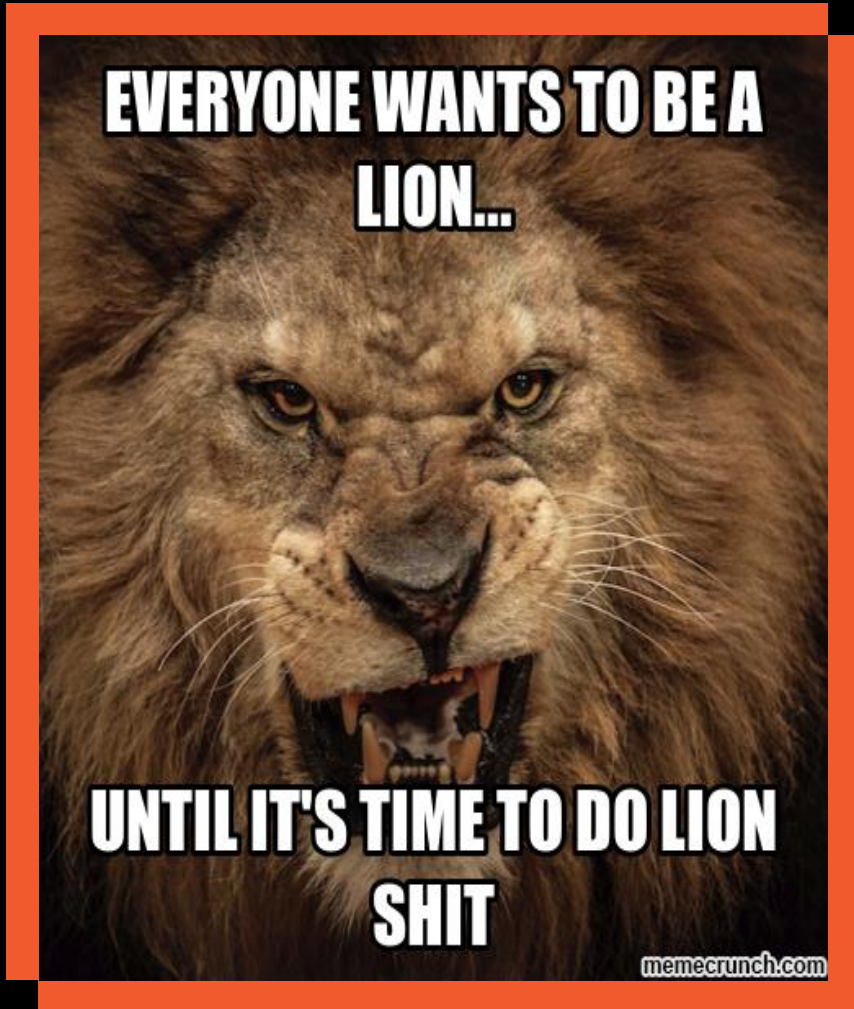
# R E C E S S I O N R E S I L I E N C E



▶ A WEBINAR BY  
*Erik Frank*

Leadership through crisis







# Where To Start?



**Crisis leadership is based on trust. Your team and your customers must trust that you have their best interest at heart**



**It's at a time of Crisis that we need to relay on our core values and purpose more than ever. All of the decisions that we make should fit.**



**Create a contingency plan for leadership getting infected**

# A 3 Step Roadmap



It Starts With WHO

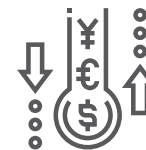
1

Love your customers



2

Increase Cash Flow



3

## WHO starts with You!

- Schedule time for yourself everyday (at least 30 min)
- Meditate
- Go for a walk
- Journal
- Write notes of appreciation

# Daily huddle during crisis



1

Everyone has video conferencing capabilities

2

Use a tool like Align to record huddle- free access to the huddle tool for the next 60 days for nonusers. We need to preserve the information

3

Have an order pre-set

4

Call everyone by name, look for reactions from your team members, and note if you need to speak to someone off-line

5

Lead with- General covid-19 info change/ no change from the head of the company

6

(Round 1)  
Start with personal updates  
Personal H, Personal L  
(Let your team vent)

7

(Round 2)  
Everyone speak to what they did yesterday and what they are working on today that is relevant to the team

8

(Round 3)  
Get each team member to commit to the most important thing they will get done today

9

If your team is to large to all be on one huddle together. Make sure that there is a cascading message to come out of the huddle  
- (Video from CEO)

## F. Family O. Organization R. Recreation D. Dreams



How is your family dealing with C-19?



How are you feeling about your job during c-19?



What do you do for fun and how is it affected during c-19?



What is your single biggest dream in life?  
(Nothing to do with c-19)



Team members perform a self SWOT during a weekly



10

10

10



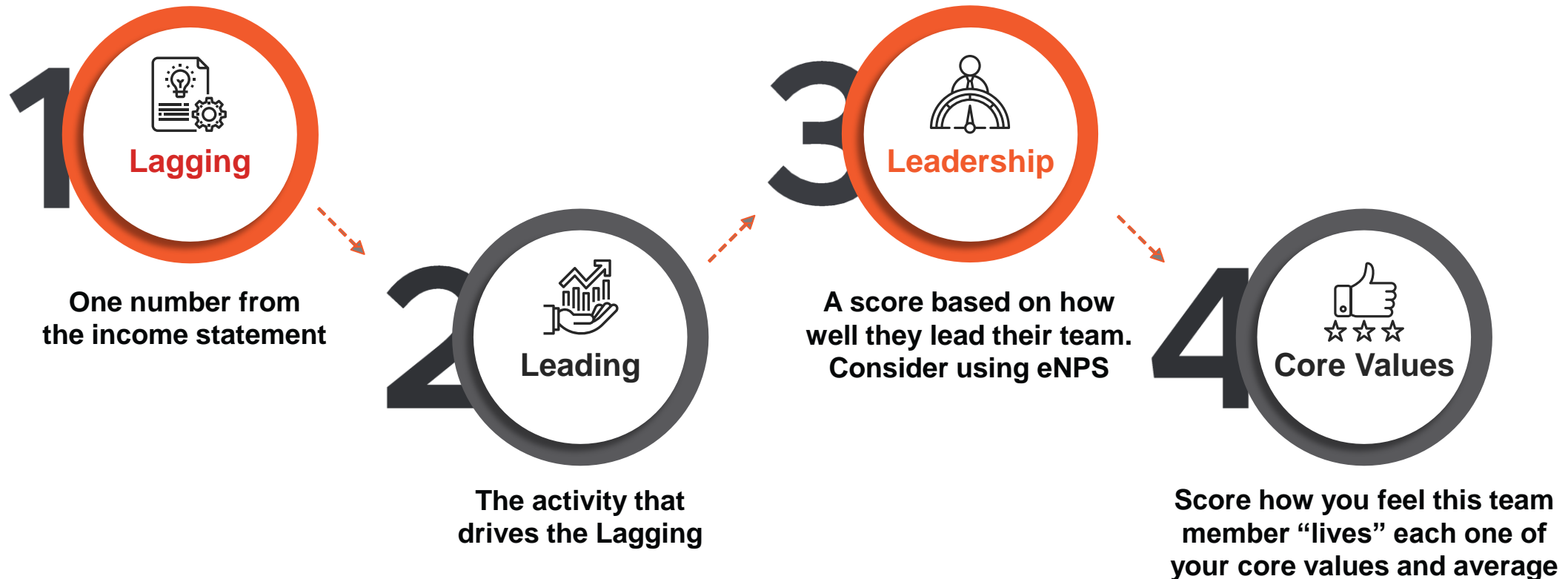
WHO?

# Scorecards for Tough Decisions



Develop a 1-10 scorecard for each team member

## Lagging, Leading, Leadership, Core Values



## You Will End Up With An Average Of 4 Scores

# Example Scorecards



Lagging number score (From the income statement)	1-10
Leading number score (Based on activity)	1-10
Leadership skills	1-10
Core Values score	1-10
<b>Average</b>	

## VP of Sales

Revenue (based on stated objectives)	8
Pipeline (based on stated objectives)	9
CEO or their leader's opinion of their leadership skills	7
Core Values score averaged (# of core values averaged)	8
<b>Averaged Score</b>	<b>8</b>



**Before emotion plays a factor, make decisions on the order in which you will lay people off, and set the financial benchmarks that will trigger decisions. Share this with your #2 and be sure that they hold you accountable.**



# Love Your Customers



01

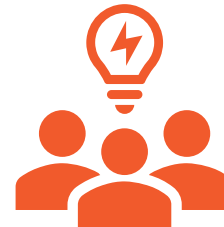
All executives and managers begin to have 4Q conversations with at least one customer daily



How are you doing?



What's going on in your industry?



How are we doing?



How can we be most helpful right now?

# Love Your Customer



**02**

**Report the information to the executive team daily**

**03**

**Have a customer service taskforce to create solutions and opportunities**

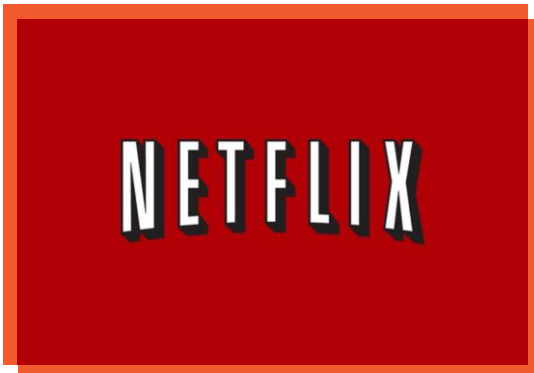
**04**

**Close the loop with the client**



## 05

There are industries that will boom- How can you find them?



## 05

As a leadership exercise: Walk a mile in your customers shoes



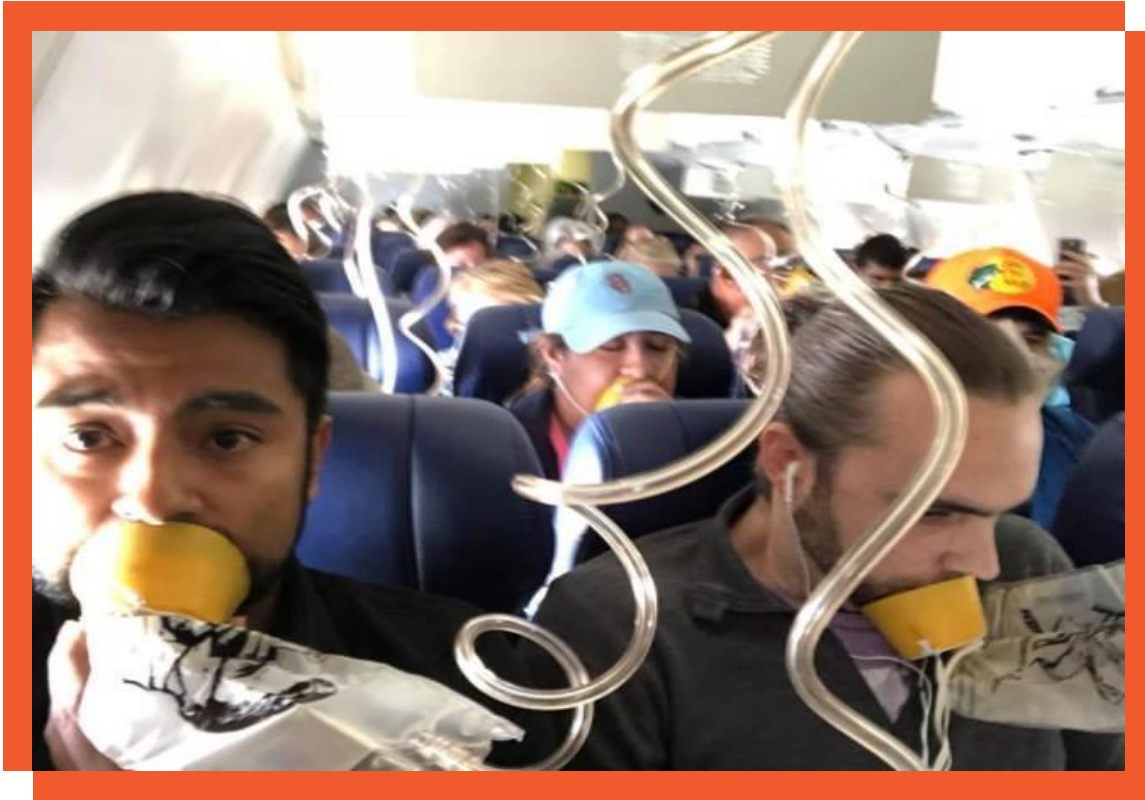
**I will facilitate a free one-hour brainstorming session with your leadership team via Zoom (first 10 to email)**



**Erik@PetraCoach.com**



# Maximize Cash Flow



Step - 1

# Obsess Over Cash



# Obsession Turns To Confidence

## Where To Start?



CEO Should get a daily report on cash (CFO/ Controller/ Bookkeeper) will summarize the cash that went in and out daily)



CEO should get a weekly report on cash compared to Accounts Receivable, Accounts Payable, Backlog/ WIP and value of the Pipeline



CEO and team will focus on the “cash levers”

# 3 Times More Cash



## Look at your cycles



**AR**  
**(Speed-Up)**



**AP**  
**(Slow-Down)**



**SBA/ Banks/ Insurance**





## Collect Your Accounts Receivables Faster

- Write the due date and the mail check by date on your invoices
- Call every client 5 days before an invoice is due, using the most charming and disarming person that you have.
- Send a handwritten note of appreciation every time a payment is received with a lottery ticket enclosed
- Ensure that your AR team member has a personal relationship with all of her AP counterparts. (knows birthdays and sends gifts)
- Create AR dashboards that are visible to everyone.
- Bill clients Bi- Monthly if they are agreeable (ask)

## Disburse your accounts payable more slowly

- Pay everything with a credit card that you can
- Negotiate more favorable terms with suppliers-
- Call every vendor and explain times are tough-What can we do?
- Stop or partial pay AP if things get desperate

## Refinance what you can/ Be prepared to file with the SBA

- Talk to your insurance broker and know where you stand
- Have your documents ready to file with the SBA

# 3 Steps Roadmap



*Take care of your self and your team - Create Scorecards for current employees - Create your list without emotion*



*Use 4 Q conversations to not lose a customer and strategize how to find and serve a market that will boom*



*CEO gets obsessed with cash. Speed up your AR, slow down your AP and be ready with the SBA*



**Questions?**

“CHANGE IS INEVITABLE,  
GROWTH IS OPTIONAL”



[Erik@PetraCoach.com](mailto:Erik@PetraCoach.com)

# Additional notes for you

1

With the interest rate drop by the Fed are their opportunities to refinance or consolidate debt with lower rates to improve future cashflow?

2

Have you gathered your team to Brainstorm about hidden opportunities during this crisis?

3

Do you have sources to meet future liquidity needs should they arise – lines of credit, factoring, etc.? Now is the time to make sure these are in place because it's too late when the need arises

4

Call your bankers and other professionals and build your support network – do it now and not in the heat of the battle

5

Credit will be tightened during a recession so cutting expenses and improving cashflow should be a focus

6

Will your team be ready to step on the gas when this is all over?

7

How are we going to help our workers who now have kids at home with not daycare options?

8

Do you have adequate scenario analysis capabilities to measure impacts to make better decisions on next steps?

9

Do you have a Public Relations Plan in the event of CV related incidents that could have a negative impact on your business – for example, a team member at one of your stores is diagnosed and could have impacted customers