

THE MONTHLY CEO ADVISORY™

Jorgensen | **HR**



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Dear Friends,

I am pleased to provide you with the August issue of ***The Monthly CEO Advisory***.

In addition to my own article this month about "**Are You an Employer of Choice?**", I have worked with others to provide continuing education for business clients, prospects and friends of our company.

Running a business is the more challenging than ever and there are new challenges daily, and as you know, it is all consuming. During these times of social unrest and pandemic conditions this means that you likely have little time to learn about all the topics you should.

To make it easier each article is one page and designed to make you think and take notice of important topics to better you and your company performance. The following categories are included this month:

- HR Compliance
- Employee Benefits
- Business Growth & Profitability
- Commercial Insurance
- Manufacturing Excellence
- Information Technology
- CFO Insights
- Sales Growth
- Business Financing

Please pass along the CEO Advisory to others in your network who might benefit from the great articles, insights and challenging questions.

In the meantime, enjoy these terrific articles and thank you for allowing us to be part of your continued business education and success.

Barry S. Cohn

Barry S. Cohn
CEO

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The Monthly CEO Advisory is a publication for business leaders. Please enjoy the articles, send us any suggestions of topics you would like to see covered and pass this on to others so that they might benefit. Thank you. Ken Keller

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HUMAN RESOURCES COMPLIANCE

ARE YOU AN EMPLOYER OF CHOICE?

As I speak with prospective and current clients about their challenges in achieving their short and long-term business goals, the one issue that keeps coming up in every conversation is “I have trouble finding and keeping great employees?” Before COVID the unemployment rate was 3% the lowest in 50 years, and finding employees was a problem. Now that many businesses are “returning to work” they a finding that keeping employees is another growing issue.

The ability to attract, optimize, and retain top talent is a vital component to achieving a company’s objectives. Sandy Asch, author of “Excellence at Work--The Six Keys to Inspire Passion in the Workplace”, addressed how employers can

transform and reward employee performance and offered six things employers can do to become an employer of choice.

Asch identified a number of questions companies can ask themselves to determine if their employees view them as an “Employer of Choice”.

- Do your employees love to work for your company and have energy and passion?
- Are employees deeply engaged? And realizing their full potential?
- Are employees encouraged to contribute and make a difference?
- Are employees proud to work for your organization and plan on staying with your company?
- Is communication open, honest, positive and future-focused?
- Are people proactive and see, own, and act on issues quickly and efficiently?
- Are truth telling and risk taking encouraged and rewarded?
- Is there a high level of cooperation and collaboration?
- Are people respectful and seek to bring out the best in each other?
- Do employees trust and respect their managers and feel valued and supported?
- Are your leaders trusted and respected?
- Are employees regularly rewarded, recognized for good performance and treated fairly?
- Are there opportunities for growth and development?
- Is there a healthy work-life balance?
- Would your employees recommend your company to their friends as a good place to work?

Most employers would likely find that they are lacking in at least one of these areas. As such, Asch provided six “principles for excellence” that employers can adopt to become an employer of choice.

Asch provided six “principles for excellence” that employers can adopt to become an employer of choice.

- 1. Use your words wisely** - It is important to communicate with employees with honesty openness, and respect.
- 2. Be accountable** - Employers should act proactively and be committed to truth telling, focusing on the question behind the question rather than offering excuses or explanations.
- 3. Focus** - By focusing on independent goals, employers can extract the greatest value from the efforts of employees.
- 4. Mine the gold** - Employees and managers should strive to bring out the best in their employees, and be committed to collaboration and cooperation.
- 5. Strive for balance** - Employees will be vital and energetic at work as a result of a balanced life. Employers should therefore give their employees the opportunity to refresh and renew.
- 6. Lighten up** - Perhaps the most difficult of the six principles, employees should not take themselves so seriously. Employers and their employees should seek to bring laughter and joy to the workplace and look for opportunities to make other people’s day.

At JorgensenHR we help companies become “Employers of Choice”. Our passion is to help companies recruit and retain employees, maximize the return on their HR, people and employee benefits investment, and reach those HR goals and objectives for the fewest dollars spent.

Above all we believe that all employers should be Keeping the HUMAN in Human Resources!



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I work with Top Executives of companies with 20-2000 employees, providing HR solutions in compliance, Affirmative Action Plans, technology, policies & procedures, handbooks, workplace investigations and harassment hotlines.

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COMPANY BENEFITS

TELEMEDICINE AKA TELEHEALTH IS HERE TO STAY

Telemedicine allows patients to communicate and interact with health care professionals outside of the traditional medical office structure. Over the last decade, the number of employer groups that offer telemedicine either through an outside vendor or through their health plan has steadily increased to 88% while usage has hovered between 8% - 10% according to a national survey of employer sponsored health plans by Mercer.

Employers and insurance carriers have long seen the value of telemedicine and its potential for reducing costs and absenteeism, but employee usage has not increased much over the last few years despite the increased access and the expressed interest by employees to have telemedicine included in their benefits offerings.

The growth in the usage of telemedicine services since March and the beginning of the COVID-19 pandemic has been exponential. According to the Fair Health Monthly Telehealth Regional Tracker, the percentage of medical claims in April 2020 rose to 13%.

Before the COVID-19 pandemic, there was very little change in the usage by consumers of telemedicine, but in March, as statewide shut-downs began to require people to shelter at home, telemedicine usage increased almost 2,000% from the prior month and over 4,000% more than in March of the prior year.

The increase in telemedicine usage

is not only a result of the stay-at-home orders and people's inability to access traditional health care, but also a result of legislative changes around telemedicine services.

The President and CMS temporarily broadened access to Medicare telehealth services including:

- Telehealth visits to be considered the same as an in-person visit and reimbursed at the same rate
- Medicare would now pay for office and hospital visits via telehealth from patient's places of residency
- Increased flexibility in waiving cost-sharing for some telehealth visits
- Relaxation of HIPAA rules related to privacy to allow use of video conferencing platforms such as Zoom to conduct virtual visits.

Private health plans also relaxed some of their restrictions on telemedicine. During the pandemic, the easing of some of the restrictions on telemedicine have made it easier for patients to continue their care and access treatment while limiting the spread of infection for both the patient and the health care providers.

The benefits of telemedicine exist by making it easier and quicker for a patient to see a health care professional, keeps non-emergencies out of the hospitals, allows for shorter visits,

reduces cost, and facilitates the monitoring of care.

The growth experienced in telemedicine over the last several months can only be sustained if providers have a better understanding of how telehealth services will be treated in the long run. Providers have to decide whether to invest in upgrading their technology to better meet the demands of the various telehealth services and health insurance carriers without knowing if they will continue to be reimbursed at the same rate as treating their patients in person.

While it is unlikely that the utilization rates of telehealth services will remain at the same level as they have been during the first months of the pandemic, telehealth will be an integral part of the health care system in the future. Employers should encourage employees to use telehealth and provide them with information to help them understand telehealth services and access it through the company sponsored health plans.

Source: Heffernan Benefits Advisory Services 11th Annual Health Care Trend Report 2020



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I help companies with 25 to 2000 employees become "Employers of Choice" providing employee benefits solutions and benefits compliance.

TAX NEWS

WHAT'S UP AT THE IRS?

A MESSAGE FOR TAX PREPARERS & TAXPAYERS

As the Internal Revenue Service attempts to resume business as usual, internal departments that were shut down due to the COVID-19 pandemic are now faced with the repercussions of their absence. In fact, the IRS prepared over 20 million notices that couldn't be mailed during the closure. When the floodgates open, months of paperwork and unprocessed collection cases are expected to hit taxpayers and businesses like a storm. Tax professionals will be key in helping individual clients and companies weather this unbelievable downpour and survive the fallout of the coming months. Tax preparers have a critical role to play in dealing with the fallout.

OFFER HELP WITH IRS COMMUNICATIONS

Cases that were in negotiations prior to the closures are now stuck in a bottleneck waiting to be processed or updated. For taxpayers and businesses who are now required to resume paying installment agreements, furloughs and layoffs at the IRS only compounds mounting stress.

Taxpayer assistance lines are shut down, as are mail processing centers. Right now, there are millions of people and businesses who have no means of communicating directly with the IRS and are desperate to figure out what to do next when it comes to their taxes.

A tax resolution professional is a lifeline

for those who are now struggling. Using direct access to the IRS through the Practitioner Priority Services Line, you can get answers taxpayers can't get anywhere else. People need your help and teaming up with IRS Solutions, you can offer exactly the services they need.

OFFER BUSINESSES HELP NAVIGATING THE CARES ACT

Individuals aren't the only clients in need. The IRS has been allowing businesses to put their payroll taxes on hold to meet expenses during the shutdown. As those holds are lifted, many are going to need help deciphering what taxes they owe, how to pay and when to pay.

The CARES Act offers provisions such as the Employee Retention Credit and authorizations to use operating losses to offset prior years' taxable income. But drawing up complicated financial models to make sure employers are only paying the taxes they truly owe will not likely be within their abilities. Your help in resolving those issues will not only keep small businesses afloat, but will greatly expand your own business potential.

NETWORK AND OFFER HELP TO BANKRUPTCY ATTORNEYS

The levels of unemployment and business closures are unfortunately pointing to a considerably larger-than-normal pool of bankruptcy cases. Bankruptcy attorneys are going to need professional help determining which taxes can be dis-



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charged and which cannot, especially with IRS communications at a standstill.

For tax professionals, we've added an important resource in our Marketing Toolbox: a pre-written letter that to be customized and sent to bankruptcy attorneys near you. We highly encourage you to reach out and establish a mutually beneficial relationship with these lawyers now to prepare for these inevitabilities.

HOW CAN WE HELP YOU

In short, we are part of your rescue team. IRS Solutions Software gives you all the tools necessary to help your clients now and always. Our team of experts is ready to be your support system as well. Members are invited to call us with questions regarding specific cases, join our members-only Facebook group, and tune in for our monthly case study webinars. IRS Solutions is more than a tax resolution software. We are a community dedicated to your success and we've got your back during these challenging times.

CFO *Insights*

DOES MY BUSINESS NEED A CFO?

Profitwyse successfully provides CFO consulting services to numerous privately held businesses in the Southern California area. Whether Profitwyse provides the service or some other CFO consulting firm in your area provides the service, you as a business owner needs to understand what issues/frustrations a CFO consultant can remedy. Do not let your business suffer because you



Chase Morrison

I provide CFO services to manufacturing and distribution companies with revenues ranging from \$5M to \$40M in revenue, with a focus on helping clients better utilize their ERP/accounting systems to overcome barriers to growth and profitability.

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do not know what you do not know. Here are four common weaknesses that CFO consultants can remedy along with indicators to help you assess your own situation.

LACK OF CLARITY:

Do you know your margins (gross, operating & net)? Do you understand what percent of income you can spend on sales & marketing and continue growing your business? Can you parse your revenue results by customer, sales rep, product/service, geography, channel? Does your accounting system generate actionable intelligence? If you want to improve your sleep, improve your level of financial clarity.

GOAL MISALIGNMENT:

Do you have a financial plan? Does each member of your leadership team have 3 to 5 KPIs? Are your financial results ready for review within 10 business days following month end? Are your hourly employees clear on how their day-to-day activities drive company results? Accountability is key.

OPERATIONAL INEFFICIENCY/ WEAKNESS:

Have you benchmarked your company's financial metrics against your

industry averages? Are you tracking profitability metrics, such as billing utilization, customer service levels, inventory levels, invoicing errors and the like? Are you tracking whatever constitutes a quality failure for your business and have a corrective and preventive action plan in place to minimize recurrences? "If you can't measure it, you can't management it." Peter Drucker

RESOURCE CONSTRAINTS:

How is your relationship with your bank? Do you understand where your cash is going? Do you have a cash flow projection that is monitored, at a minimum, monthly? Are you meeting your loan covenants or at least have a plan to get into compliance? Cash is king, do not forget it!

If you are sufficiently self aware to acknowledge weaknesses in any one or more of the above areas, please contact Profitwyse or your nearest CFO services firm today and begin building a legacy you will be proud of.

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MANUFACTURING EXCELLENCE

ENGAGED, DISENGAGED, AND ACTIVELY DISENGAGED

All of our employees will fall into one of these categories: Engaged, Disengaged or Actively Disengaged.

These can be simply defined as:

ENGAGED:

Has a sense of responsibility and ownership for their job, is passionate about performing it to the best of their ability, are supportive of company goals and objectives and actively encourages other employees to do the same.

DISENGAGED:

Disengaged employees put in their time and collect their paycheck, but lack excitement or passion for their job. They go through the motions but are not emotionally connected. They are satisfied with fulfilling the basic requirements, but have no interest in doing more.

ACTIVELY DISENGAGED:

Not only are they not happy at work, they are resentful that their needs are not being met and engage in conversation and behaviors that not only drag down their own performance but the performance of fellow employees. Their presence is poisonous to the company's team spirit and an anchor on its forward progress.



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The polling data of the Gallup organization suggests that on average roughly 15% of employees are engaged, 70% are disengaged, and 15% are actively disengaged. You know who some of these employees are in your organization, but there are likely many who fall off of your radar screen.

This is a particular challenge in manufacturing organizations which have many diverse functions and departments which tend to isolate due to the unique nature of their work and their physical separation from other departments. How do you as owner and manager maintain the connection needed to engage employees with your company's values, goals and objectives?

As in many other areas of success in manufacturing companies, your Supervisors are key.

First of all, are your Supervisors engaged? Are they passionate about the company, their role in the company and their employees? Are they intrinsically motivated to not only achieve mutually agreed goals, but are they striving to demonstrate that they can exceed those goals?

It is essential that all of your Supervisors are engaged. You know this through observation and conversation. This takes time. Engaging with your Supervisors and validating them by be-

ing accessible is essential. If they are engaged and sense your support, they will translate this sense of engagement to the staff they are supervising.

Secondly, be sure to have conversations with your Supervisors about engagement. Are they talking to their employees about the purpose of their work and the value they bring to the company? Discuss with them how they are supporting their employees, ensuring that they have what they need to be successful in their jobs. Remind the Supervisor he is coach and mentor, not "the boss."

Third, proactively discuss with your Supervisors how each of their employees are progressing. Are they aware of the employees who are engaged? Are they spending time with those employees to further develop their potential?

Are they on the journey to unlock the keys of understanding to move disengaged employees to a higher level of engagement?

Are they aware of those employees who are actively disengaged? Are they aware of the harm these employees are doing to the organization and taking appropriate actions to resolve, isolate and/or remove those who are actively disengaged?

Gallup polling has demonstrated a 21% gap in profitability between those organizations with a highly engaged workforce compared to those with a highly disengaged workforce. Being engaged is not just a "feel good" issue. It is a bottom line issue.

INFORMATION TECHNOLOGY

EFFECTIVE LEADERSHIP & MANAGEMENT OF REMOTE TEAMS

Remote work is our current workplace reality. But, managing a remote team and keeping distributed employees engaged can challenge even the best leaders. As the CEO, it's your responsibility to care for a team not only as colleagues but as human beings.

Leading a remote team, you need all the skills of an in-office manager and the ability to make sure the team feels both involved and well-connected. Here are few best practices for successfully leading and managing a remote team.

CREATE AN EFFECTIVE REMOTE HIRING & ONBOARDING PROCESS.

Before you can manage a remote team, you'll need to hire your talent, note if the position can be performed remotely. You should interview candidates virtually and interview candidates in different time zones during their work hours. After you complete the hiring process, you'll want to welcome your new hire with a smooth virtual onboarding process and be able to effectively teach any new employee how the company runs virtually. The goal when onboarding a remote employee is to make them feel supported, informed, and connected.

SCHEDULE AND RUN EFFECTIVE VIRTUAL TEAM MEETINGS

Virtual team meetings are crucial in a remote world. Not only do they allow everyone to be involved, but they also enable teammates to get to know each other and stay connected. At a minimum, conduct weekly meetings for your team to be together in the same virtual "room"; pick a standard meeting platform such as Micro-

soft Teams, Zoom or GoToMeeting; when scheduling the meeting, pick a time that works for team members in all time zones; if someone can't attend the meeting, record it. When finished, send the slide deck and meeting recording link to your team

CHECK IN WITH INDIVIDUALS REGULARLY

When working remotely, you can't easily turn to your teammate and ask them a question. Hold one-on-ones or informal virtual coffee chats with people you don't see daily. Be ready to jump on a call, video, or chat without scheduling it in advance and make sure your team knows that you're always available.

EMBRACE AND IMPLEMENT DIGITAL PRODUCTIVITY TOOLS

On top of video calling, there are other tools to help manage remote teams including, scheduling & Project Management; Unified Workflow Systems, and Instant Messaging. With a system like Microsoft Teams, you can chat, call, and video call, along with sharing documents and screens.

BE MINDFUL OF TIME ZONES AND EMPLOYEE BOUNDARIES

Remote work allows you to hire talent from other areas. This is a great way to boost the level of diverse thinking on your team as well as control costs. One new challenge may be adapting to teammates in different time zones. As the leader, it's your responsibility to navigate around your team's differing work hours.



Craig Pollack

FOUNDER & CEO

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ADD MOMENTS OF FUN

Just because you're not all located in the same physical office, doesn't mean that you're not all part of the same team. Remember to build in time for fun, engaging activities to reduce the potential loneliness of remote work.

ENCOURAGE EMPATHY

Some of the biggest challenges that remote employees face are feelings of loneliness and disconnection. They may also find it hard to unplug at the end of the day because their work isn't clearly separated from their home life. As the leader of a remote team, it's important to address these challenges.

GIVE PEOPLE TIME

It will take to develop a solid remote team management strategy. Your primary goal should be to help the team to function smoothly and inclusively enabling your remote employees to succeed like never before!

COMMERCIAL INSURANCE

UNDERSTANDING BUSINESS INTERRUPTION INSURANCE

Have You Ever Met Anyone Who Could Calculate a Business Interruption Limit?

I was recently referred to a company that had a Covid-19 related Business Interruption claim declined by their carrier. The CEO and I invested some time together determining what the appropriate Business Interruption limit was for his company, and the answer was a great shock.

Over the previous 5 years he had wasted over \$100,000 in premium paying for a limit of insurance that was three times what he needed, and well beyond what he could ever hope to collect in the event of even a worst case scenario loss.

When I asked how he and his broker determined they needed such a high limit, the owner told me he had no idea. Throughout their ten year relationship his broker had never taken the time to meet and figure it out with him.

In its simplest form, Business Interruption (or Loss of Business Income) coverage pays for lost profits, business expenses that continue during a shut down, ongoing payroll (depending on how the policy is structured), and any additional expenses incurred due to the loss.

The coverage is set up for a stated time, and often has a specific limit which is selected by the insured. The challenge for the insurance buyer (and their broker) is to accurately estimate what the financial impact to their company will be in advance of sustaining a loss.

I often find that businesses (and many brokers) have almost no idea how to accurately determine what their Business Interruption limit should be, nor do they spend much time together at each renewal attempting to do so. Since it is the policyholder's obligation to prove their loss, it's best to begin with the end in mind. The insured and I need a process, and figures, that can be recreated and are rooted in financial records.

The process of calculating a Business Interruption limit is part art and part science. The scientific part is a matter of taking the time to gather the information necessary to determine the correct and provable limit for the preceding year, and the art is to use those figures to make projections for the limit required in the upcoming policy year.

Financial records from the previous fiscal year are used to establish the gross revenue, gross payroll, employee benefits costs, cost of leases, utility costs, debt service, cost of supplies and materials, services of others, shipping costs, advertising and so on.

The CEO, his team and I then go through a process to accurately calculate what the limit should have been. We then use those verifiable figures as the basis to make 12-month projections that allow us to estimate the limit needed for the upcoming policy year.

Due to this current shutdown, businesses will see significant variances in annual revenue, payroll and costs this year. If you have not sat down next to your insurance broker and worked through a Business Interruption worksheet together in detail, this should be the year to do so.

What you find may surprise you and reduce your costs.



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ALTERNATIVE FINANCING



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ASSET BASED LENDING

It's almost inevitable that at some point your business will need some financing that exceeds what your existing bank lines of credit can accommodate. In most cases, this need would correspond with one of the periodic bursts of growth that most businesses experience.

If your business is new or hasn't shown steady profitability, it's going to be very difficult to secure a small business loan since banks are notoriously conservative. I even had one banker tell me that if a business is growing more than 10-15% per year, that's considered too aggressive for traditional bank financing.

As you can imagine, in this COVID-19 era, lenders are tightening up restrictions now more than ever. For a recent SBA loan submission, I had a lender request a 20-item questionnaire strictly related to the impact of COVID on the business in addition to their typical full underwriting package. It's going to be more difficult than ever to get funding.

Luckily, there are other options. Asset based loans provide you with an alternative source of financing.

WHAT IS AN ASSET BASED LOAN?

You get an asset-based loan by putting up collateral owned by the business. In most cases, you offer up an asset that has high liquid potential. That means the lender can convert the collateral into cash quickly.

The assets you can put up for an ABL include:

- Accounts Receivable (typically advanced at 85%)
- Inventory (35-50% advance)
- Machinery & Equipment (up to 70% advance)
- Real Estate
- Intellectual Property

Facilities available from \$250,000 to \$25 million.

BENEFITS

The biggest benefit of these kinds of loans is that you get a cash infusion. This money lets you purchase materials, inventory, or hire additional employees when you need them.

You can secure asset-based loans much quicker than a traditional loan. Alternative lenders are not as heavily regulated and can fund much faster than banks.

It's easier for you to qualify for this kind of credit than a regular business loan. These deals are underwritten primarily on collateral rather than on cash flow.

You also typically avoid putting up personal property such as your home to secure the loan. This benefit can prove to be most crucial.

Like any other credit facility, staying in compliance helps your overall credit score. This makes getting other forms of financing easier down the road. Most lenders will allow you out of any contract if/when you qualify for traditional financing.

CONCLUSION

In summary, asset-based lending is ideal for small to mid-sized businesses that have a high percentage of current assets, need working capital to support growth, have seasonal or cyclical natures, have outgrown their current lender or need a more flexible solution than what their traditional bank can provide.

Choosing a qualified asset-based lender and developing a partnership is extremely important to a business' success. We will help you find a lender who knows your industry and can tailor the loan accordingly.

BUSINESS GROWTH & PROFITS

MOVING FORWARD TAKE JUST FOUR STEPS

I am using a single word to describe 2020: uncertainty.

In most presidential election years, there is also uncertainty because no one is ever sure which way the country will go starting on January 20 of the following year.

If there is one thing CEOs hate, it is uncertainty. Which is why in many presidential election years, the economy generally stays flat.

Unfortunately not 2020.

No one knows how long this COVID-19 created recession will last or how it is going to end.

CEOs have made changes, on the fly, with the goal of making do or getting by since March.

In my conversations, most CEOs believe that things will get back to a somewhat normal basis, whatever that is, once a proven vaccine has been found and is being broadly administered.

That may be quite a while down the road, so in the meantime let me share the advice I am giving to my clients, re-

gardless of how their companies are performing.

First, to the extent that you can, provide **stability**. Take care of your people. Do what it takes to keep your employees safe and healthy. This is the time when a CEO can build genuine goodwill with every employee. Don't let this opportunity pass.

Second, determine what your goal is when your company comes out on the other end and be clear about your **strategy**. I am not saying be naïve and assume you will quickly have double digit growth if you have lost half or more of your customer and revenue base. I am saying set reasonable goals that the company can rally around.

I understand that you could well be in survival mode; that every penny counts when looking at cash flow and that you likely have laid people off and you just might have to do it again soon.

The Good Book says that "Where there is no vision; the people perish" and I can assure you that your people, from top to bottom, want to know "Where are we going?" and "What is the plan?"

Let me clarify that last question so I am clear: your employees are asking you, the CEO, "What is your plan for our company to get us through this pandemic?"

What people aren't asking but are thinking is, "Will I have a job?"

Some companies thrive in chaos, but most do not.

So, here is my third piece of advice: provide **transparency**.

I am not saying that you need to open the books and show everyone all the numbers whether it be black ink or red.

What I am saying is lay it out, where things are, at that moment in time, and share the options or alternatives as you see them.

This will be a **moment of truth**; the fourth piece of advice.

Because now you can share with your employee audience how they can help the company to survive; even to thrive. Maybe it means a pay cut. It may mean working less hours. You may have to suspend a benefit that the company can no longer afford. If your employees understand what and why, they will strive to perform.

In uncertain, turbulent and troubled times companies need their leaders to show the way forward. Provide stability, execute the chosen strategy and let transparency guide your communications.



Ken Keller

I work with Business Owners, CEOs and Presidents leading companies with 20 or more employees, providing advice to increase revenue, decrease costs and improve profitability.

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WE CAN DO BETTER

MY JOURNEY SO FAR

In my last article, I introduced a new mission I have created to help educate people, mainly White people, on the challenges that the Black community has felt for many years.

I have had two webinar's plus a podcast scheduled; and a website www.lifeinbw.com (currently under construction), to continue the dialogue.

The overarching goal will be to help organizations led by mainly White men (CEOs, Presidents, Vice Presidents, Directors, Managers, Supervisors and Leads) who sincerely desire authentic exposure and education to the challenges Black people have when they come to work.

I read a book named "On Fire" by my friend John O'Leary and in it he spoke of the "7 choices of a Radically Inspired Life."

One of those were to understand your "why" and create an "ignition statement." I did this a few months ago, and it stated, "Because God has chosen me, my family deserves it, and so many people on the margins need it."

How appropriate to this mission I have taken up that has led me to this place.

My life experience has chosen me to do this; my children and grandchildren deserve to have a better world; and we need to help those in danger and on the margins, and that is Black Lives Matter.

When I say danger of course there is

the fear that Black parents like myself feel for their children every day, but also the danger of apathy and the loss of hope.

Let me first tackle the Black Lives Matter statement.

I spoke to a 14-year old White young man recently and he asked me "why Black Lives Matter is being said and not All Lives Matter?" Good question and one that is being asked quite a bit these days. To answer him, I shared an analogy I read. Whatever you feel about Jesus there is no arguing that He is a historical figure and there is a reading in the Bible about Him as a shepherd, caring for 100 sheep. Well one day, one sheep wandered away and could not be found. Jesus decided to go look for that one sheep and let's assume the other sheep said "Jesus, what about us?" to which Jesus replied, "You all are safe and cared for here, but the one who is lost is in danger and I must go find him."

I see this as Black Lives are in danger in many ways and All Lives can't matter until the one in danger is cared for and safe.

Secondly, despite my dreams and goals as a young man in business I stopped trying to lead organizations early in my career because I had lost hope that I could be treated fairly and given the opportunity to accomplish what I knew I was capable of.

But I met a mentor; a White mentor.



Paul Mitchell

Mitchell Sales Advisors, LLC

President of Mitchell Sales Advisors, powered by SalesXceleration. A firm specializing in sales strategy, sales process and sales execution. Paul has a 25-year history of sales leadership and success in diverse industries in the Los Angeles area.

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He chose me to be his Vice President of Sales, but he also acknowledged that I was a Black man who had mainly been around only Black people. He showed me things he knew I needed to know, that because of what I was exclusively exposed to in my background, I simply could not have learned. I believe this kind of treatment towards young Black people is a learned and scalable behavior that can only be done by White leaders.

I believe we can offer hope and a future and all it will take is exposure, education, compassion and empathy.

I will continue to work towards that every day.

Welcome

► **Ken Keller**



[Learn more](#)

“I’d like to talk
with you about
participating
in a **Virtual
Strategic
Advisory Board**”

What is a Strategic Advisory Board?

I bring together CEOs from non-competing companies of similar size, into an advisory board process which helps them gain fresh ideas and new insights.

This form of Peer Advisory has proven to be very effective in helping CEO's increase their effectiveness and their profits by gaining advice, support and insight from their peers who have faced the same challenges as they grow their companies.

Read on to learn how you can take full advantage to better plan, perform and grow your business by working on it and not in it.

Who Will Be In Your Strategic Advisory Board?

- 8 to 12 Hand Selected CEOs from Different Industries Providing Broader Perspective
- CEOs leading Growing Companies, each with 11 to 95 employees
- CEOs Committed to Growth: Both Positive Personal and Professional Change
- Individuals Who Are Life-Long Learners
- Quality People; Ones You Will Enjoy Spending Time With and Getting to Know
- Individuals who will be candid, transparent and honest with you because they will tell you what you need to hear not necessarily what you want to hear

What to Expect From Your Strategic Advisory Board

- Having Access to a Select Group of Peers that are your Trusted Advisors
- No Competitors or Client Conflicts
- All Meetings are Confidential
- One Monthly Meeting (3.5 hours)
- Individual Leadership Coaching Monthly
- Group Annual Planning Session in October
- Operational Planning Meetings with you and your management teams in Q4 for the year ahead
- **Meetings held virtually until determined otherwise**

Providing a Virtual SAB Experience

- One 3.5-hour session per month
- Each CEO is allocated time for a formal business update using the Strategic Growth Navigator©
- Continuing Executive Education
- Discussion of CEO's Roundtable Issues (challenges, problems & opportunities)
- Work ON and not IN your company
- Individual leadership coaching will be calendared to honor your schedule
- **Both peer group and coaching sessions will be conducted through Zoom**

The Strategic Growth Navigator® is the basis for all SAB Meetings

The SGN is a one page Operational and Strategic Plan that covers all a CEO needs to do and track to run a growing company.

Created because far too many CEOs were running their companies without a roadmap or a report card except for tax returns.

It's mandatory. All my CEOs use it.

Often, CEOs share it with their bankers and management team members.

The SGN may be customized for your needs.

Individual Leadership Coaching

- Ideally, held once a month for 90 minutes
- Not mandatory but highly recommended
- Required if the SAB meeting is missed
- Virtual to start, convert to in-person eventually
- Use of the Strategic Growth Navigator© as the foundation of discussion
- Discuss your Top Five Challenges of Growth
- Review your direct reports and their progress
- Check on goals set at Annual Fall Retreat

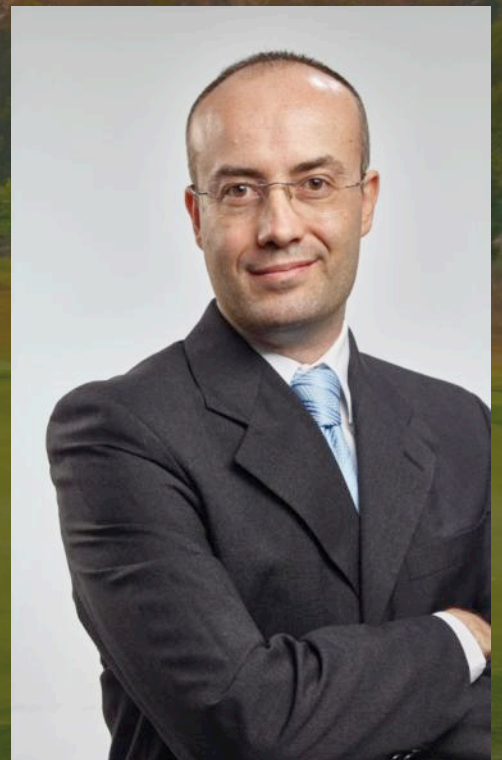
My CEO's take themselves and their businesses to places they've never been to before

- More Revenue ... More Profitable
- Better Clients ... More Clients
- More Efficient Internally
- Stronger Cash Flow
- Improved Internal Focus
- Better Internal Alignment
- Stronger Teamwork
- Holding People Accountable
- Being Held Accountable by Your Peers
- Growing, Personally and Professionally

What others have experienced....

“I’ve been with Ken and my SAB for over 15 years. I can share things with my fellow CEOs that I cannot, do not, share with my own Board of Directors. At my first meeting I learned about “Internal Terrorists” and at that moment I realized I had a lot to learn. I stay in the SAB because I have to keep on learning.”

—CEO of a local public company



What Kind of Outcomes Can You Expect from Your Strategic Advisory Board?

- ✓ First year of participation could yield an increase in revenue, perhaps as much as 20%; each following year growth should be a minimum of 10%*.
- ✓ You'll learn which employees are engaged, disengaged or actively disengaged.
- ✓ The costs in your company will go under a microscope; expectations are that you will reduce costs by 10% or more.
- ✓ You'll know when to hire & how to hire effectively, avoiding those that don't truly fit.
- ✓ You'll be focused on building a better future for yourself, your company and your clients.

*Projected growth. No guarantees of outcomes.

In a nutshell...



Genuine CEO to CEO Input
Avoid landmines



Continuous Learning
Grow yourself



Build a Network
Have friends for life



Use Recruiting Tools
Stop hiring terrorists



Have a Plan
Set goals, be held accountable to execute,
learn to hold others accountable



Get Coached
Hear what you need to; which
is not always what you want to hear



Business Growth
Use a predictable model

First steps to participation

- Interested CEOs can contact me at any time via email.
- Second step is a Zoom interview and signing of an NDA followed by information sharing.
- Next, payment of registration fee and assignment to a new or existing Strategic Advisory Board.

Registration Details

- One Time Registration Investment Fee of \$1,250
- Up to 6 assessments that determine behavioral styles and what drives that behavior (DDV) for any of your direct reports
- Team debrief for these assessments via Zoom
- License to use SGN as a member of SAB
- Use of the Stages of Growth Matrix
- Use of Showcase PowerPoint

Investment

The value of participating in the SAB program is worth \$40,000 plus.

For my valued clients, the annual investment is \$12,000.

* If you prefer to pay monthly, you have the option of doing so at \$1,100 per month.

About Me...

- ❖ My beautiful bride, Donna, and I have a son, daughter-in-law, two granddaughters and a grandson
- ❖ We have lived in Valencia, California (near Los Angeles) since 1990
- ❖ Donna teaches elementary school
- ❖ I have written two books on business
- ❖ Publisher, *The Monthly CEO Advisory*
- ❖ I am a cancer survivor
- ❖ I have a tremendous network of solid citizens all over the country

**Thank You for your time
and consideration. I look
forward to working with
you.**

**Ken.Keller@StrategicAdvisoryBoards.
com**