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“And now, for something completely different....”

Sorting Out The COVID 19 Crisis

The Game has Changed

The Rules are Unknown and Evolving

Where are the Experts?

- **Medical Professionals**—in how the virus spreads between individuals
 - Heed their advice and follow it
- **Public Health Experts**—in how it spreads and the curve of the spread
 - Pay attention, they have a good handle on how long the pandemic will last and to keep it from spreading
- **Government Officials???**—they haven't paid attention so far
 - They are starting to respond. Take advantage of what they offer
- **Economists?**—Yes and no. They understand traditional recessions.
 - But this is a pandemic. No one has lived this that is alive today

You're the Expert!

- You know your business model and capabilities
- You know your customers and how and why they buy
- You know your team and their passions and talents
- You know how to lead

Leverage this expertise to sort out the
“New Road Forward”

The Situation in a Nutshell

- Two Issues at play
 - Hospitals are being overwhelmed around the world; and
 - Small to medium business revenue is dropping and cash is disappearing.
- This will lead to:
 - People unable to get care, as the virus spreads with potentially exponential speed within our respective communities; and
 - Revenue declines, cash drying up and debt not able to be serviced.
- A Lack of Trust in our institutions exists right now.
- Your staff trusts and expects you to objectively understand the science and use it to create objective plans for them, that will protect the Business, their Jobs, Families, and Communities.

Principles in play from Jim Collins

- “Confront the Brutal Facts” “The Stockdale Paradox” *Good To Great*
 - POWs in Vietnam—Admiral Stockdale was one of them.
 - Those who were optimistic (best case scenarios) perished (too much hope)
 - Those who were pessimistic (worst case scenarios) perished (no hope)
 - Those who accepted the brutal facts survived. (the middle road)
- “Twenty Mile March” *Great by Choice*
 - Two Teams going to the South Pole.
 - The one that survived—20 miles a day no matter what/and stopped.
 - Your “Twenty Mile March” is going to change

The *Locus* of Focus to Find the “New Road Forward”

Focus #2—Mindset—for the 2nd Quarter

- What do you believe to be the Worst Case Scenario?
- What do you believe to be the Best Case Scenario?
- What is the Middle Scenario (The Middle Road) between these two

Focus #3—Do the Numbers

- 15% Drop in Revenue
- 30% Drop in Revenue
- 45% Drop in Revenue
- What plays need to be made to break even.

You'll Discover the Plays to Make and When to Make Them

Empowering you to act with Certainty and Confidence when Needed.
Ahead of Time.

Focus #4—Communication & Leadership

Your team is **worried** and perhaps **panicked** about their health, job, and the bills they have to pay.

You are fighting against large amounts of social media.

Your staff is mentally overwhelmed.

- Communicate your immediate objective is to get the business to the other side of the pandemic in good shape (life will go on, the pandemic will end)
- Communicate your company's position on the virus when someone gets sick
- Communicate your company's actions to protect itself and their jobs

Often and Repeatedly

Focus # 5—Cash and Profitability

- Know how much **cash reserve** you have at all times
- Determine the **Revenue Decline** you can cope with and when to take the action
- Know what **supply chains** are going to impact your revenues and when
- Negotiate **Now** with creditors to preserve cash
- Keep a separate COVID-19 Line item on your Operating Statement

Focus # 6--Opportunity

- Every downturn creates opportunity. Mitigate risk but devote time to analyzing opportunity
- This virus driven recession will end. What can you do now to...
 - Improve margins (COGS, Additional Offerings)
 - Increase customers (Marketing)
 - Shorten the Cash Conversion Cycle—*Process Improvements*
- Learn something, fix something, Gussie Up the business

One Last Principle from Jim Collins

- “Return On Luck” *Great by Choice*
 - You have received the same amount of **BAD LUCK** as everyone else
 - How you respond to it, determines your success.

“Confront your Brutal Facts”

Find your “Middle Road”—Find your Focus

Determine your “New Twenty Mile March”

Create your “Return on Luck”

Don't Go It Alone

COVID-19 Agile Growth Checklist©

- A tool that keeps the priorities front and center
- Creates No Blame/No Shame Discussions that brings issues to the surface
- Keeps you on Track, Makes sure you don't miss something
- Ideally used at least weekly with the Leadership Team

COVID-19 Agile Growth Checklist©

As the global effect of the COVID-19 continues to cause economic uncertainty, the Gravitas Impact community adapted a key tool (*The 7 Attributes of Agile Growth Checklist©*) to bring you this version of the Agile Growth Checklist©.

Our goal is to help organizations worldwide respond with agility to the most critical business challenges during rapidly changing market conditions. Additional free resources and tools are available on our online COVID-19 Business Resource Center at GravitasImpact.com/corona



Leadership™

- Leaders apply “self-care” to strengthen their *resilience*.
- The Stockdale Paradox* is alive and active amongst leaders.
- Every leader has a second-in-command who is ready to lead, if necessary.
- Leaders *proactively communicate* with employees and customers daily.
- Level 5 Leadership* and *Return on Luck* principles have been reviewed.

KEY LEADERSHIP RESOURCE:

Your Oxygen Mask by Kevin Lawrence

Strategy™

- Strengths, Weaknesses, Opportunities & Threats* have been updated.
- Core competencies are revisited, clarified, and top of mind.
- Competitive differentiation and an *Attribute Map* are refreshed.
- Pricing Strategy* is updated to align with current market realities.
- Competitors and their customers are reevaluated for new opportunities.

KEY STRATEGY RESOURCE:

Uncommon Service by Francis Frei

Talent™

- Core Values* and Core Purpose are shared and actively used for decision making.
- Employee policies are aligned with local government requirements.
- Employees and their families* are taken into consideration through change.
- Talent is assessed on Core Values, productivity, and the *Ideal Team Player* profile.
- Leadership has increased employee connections and conversations.

KEY TALENT RESOURCE:

Ideal Team Player by Pat Lencioni

Execution™

- Online *productivity & communication tools* are selected for virtual work.
- The Critical Number™* and top three to five priorities are revised and shared.
- Communication Rhythms are restructured for speed with data.
- Suppliers at risk of disruption* are mapped and replacements identified.
- Leading metrics* (KPIs) to report on demand, cash, and safety daily are in place.

KEY EXECUTION RESOURCE:

Rock and Sand by Michael Synk & Gravitas Community

Instructions:

- Each participant completes the checklist prior to the weekly meeting
- Each person checks off the statements they believe to be true in real time (now)
- Work through each section individually
- Count the # of checks for each answer
- Discuss what you have learned (why the answers tallied the way the did)
- Decide on actions this week
 - Who What When It.
- Rinse and Repeat at next meeting
- Over time narrow it down to your reality

COVID-19 Agile Growth Checklist[©]

Customer™

- Connections are made regularly with empathy, care, and curiosity.
- Your *Ideal Core Customer Profile* is refined and revalidated.
- Changes in your customer's business dynamics and financial profile are understood.
- The problem you solve for your core customer is analyzed and updated.
- Customer Experience* is visually charted and refined for increased value.

KEY CUSTOMER RESOURCE:

The Inside Advantage by Bob Bloom

Profit™

- Three revenue forecasts are prepared based on the rapid changes in demand.
- Expenses are categorized as mission-critical, important, and non-vital.
- Cash flow is optimized using the *Power of One* and Cash Conversion Cycle.
- New sources of cash via grants, loans, and special programs are researched and current.
- Loan terms, debt repayment, and vendor payment terms are re-negotiated.

KEY PROFIT RESOURCE:

Your Leaky Bucket by Howard Shore

Systems™

- Top 5 core processes are reviewed, visually charted, and improved with *Lean Principles*.
- Accountability for processes and outcomes are updated.
- Internal *Change Leadership* and management principles and tools are sharpened.
- A tactical 90-day plan for implementing digital and virtual tools is built.
- The Crisis Management Plan and emergency procedures are up to date.

KEY SYSTEMS RESOURCE:

Leading Change by John P. Kotter

How May We Serve You?

Gravitas Impact coaches are equipped with the tools, experience and technology to assist organizations via virtual or live team collaboration.

Don't go it alone in these unprecedented times.

Contact us at info@gravitasimpact.com

Or visit our online **COVID-19 Business Resource Center** at gravitasimpact.com/corona

Take a Screen Shot

- Set up a meeting with me at

<https://in-synk.youcanbook.me>

- Get the slides, checklist, video and other resources at

<https://in-synk.com/covid-19-checklist/>

- Find out about other things I do at

<https://in-synk.com>

Interested in a CEO/Owners Only Forum during the Pandemic? Stay Tuned.

- On topics related to getting through the Pandemic”
- CEOs and Owners feel alone and pressured in situations like this more than others. You need to connect to others who understand this pressure.
- Email msynk@in-synk.com

Create your Return On Luck!