

FULL SPEED AHEAD!

Business Advice for
Small & Medium Enterprises



Certified Global SME Advisors®

Volume 1, Issue 4

Full Speed Ahead!

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Advice for Small and Medium Enterprises

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Phil Symchych
4532 Harbour Village Way
Regina, SK S4W 0C1 Canada
www.businessadvisorsforums.com

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Disclaimer:

Every business situation is unique. We recommend that you obtain independent professional advice regarding all technical matters including, but not limited to, accounting, financing, health, insurance, legal, risk management, supply chain, tax, and other information. We accept no responsibility nor liability for the outcomes of any actions taken as a result of the information in this book.

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Introduction

By [Phil Symchych](#)

Canada

When I was a kid, we were driving home from an out-of-town shopping trip one winter's evening. I was sleeping on the back seat when suddenly I was thrown to the floor (no seat belt use back then) as the car hit black ice. The next thing I knew my Dad was steering our big Oldsmobile Delta 88 through the ditch and now driving full speed through a farmer's snowy field. He didn't slow down and kept the big Olds powering through the snow. We actually drove to the farmer's yard and then got back on the highway. I learned a lot about momentum and keeping your foot on the gas in tough times from that experience.

This past year has seemed the same as hitting the ditch for many business owners and leaders. Some stopped in the ditch and wondered how to get out. Some stopped in the field and said, "Woe is me, I'm stuck in a field." And some kept their foot on the gas, drove through the field, and got back on the highway. It's your choice how you respond.

In this issue, we give you ideas and advice on how to keep yourself going and how to keep your business going at full speed into the year ahead. The keys are to identify your strengths and unique capabilities and then apply those to the opportunities that now exist in the markets we serve. Those markets are global, by the way, so scaling your business digitally is a huge opportunity for everyone. Full speed ahead!

PART 1: IT'S ABOUT YOU

100% Accountability

By [Art Koch](#)

United States and Europe

What does 100% accountability mean? And how can I be 100% accountable for events that happen to me?

It is true; we may have 0% control over many events that happen. However, one thing is for sure; we do have 100% control over our response to those events.

When I was first introduced to the concept of 0%/100%, the example presented was an illustration of being stuck on a bridge due to a car accident, with no way to move forward or backward. We were stuck for an indefinite period. As we settled into our little dilemma, I observed how the other drivers responded differently from one another.

The driver to my left was having a complete meltdown. The driver directly ahead opened their trunk, pulled out a fishing rod, and started fishing from the side of the bridge. The driver to my right opened their planning calendar and started making phone calls. The driver directly behind me began to read a book.

If you were to ask each person how their day went, you likely would hear several different stories. The first driver had a great day of fishing and caught dinner. The second closed a

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big sales deal. The third finally finished their suspense thriller novel. The last driver probably claimed that their day was horrific due to some idiot causing an accident!

Achieving success is a matter of mindset and involves many conscious small choices. One of the most important decisions we can make is how we will respond to the events around us that we can't control.

We need to ask ourselves if we want to be a victim or leverage these events as a challenge and opportunity that moulds our personal success story?

Personally, the COVID-19 restrictions were one such event. I could have joined the millions of people worldwide who allowed COVID to write their 2020 narrative of complaining to anyone who would listen and take on a victim mentality of crying: "Woe is me..." However, I chose to own COVID-19 as an opportunity to write my story and position myself as a supply chain thought leader.

This year, I've:

- co-authored six ebooks
- completed a manuscript for my new book
- participated as a panelist or guest on numerous webcasts and radio programs
- was quoted in multiple national articles
- started a public speaking boot camp, and
- lost 40 pounds with consistent diet and exercise.

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The choice is yours; will you take the easy route and assume 0% responsibility for your response to events, or will you take the challenging, scary, and roller coaster journey of shouldering 100% responsibility for your responses and write your success story?

In 2021, how do YOU want history to remember your COVID legacy: as another average "Joe or Jane," or as a leader that catapulted their narrative to a high level of success by having a positive mindset of success?

I hope you've chosen the 100% journey. See you in 2021!!!

Thinking Outside the Office

By [Dan Weedon](#)

United States

How and where people work has changed forever.

While some may think that COVID-19 was responsible for virtual workers, in reality it only accelerated a process that was going to happen eventually. What's clearly been revealed to employers of all sizes and industries is that so much of "work" can be reasonably and effectively done from a virtual spot at a great savings to the bottom line.

I don't have a crystal ball, yet my gut feeling is that many employees in what was once considered a "white collar" office-centric job will continue to work virtually for the next 9-12 months. And at that rate, it may become permanent.

But like anything, there are both positive results and troublesome consequences.

Small and medium-sized businesses are finding out that there is improved profitability by reducing the need for expensive office space. Many no longer have to reimburse employees for transportation costs, purchase office supplies, or deal with hassles around traffic. Heck, they might actually be able to hire more qualified people from a larger, more diverse field.

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The Flip Side: We humans are social animals. Even those self-proclaimed “introverts” are impatient with the challenges of working from home, including isolation, distraction, children, pets, and “sameness.” Adding to the burden is the question that people in ownership, leadership, and management must wrestle with – “How do I best supervise, manage, and develop my employees?”

If you’re in charge of teams or groups of employees that have moved to a “virtual” reality for the foreseeable future, you may have asked yourself that question. In my discussions with business leaders, many have said that they’ve figured out how to communicate and stay in touch with clients and customers. Where they still struggle is with keeping morale and engagement high for employees.

When the pandemic struck hard in early March and we were all forced to our homes, it caused me to do some re-evaluation of my practice. While I’ve been working from home for 15 years, my engagement with networking, marketing, and clients was 90% in person. I may have worked from home, but I was always out. I had to ask myself a question I’d never considered – “What happens if I can never leave home again? What do I have to change for my business?”

Even though I knew that would be a horrible worst-case scenario, I needed to consider the long-term changes of a probable new world. I’m now asking you that question to

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consider in reverse – What if you never go back to an office?
How will you best manage your employees?

We should define “virtual work.” For most, that has meant home. While this still may be true, some may be transitioning to co-working facilities for part or all of that time. These facilities are ideal to get away from the house and locate in a place that offers better connectivity, less distractions, and some social interaction. That being said, it’s still considered virtual.

As we steam out of a year filled with disruption and into a new one that might focus on dealing with new norms, allow me to offer three ideas on how to best manage and develop employees who are working virtually. I interviewed my daughter Kelli, who works for a large company and is part of a large team. Here is some of her sage advice...

Concept #1: Create Structure & Consistency – We are all creatures of habit and to a large extent require familiarity in process. Without being in person, many employees can feel “out of the loop.” Kelli set a morning “touch base” session to create that structure and a consistent way to keep everyone on the same page and involved.

Concept #2: Avoid the Drain – Research shows that for every 90 minutes of work, you need a 15-minute break. Kelli says that as a team, they discuss this frequently as a reminder to everyone. It’s incredibly easy to get “head down” on work and

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before you know it, your back and head both hurt. That “drain” is a killer for energy, enthusiasm, and performance.

Concept #3: Be Flexible with “Working Hours” – If you’re anywhere around my age, you remember that classic movie *Working 9 to 5*, starring Dolly Parton, Lily Tomlin, and Jane Fonda. That era was synonymous with what all working people defined as the “workday” for decades.

Today, we need to be more flexible. The thought that we are most effective during the same timeframe is antiquated. What’s most important is both production and employee health.

Kelli shared that her company created blocks at 12 pm and 4 pm, in order that team members could actually get some work done or go on a walk. She believes being flexible on work hours and when people need breaks is important to productivity, efficiency, and employee morale.

Bottom Line: Like it or not, the office as we knew it is going the way of the T-Rex.

Yes, there is a big push to bring people back to work, but the toothpaste is already out of the tube.

Yes, there will still be offices, yet I believe there will be a strong movement to hybrid models and eventually a mostly virtual work environment.

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Allow yourself to think five years into the future and consider what an office will look like.

I see smaller, leaner offices that have a hybrid of in-person and virtual employees. There will be an increase in co-working, so that people can leave their homes and work in an office-like setting without distractions.

Employers will hire the best qualified people regardless of where they call home. And the savviest employers will put together game plans to best engage collaboration, teamwork, and morale.

Will you be one of those companies?

Grow Your Leadership to Grow Your Business

By [Gary Furr](#)
United States

Whether a business is doing well or not comes down to leadership. If you want your business to do better in 2021, then you need to become a better leader. Everything within any organisation—including yours—rises and falls on leadership.

I recently discussed the concept of leadership with my good friend Lyn Cikara, a leadership coach, before she lost her life to cancer. She was writing a book on leadership, and I asked her why the countless books, seminars, and training sessions on leadership haven't eliminated the leadership issues within organisations. We concluded that the various personalities within an organisation make leadership complex.

Furthermore, many leaders are relying on talent and skills that they learned years ago, while leadership in the 21st Century is different. I also propose that the leadership skills used pre-pandemic are not the same skills needed coming out of the pandemic. The business landscape has changed dramatically, and your leadership skills may need updating so you can lead at a higher level.

A couple of years ago, I was working with a leader of a large organisation here in Oregon. The leader had been hired by the company's headquarters, located on the East coast, to run the Oregon operation. Previously, this individual had been

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managing his own small business in another state and he had been hired because he had industry knowledge and experience. However, he was currently struggling in his new position trying to manage a much larger organisation with multiple locations.

To my surprise, I discovered that he had not done anything to upgrade his leadership skill set since he graduated from college. He was able to run and manage his own small business with his wife and a small group of employees. Now he was trying to lead and manage a much larger company with multiple locations, a direct staff of 15, and 150 employees. He was failing and needed help. He had essentially taken on a role that was beyond his capacity, thinking that because he had managed his own small business, that he could easily manage this much larger organisation. Unfortunately, he lacked the leadership skills necessary.

If you are relying on skills and techniques you learned 20 or 30 years ago, you are most likely falling short. As a leader, you need to be continually developing your ability to lead others. Continuous improvement is not an option if you want to be a successful leader.

John Maxwell's *21 Irrefutable Laws of Leadership* discusses "the law of the lid," which says that our ability to lead has a lid on it that will determine our overall effectiveness. The lower the leader's lid, the lower the ability of the organisation to rise above that lid.

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When I interview employees during the discovery phase of a project, I ask them to rate their leader's ability to lead on a scale from 1–10. If you are rated as a 7, then your effectiveness as a leader can never be greater than 6. Maxwell states that our “leadership ability—for better or worse—always determines our effectiveness and potential impact on the organisation.”

If you have not done anything to improve your leadership skills, you have essentially placed a lid on your effectiveness within the organisation. Your impact will not be what it needs to be to lead a successful company. The higher you rise within the organisation, the greater the urgency to develop the necessary skills to be a good leader.

*If you want your organisation to change,
then you need to change.*

Your leadership ability will always be the lid on the potential of your organisation to grow and be successful. You must focus on improving your leadership skills.

Many leaders say that they manage people, but I feel strongly that we lead people, and we manage things. Leadership is about influencing people to follow you, and management is about systems and processes. To move the needle within an organisation to gain the success you desire, you must learn how to influence others.

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As a leader, you must invest in yourself. Learn what it takes to lead others. You cannot continually rely on old skills and knowledge. Without investing in your education and skill set, the organisation will never rise to its full potential.

Leadership is complicated and the most successful leaders I know are lifetime learners. This is a part of embodying the very principles that we expound. Humility and a growth mindset are a powerful combination. We have to show up every day and demonstrate behaviour congruent with our message.

How do you show up every day? Are you 100 percent present? Are you acting in line with the company mission, vision, and values? Are you relying on old skill sets hoping to get by or are you willing to commit to learning and growing into the leader your staff and employees would like to follow?

Just like any other skill set, leadership can be learned, developed and improved upon if we are intentionally focused.

The opportunity to learn and grow has never been greater. There are countless books on leadership to read. You can observe and emulate other great leaders. You can hire a mentor or coach to take your leadership to a new level. If you desire to improve your leadership skills, you can.

I urge you to make a conscious choice to become a better leader in 2021. Set your 90-day goal to raise your lid.

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Leadership is about influence and your ability to get others to want to follow you and your vision. Be the leader they want to follow. A company without a good and effective leader is like a sports team without a coach—and that's a team unlikely to win the game. To win the game of business and stand out from the competition, become a better leader and watch your business grow in 2021.

A Flaneur in your Business

By [Oriol Lopez](#)

Spain

Are you a tourist or a flaneur?

I learned the difference between those words in *Antifragile*, by Nassim N. Taleb, and I think it applies perfectly to what I think business (and life) observation really means.

In summary, a tourist follows a path, while a flaneur enjoys the view. In other words: a tourist wants certainty, while a flaneur likes randomness.

During the second episode of the third season of *The Marvelous Mrs Maisel*, Rose Weissman, Midge's mom, has returned to her family's home, where her brothers run oil fields, led by her brother Oscar. In one scene, they are rambling on the fields and Oscar asks every employee he finds a simple question: "Everything is well?" The scene is intended to make people laugh at a manager whose job is easy but, to be honest, I find it brilliant and it reminds me of my Dad asking his employees: "How's everything going?" every morning. An open question to open their minds and their hearts.

"What a tourist is in relation to an adventurer, or a flaneur, touristification is to life; it consists in converting activities, and not just travel, into the equivalent of a script like those followed by actors." Nassim N. Taleb

That's observation.

Enjoying the view with enough awareness to embrace uncertainty, and integrate it into your strategy. For example, let's assume Mr and Mrs Smith had two different approaches to debt, but similar approaches to observation. Both knew debt was fragile, but they chose different paths, based on that. Mr Smith chose the uncertainty of not being aggressive enough, while Mrs Smith chose the uncertainty of a capacity investment. As you can see, they didn't pursue certainty, but success. Besides, both had a clear strategy, priorities and metrics. They did not follow others' strategy, others' priorities and, of course, others' metrics.

But to do so, they needed what is the main (and free) resource in a business: information. Not only information based on exact numbers in your books, but information about sensations. Feelings. Yourself.

Observation is about enjoying your business, as a flaneur enjoys life. And you can only do that by following your own rules and understanding your numbers.

Which numbers depends on your strategy, but here are some ideas:

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- Define a clear strategy, focused on your goals in business and in life. Do not think about short-term gains, but about long-term prosperity.
- Don't follow others' metrics and focus on what makes sense in your strategy. So, if EBITDA doesn't fit in your business because machinery (and its depreciation) is a critical part of your business, invent your own EBITDA.
- Ask open questions to your management team. Let them explain, not only cold numbers, but sensations about clients, team members and industry in general.
- Walk around your premises and listen closely, not to spy but to discover what is really happening in your business. Have lunch in the canteen, grab a coffee and talk to your team...
- Call your business on a regular basis, as a client would. See what happens and think about how to change it, not looking for blame but for cause.

“Every aircraft in the world would be grounded if air traffic control relied on the same type of system as companies use to report their information ... current reporting formats provide too little too late.”

- Quoted from a publication by The Institute of Chartered Accountants in England and Wales

Today, we see lots of business owners with the same worry.

"Everything is going down! Let's borrow money!" But not everyone is in the same financial position, so it's absurd to follow the same rules. I'm asking my clients a single question:

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how is your business doing? Not your industry, not the whole economy, not a specific metric everybody is following. How is *your* business doing?

That's an open question, I know. But observation demands open questions to flourish, because it not only builds upon objectivity, but subjectivity as well. Yes, 100,000 euros in your bank account is pretty objective, isn't it? But I have similar businesses with leaders suffering with this amount of money, and others happy with it. What makes them different?

Observation.

Not all of them are happy with the same amount of uncertainty or risk. And that's the game.

PART 2: IT'S ABOUT YOUR BUSINESS

Finding a Balanced Attack

By [Dan Weedin](#)

United States

If you are a fan of the Seattle Seahawks football team like I am, you know that Head Coach Pete Carroll craves a well-balanced offense. While his quarterback Russell Wilson is a superstar in the league, he believes that an offense that isn't one-dimensional is best. In other words, an attack that features the running and passing games equally has the most upside for consistency and success in football.

He's not alone in this thinking. The champions of the National Football League annually are the teams that have great balance not only in their offense, but also with their defense and special teams.

The data is clear: being a one-dimensional football team is a losing proposition.

That same approach should be taken in business. Being one-dimensional in a professional and corporate sense is leaving a company open to perils that might prove to be devastating.

I'd like to use the football metaphor of the three components of a football team – offense, defense, and special teams – to help illustrate my point. Let's change offense, defense, and

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special teams into categories that better fit your “game:” Cash Flow, Security, and Human Resources.

Cash Flow (Offense):

Every business, regardless of size or industry, is dependent on cash flow. It pays the bills and the employees; it provides means to innovate and expand; and it affords both owners and employees to live comfortable lifestyles when done correctly.

Revenue Generation is that offensive engine. In order to assure consistent cash flow, a strategic plan around revenue generation is required. And the game plans of 2019 and before are now obsolete.

Every business should have a plan to develop products and/or services that meet the needs of its clients and customers in an abnormal new normal. That means seeking out ways to enhance service and be unique.

I went to Target recently to pick up some supplies that were available for pick up outside the store only, as I was in a quarantine situation. Through their mobile app, I was able to purchase what we needed, tell them when I was leaving, and then advise them that I arrived. I was able to tell them the style and color of my car and then parked in a designated spot.

Within two minutes of my arrival, an employee came out with my purchase, checked my code through a closed window, and

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then dropped it into my waiting trunk. I was gone in a total of three minutes.

That's what the future looks like in service.

You can be as innovative as Target; in fact, I would suggest you are nimbler and more positioned to be as creative. The cost to build mobile applications is now more affordable. Online chat on your website is now being demanded by customers. Drop off and delivery are now expected. And concierge-style, just-in-time accessibility is willing to be paid for by clients that need that help.

The new decade and beyond will demand that you be more on demand, more thoughtful, more empathetic, and more accessible. That doesn't mean you need to work harder. In fact, you should be able to create new offerings to existing products and services that might entail a bigger investment upfront, with more profitability in the long run.

Your assignment: Figure out how your business will make money in a new way next year and beyond. Be willing to change, to be smart, and to be fast. That way, you will be creating a cash flow that can be counted on to score touchdowns.

Security (Defense):

Creating a great cash flow without the means to secure it is negligent. Just like a football team with a great offense and a terrible defense, one simply may not be able to score enough points to win a game.

The 21st century has a lot of emerging perils to consider. Here are a few that are top of mind for me:

Cyber-attacks, Fraud (both digital and non-digital), Health Crises (COVID-19 won't be the last), Political Unrest, Social Justice Challenges, Supply Chain Disruption, Weather Events, and Privacy Concerns.

Too many small businesses overlook planning for calamity. They often think that their insurance will cover them or that they are resilient and savvy enough to deal with anything.

If the pandemic showed us anything, it's that insurance doesn't cover everything, and we need to be proactive rather than reactive when it comes to crisis and risk.

Your assignment: Conduct a full-blown assessment of your readiness and preparedness. Identify ways to prevent, respond to, and recover from the perils that most concern you.

Purchase insurance to pay for things you can't afford to pay for and where you have financial obligation and liability. And then set up a process to review at least quarterly.

Human Resources (Special Teams):

Your employees are the “special” in your special teams.

They are often the face of your business, even when working virtually. The stronger your team, the more effective, productive, and fun your company will be.

Here are a few things to consider for this assignment:

- Have a plan to keep your virtual employees engaged and collaborative. For many, the isolation is mentally hard. It’s important to create opportunities for both interactivity and fun.
- Have a process to continually develop your people. The best employees are those that covet learning and growing. Everyone is better when you have a more skilled team.
- Thank them more often. Your best employees should get a ton of praise. This past year has been hard on everyone, so show those that kept your business going how much you appreciate them.

Being one-dimensional is a bad strategy in football, and an even poorer one in business. By being a well-balanced “team,” you’re in a position to assure and grow cash flow and revenue, ferociously protect your property and profits, and develop your people to enhance their lives and your company.

And that means a lot of winning championships in your future!

The Greatest ROI

By [Dean Robinson](#)

Australia

It's ironic, isn't it? 20/20 is the definition of perfect vision. It's also a term we use for referencing the advantages of hindsight in making decisions. Yet, here we are at the end of 2020 and no one's vision of the year ahead in January 2020 would have seen the rollercoaster that was just about to unleash itself on an unsuspecting and, clearly, unprepared world.

As we barrel towards 2021, what is becoming apparent to me is that the alternate definition of 20/20 is coming to the fore. Hindsight gives us clarity around:

1. What happened?
2. How did we cope?
3. Would we have done it differently - if we could have?

Amongst the family businesses that I work with and otherwise observe, hindsight is playing out in a very key area of the business that will determine not just success or failure in 2021, but for the next half decade. It's all about your people. Let me explain.

Family businesses are often great at what they do, but not that great (and often terrible) at identifying, training and developing their people.

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In Australia, as the economy is slowly but surely revving back up, the same issues around people inside family businesses are rearing their heads, just as they did at the end of 2019 and, heaven forbid, 2018.

Essentially, I'm observing four issues at the moment around people that are limiting business growth and potentially, strangling the business from high up in the organisation chart. They are:

1. An advanced skills gap.
2. The non-existent review and monitoring of your people.
3. An under-investment in formalised processes and procedures.
4. The absence of forward thinking - not planning, but thinking!

An Advanced Skills Gap

Too often in the family business space, the skill set sits too high up in the organisation. This is a by-product of the technical excellence of the owner/entrepreneur who decides to branch out on their own and build their own destiny.

As business owners prove successful at winning work, the business grows and new employees are recruited. However, for the most part, they are recruited as "hands", not "brains". What I mean by this is that the cry for help from a business owner is usually along the lines of "I need another tradesman" - not "I need another tradesman, with a defined skill set, who has

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worked in these aspects of my industry for a set number of years, with an ability to converse, a willingness to learn more about their craft and someone who sees themselves at a higher role in my business in three years' time".

I recently conducted an exercise with a trades-based business client and we determined that in his business, there were 6 tiers of skill set as follows:



Figure 6.1 – Tiered skillset

He was, naturally, at the top, Tier 1. The new apprentices were at Tier 6. There were a range of people in between. However, disturbingly, there was no one in his field of expertise at Tier 2 in the business and the only candidate at Tier 3 was seen as someone whose performance, whilst solid, didn't set the world on fire.

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The interesting element of this observation is that for two years, I have been suggesting to the owner of this family business that there is a significant lack of management capacity in this business and it will either:

1. Stifle the growth of the business; or,
2. Have him working 7 days per week - 12 hours per day - to keep ahead of the needs of their clients.

The people you want **now** in your family business at the second and third tiers should either:

1. Have been recruited 12 to 24 months ago; or,
2. Been developed internally over the last 12 to 24 months.

Instead, most family business owners deal with what's happening today and who's calling for their attention the loudest. Unfortunately, it's like trying to fight a roaring fire in the midst of summer, rather than undertaking hazard reduction burns and wider vegetation and asset management in the cooler months.

Non-Existent Review & Monitoring

When it comes to monitoring and reviewing performance, it never ceases to amaze me how poorly it's done. New staff are given a job description on day one, walked through the premises, shown a desk or spot to work and then left to their own devices. At the end of the first week, that staff member

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may be presented with a “so, how was it?” question from someone in a position of authority. However, for the most part, THAT IS IT! Before too long, these people start doing things their own way, because:

1. They’ve not been shown differently.
2. They default to their known skill set.
3. They’re not held to account as to “the way we do it here”.

Now, here’s the thing. When you get better at monitoring and reviewing performance, there is no downside! That’s simply as a result of the fact that as a family business owner or manager, you’re taking notice and holding people to account. Getting better at monitoring and reviewing performance involves:

1. Talking to staff, semi-formally, every 30 days for the first 6 months.
2. Ensuring the training is a two-way street - often the best way for them to learn is for them to teach!
3. Re-iterating, at any point of deviation, your expectations of the employee.
4. Praising good performance.
5. Counselling poor performance.
6. Achieving mutual commitment towards progress and development.

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The end result of this is that when performance lapses, or personality issues start to rise to the surface, you're "Johnny on the Spot" in terms of dealing with the issue and the individual. It just takes time - and thought.

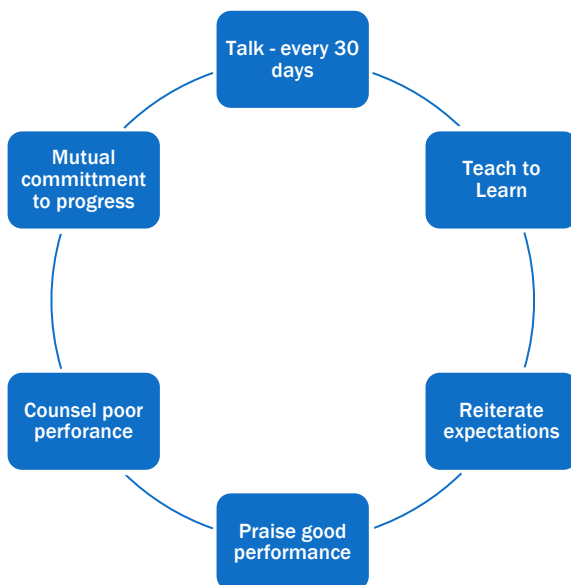


Figure 6.2 – The first Six Months of Engagement

Under-investment in Formalised Processes & Procedures

Have you ever noticed that things happen in waves in business? One of my family business clients reached out to me one day some years back, with a degree of distress in his voice. They'd had a rash of resignations over a short period of time, of senior and well qualified staff. Some of those staff had been with the business for five years and the General

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Manager, one of the second generation, was at a loss as to how to handle the situation. He posited that doomsday was pending, so dire were the consequences of the loss of so much talent.

Over the next few months, we worked together and worked out that:

1. An intensive 5-day in-house training program would ensure any new candidate understood all the technical aspects of the role.
2. A second 5 days of shadowing the new employee in how to perform on site helped to apply the technical knowledge in a practical sense.
3. By the end of the second week of employment, the new candidate was 80% as capable as any long serving employee to complete the functions of the role.
4. By the 6-month mark, the new candidate was at 100% capability relative to long serving employees.

We found this out by spending time developing an in-house modular training system. That involved devoting small chunks of time, each week, for three months, developing systems, testing them, recording videos, seeking input from staff - and then implementing them.

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By documenting their procedures in this family business, they sped up the on-boarding of new staff, which meant their Return on Investment (ROI) was higher, faster. It also significantly changed their mindset around dealing with poor personalities. Instead of them thinking it took 3 to 5 years to have an employee truly firing in their business, it actually took 2 weeks to get to 80% - and 6 months to get to 100%. That meant that employees with poor attitudes were either counselled or moved on, faster as the owners knew with certainty the lead time to develop a suitable replacement.

	Old Ways	New Ways
Initial Training	On the job	Defined onboarding process
Trial Period	Unsupervised	Teach - Learn - Teach
Capability in 2 weeks	Unmeasured	80%
Capability in 6 months	Unmeasured	100%
Annual Re-accreditation	Non-existent	Internal certification

Figure 6.3 – An investment in formalised procedures

The Absence of Forward Thinking

Perhaps it is guilt that drives certain family business owners to keep plugging away at the list of things to do, every day, rather than taking the time to stop, think and reflect. Guilt is an internal emotion and it is triggered by thoughts from the owner such as:

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1. I can't stop - there's still more to do on my list.
2. If I put my feet up for an hour, what message does that convey to my staff?
3. What about my clients - they need me?

One family business that I work with is made up of two families. They're mates who played football together, had an entrepreneurial seizure one day and went into business with each other - 16 years later, it's still going strong.

These two business owners are definitely examples of individuals who take the time to stop and think and they have a distinct way of doing it. Now, I'm no beer drinker, but these two will, a couple of times per week, pull up stumps early and crack open a beer. They discuss what's happening in their business, what opportunities are presenting themselves and what they need to do to remain ahead of the pack. Jokingly, they refer to beer as "Smart Juice" on the basis that some of their best thoughts occur when they are in this space, together. By switching off from the day-to-day and sharing a beer, they clear their mind of distractions and forward think about their family business.

Whether it is beer or coffee. Together or alone. In your office or on the beach. The fact remains that very few family business owners afford themselves the time to think.

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That means they're always stuck in the minutiae of each day, which prevents them from moving their brain into a more creative space.

I'd recommend once or twice per week, for about an hour, that you devote time in your diary to doing nothing. Mark it out as an appointment so that no one shifts it and no one interrupts you. Call it Reflection Time or call it Forward Thinking.

Whichever it is, you'll find that by devoting some time to it, you'll create solutions around each bridging the advanced skills gap, improving your review and monitoring of staff and developing robust systems and procedures.

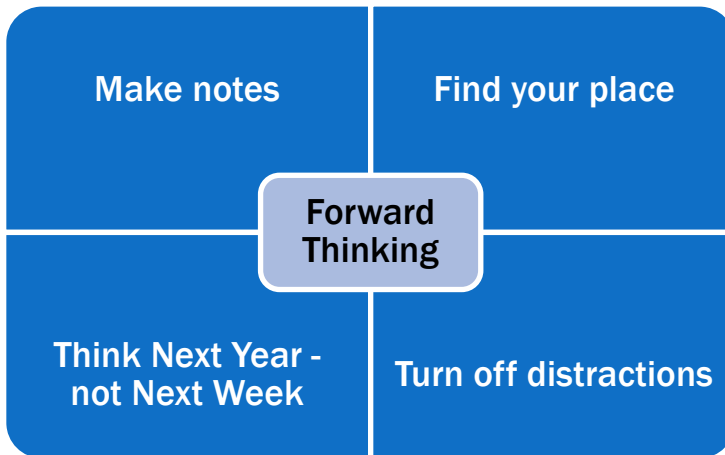


Figure 6.4 – The Art of Forward Thinking

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To 2021

Now is the time to be thinking about 2021 in your business. Reflect back and consider how you may have done things differently at the start of 2019 and 2020 in terms of your people development and how that may have taken you further along the road from where you are in business, to where you truly want to be.

Inventory is Evil!

By [Art Koch](#)

United States and Europe

It's exciting to watch my clients implement business performance improvements that drive financial performance. This includes reducing inventory by more than \$200 million, an average of 28%. Simultaneously, clients have increased their customer service, on average, by 18.5 points. Most in leadership don't believe this is possible, but it truly is. Too much inventory triggers poor customer service and increases the total cost of ownership. How are inventory reduction and increases in customer service accomplished? By following rigorous processes and methodologies that I've developed over time. Most methods are intuitive, and some are not; however, they all have worked for my clients.

Why do we care about inventory?

We care about inventory because inventory costs money and it hides problems. I would hope that everyone would agree with this fact. However, I know it's not likely to be the case. Clients will frequently ask me to work with their teams to dispel the myth that inventory is their saviour. Why isn't inventory our saviour?

In today's highly competitive market environment, we are playing to win. Customers demand high quality, innovative products, responsive service, and competitive prices. Many organisations believe that high inventory is necessary for

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businesses so they can deliver excellent customer service, broad product offerings, responsiveness, high manufacturing efficiencies, and low Total Cost of Ownership. It's common for organisations to believe that to provide customers with a desired level of service, high inventory levels are necessary. Therefore, all of the following assumptions are assumed to be a true requirement for excellent service:

- High finished goods inventory, work in process, and raw material inventory.
- Many warehouses and distribution centres.
- Full truck, rail car, and sea container loads.

“Inventory is not your security blanket.”

Art Koch

Inventory is NOT your Security Blanket!

Too often, organisations still believe that land is cheap, machines should have full utilisation, and purchases should be made based on the lowest price. And, the transportation mode chosen should be based on the lowest price factor. And, the company should have the greatest product offerings.

These same organisations believe that holding lots of inventory will guarantee a higher level of service, lower costs, higher efficiencies, and a productive workforce and loyal customers.

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Maintaining higher inventory levels allows us to float over the problems and tricks us into thinking that customer service will be excellent and profits will be limitless.



Figure 7.1 – Inventory Floating over Rocks

It's common for organisational leaders to believe that nothing is wrong with the current business model and inventory beliefs. They feel their models just need to be executed properly to be profitable. It is just like saying the weight loss diet failed due to incorrect implementation. In reality, it was the lifestyle transformation that failed.

We need passionate executive leadership to reshape and transform their supply chain and operational excellence strategy. Senior leadership's assumptions are often misguided when assessing the Total Cost of Ownership, "TCO."

TCO includes all the direct and indirect costs associated with an asset or acquisition over the product or service's entire life cycle. Including not just the purchase price but also the cost of

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transportation, handling and storage, damage and shrinkage, taxes and insurance, and redistribution costs.

So, why do we care about inventory?

- Inventory costs money.
- Inventory uses needed capacity.
- Inventory negativity affects service.
- Inventory hides problems
- Inventory Delays Fixing Problems!!!

Inventory Is Evil!™

Inventory delays problem resolution. Delays cost money.

A standard error that organisational leaders make is to think that inventory levels are fixed and that the current level is essential to support their customers. We need to become disruptors by blowing up the existing inventory paradigms and belief systems. Another standard error is to think of inventory as an investment similar to capital equipment or factories. It's correct to think of inventory as an asset. However, inventory does not increase in value over time, like the stock market (hopefully) or real estate investments. Inventory decreases in value over time due to damage, theft, shrinkage, obsolescence, and spoilage. When inventory sits motionless in a stockroom or warehouse, it is negative value-added.

I agree that inventory is the lifeblood of many organisations. Without inventory, you would have a hard time satisfying customer demand. Inventory also has several essential

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functions and objectives. It functions as a buffer for anticipated demand and fluctuation of customer demand. Also, lot and batch sizes are necessary for certain physical operations like heat-treating or plating. And inventory is required when transporting the product to customers. Finally, inventory acts as a hedge. While inventory objectives are the best customer service and low-cost operations with minimal inventory investment, left unchecked, inventory will negatively impact profits.

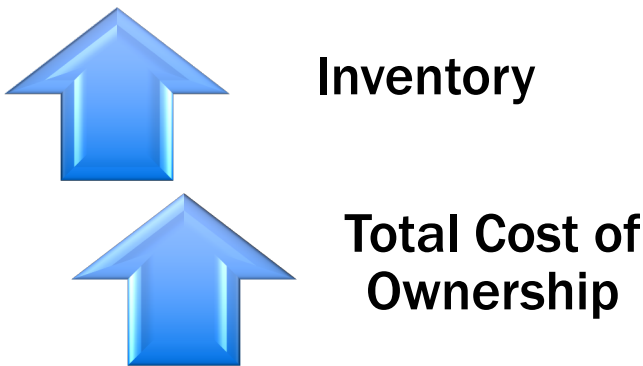


Figure 7.2 – As Inventory Increases, so does the Total Cost of Ownership And Profits decrease

Inventory hides poor supplier delivery and quality performance and poor operational performance. Inventory steals capacity by building too much of product "B" for forecasted demand or safety stock, while customers are waiting on product "A."

The objective is to get organisations to understand the importance of reducing inventory by producing the correct amount of the right products at the right time.

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There are a few myths about inventory. Myth number one: low inventory equals poor service. Myth number two: excellent service equals fast delivery. Myth number three: many stocked locations equals excellent service.

Here are the facts about inventory. Minimal inventory system designs are more responsive to customer needs. Reliability, when it comes to customer delivery dates and times, is more valued than delivery speed. Remember, variability is a significant cost factor for the total cost of ownership.

Excellence, reliability of service, and lower costs go hand in hand. Combining these factors with The Service Equation: short-cycle times, flexible manufacturing, responsive suppliers, and clear communications, enables the company to have low inventory and higher-standard customer service/loyalty.

It is a common trait of world-class organisations that high inventory velocity correlates with high customer service and low total cost of ownership. These same world-class corporations consider service improvements, inventory improvements, and cost reduction to be mutually supportive of each other. When we think of world-class corporations, Amazon and Apple are at the top of many people's lists. Both have exceptional customer service and excellent inventory velocity, 11 and 20 turns, respectively.

So why aren't other corporations achieving similar performance? What are some of the barriers? From my experience, it's their misunderstanding of inventory carrying cost. How is inventory carrying cost determined? Ask your chief financial officer, "What is the number to use for carrying cost of inventory for capital approval or budgeting of annualised savings"? It is an important question! Most of you will get an answer somewhere around "Prime +1", which is the incremental cost of borrowing capital. However, the total cost of carrying inventory is much higher.

When thoroughly researching inventory carrying cost, a more detailed definition is revealed:

- **Inventory Carrying Cost:** One of the elements comprising a company's total supply-chain management costs. These costs consist of the following:
 - **Opportunity Cost:** The opportunity cost of holding inventory.
 - **Shrinkage:** Shrinkage is the costs associated with breakage, pilferage, and deterioration of inventories.
 - **Insurance and Taxes:** The cost of insuring inventories and taxes associated with holding inventory.
 - **Total Obsolescence for Raw Material, WIP, and Finished Goods Inventory:** Inventory reserves

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- taken due to obsolescence and scrap, including products exceeding shelf life.
- **Channel Obsolescence:** Aging allowances paid to channel partners, provisions for buy-back agreements.
- **Field Service Parts Obsolescence:** Reserves taken due to obsolescence and scrap. Field Service Parts are those inventories kept at locations outside the four walls of the manufacturing plant, i.e., distribution center or warehouse.
 - Council of Supply Chain Management Professionals (CSCMP)

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As a general rule, inventory carrying cost is broken down into four categories:

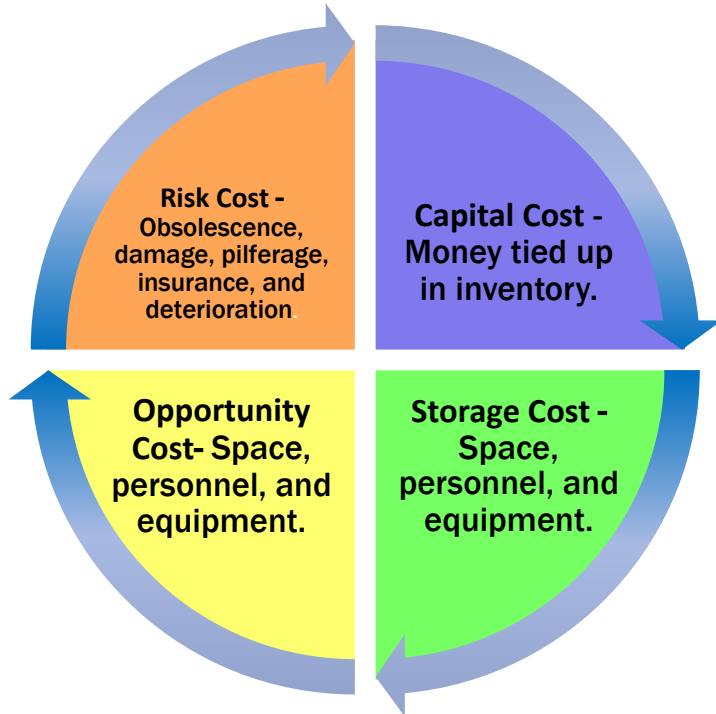


Figure 7.3 – Inventory Carrying Cost Categories

The four categories are simple enough and make complete sense; now, let's break this down into incremental costs:

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Incremental Cost of Inventory as a Percent		
	Low	High
Interest (Prime +1% - Finance)	3%	10%
Opportunity (What could you do with the cash?)	10%	15%
Handling (How many people, full time equivalents?)	3%	5%
Space (Square footage)	1%	3%
Damage (Scrap)	1%	2%
Shrinkage (Reserves, write-off, and obsolete product)	1%	2%
Taxes (Personal property)	1%	2%
Insurance	1%	2%
Transactions (Counting, moving, retrieving, issuing, reconciling)	5%	10%
General & Admin. Staff (Managers, planning, physical mgmt.)	5%	7%
Total	31%	58%

Figure 7.4 – Incremental Cost of Carrying Inventory

As you can see in the above chart, these values are very reasonable percentages for each area. We have quickly surpassed prime +1, and we are in the range of 30-60%. To me, this is very logical; inventory cost is somewhere between 30-60%. When considering carrying inventory, we must also understand the consequences of not carrying inventory.

It's essential to balance the costs of carrying inventory versus the costs of not carrying inventory. Not carrying inventory effects:

- Customer service – the cost of lost sales.
- Production/Manufacturing changeovers – the cost of changeovers.
- Placing orders – the cost of placing and administering purchase or work orders.

The sum of the costs of carrying inventory, as well as the costs of not carrying inventory, should be as low as possible. We are

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in the business of providing goods and services to customers while simultaneously returning profits to shareholders.

Walk down the hall and ask the finance department about the cost of carrying inventory. What number did you get? Most, if not all of you, were told something around "Prime +1." So why are they not taking the larger picture into account? It's because they are only looking at the incremental cost. But why?

Most inventory is added or taken away incrementally, and there is a knowledge gap across critical disciplines of finance, operations, and supply chain management regarding the total cost of ownership.

It is such an essential point because only considering one-quarter to one-third of the cost significantly changes our inventory velocity improvement decisions. It's like playing a game with half of your players on the bench.

Think about how different your solutions and decisions would be if you considered an inventory carrying cost of 30-60% or more. By increasing inventory velocity improves responsiveness, flexibility, and profitability. The overall result is to leverage your supply chain as a competitive advantage by reducing the total cost of ownership.

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Knowledge Review

To help you implement inventory improvements in your business, I've included this Knowledge Review.

Outline areas that improve when transforming from short-term incremental cost to a total cost of ownership model with increased inventory velocity.

- Fewer vendors and more supplier partnerships.
- Better suppliers provide less variability, higher quality, greater responsiveness and flexibility, and shorter lead-times.
- Increased professionalism within the supply chain team.
- _____.
- _____.
- _____.

10 Steps to More Effective Leadership

By [Gary Furr](#)

United States

Everything within an organisation rises or falls based on leadership. When good things happen in a business, it's because of good leadership. When things go south in a business, it is usually due to poor leadership. There's no avoiding the truth: It all comes down to leadership.

So how do you go about becoming a more effective leader? I have outlined 10 steps to effective leadership based on my 40-plus years of C-level business experience and interacting with hundreds of business owners.

STEP 1: CREATE A COMPELLING VISION

As a leader, it is your responsibility to create a dynamic and compelling vision for your organisation—a vision that lets everyone in the organisation know where the company is headed in the future. A compelling vision is one that employees want to be a part of and are inspired by. This gives them something to look forward to that is bigger than themselves. Your task is to envision the future state of your business and then articulate it in such a way that employees want to invest in getting there.

STEP 2: COMMUNICATION

I have worked with many organisations in which CEOs and owners have a strong vision for the company but they failed to

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communicate it to everyone else. Communicating the vision is not a one-time thing and it's not a sign on the cafeteria wall. Ongoing communication is required in order to gain buy-in from your employees. As a leader, you can't over communicate the mission and vision of your organisation.

STEP 3: LISTEN

People want to know that they have been heard, and this requires genuine listening skills. The key is to listen with the intent to understand, not to reply. Most people listen with the intent to reply, so they really are not listening at all but instead they are thinking of their response to what the other person is trying to say. Listening takes practice so you can allow others to express themselves, without interrupting. I would suggest that as a leader, you always try to speak last, allowing others to express themselves fully, before you engage.

STEP 4: EMPATHY

Better listening leads to greater empathy for the problems facing individuals and teams. When you empathise, you show that you care. Research has shown that 64 percent of people quit their job because they dislike their boss or employer. Why? Because they don't feel that their boss or employer cares about them. Developing your listening and empathy skills can reverse this trend. When you take the time to genuinely listen and empathise, you will see your employee attrition rate go down.

STEP 5: BE MORE TRANSPARENT

The members of your organisation want to know what is going on within the organisation. People sense when information is being hidden; when leadership doesn't discuss what is going on, the trust level diminishes significantly. Your staff and employees want to be a part of the solution, but they need information to do that. When leadership doesn't honestly discuss what is happening, staff and employees create their own version of what is going on. More often than not, that version is worse than what is actually happening. Don't allow misinformation to take over your organisation.



Figure 8.1 – Steps to Leadership

STEP 6: GIVE CREDIT WHERE CREDIT IS DUE

Not giving credit to those who deserve it and taking credit yourself creates a toxic environment within the organisation. When leaders take credit for what others have done, it creates a culture of animosity and secrecy in which employees will no longer share ideas that could benefit the business. Eventually these employees will go elsewhere—somewhere their ideas are appreciated and where leaders will give them the credit they deserve. The more you give praise and credit for good ideas, the more ideas that will be generated.

STEP 7: BE A COACH

We manage things and we lead people. Our goal should be to help others achieve success. Good leaders coach their employees to help them meet expectations. Good leaders are engaged in helping their employees to be successful. As a leader, it is your responsibility to evaluate the progress of the individuals in your charge, the progress of various teams, and the progress of the organisation, and then help coach them to even greater success. It is your responsibility to encourage others and cheer them on when they face challenges and succeed.

STEP 8: BE CONSISTENT

To have a successful company and maintain the drive and direction toward your vision, you must be consistent with expressing your mission, vision, and values to your employees. You have to repeat these foundational principles multiple times. In fact, you must repeat them so many times that your

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employees grow sick of hearing about them. Then, you will know that you have gotten the message across. Unfortunately, in many organisations, employees know that a communication's push on mission and values never really leads to changed behaviour. So, they think, this too will pass. If you are going to go to the trouble of creating a compelling vision or a new direction, you must be consistent in discussing it with your employees, and you have to show up every day and lead congruently with that message.

STEP 9: CONTINUOUS IMPROVEMENT

Leadership means continually upgrading your skill set. Chances are you learned to be a leader from someone that you worked for, whether good or bad. Chances are you learned these leadership skills early in your career and have not made any significant effort to upgrade and develop new skill sets. But leaders cannot rely on leadership skills learned even just a decade or two ago. To be effective, you must continue to grow and develop all of your skill sets. If you want your business to change, you must change. Be a great leader and get on the path of continuous improvement.

STEP 10: PUT YOUR EGO ASIDE

One of the best things you can do is put your ego aside and accept responsibility for how the business is doing. A real leader doesn't pass the blame off to others and refuse to take responsibility. When a leader does that, it's disheartening. Everyone knows that isn't leadership. Again, whether a business is doing well or not comes down to you as a leader.

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Accept the fact that you have made mistakes and ask your employees for help in correcting those mistakes. You can even ask for help in becoming a better leader. Leaders who put ego aside and accept responsibility when things go wrong and give credit to those who deserve it when things go right will gain the loyalty and respect of employees.

Learn these ten steps to more effective leadership, practice them continually, and watch as your employees grow and excel under your leadership and guidance.

Four Ways To Build Your Business Wealth

By [Phil Symchych](#)

Canada

When my family owned and operated a 22-room seasonal hotel back when interest rates were 23%, the focus was on attracting and retaining customers. Customers generated more customers through repeat business and referrals. Customers generated cash flow to make the mortgage payments. In my three decades of working with privately-held small and medium businesses, these priorities remain the same.

The current situation has created numerous challenges including supply chain, working from home, employee engagement, customers switching to online shopping, and a dangerous distinction of “essential services.” Is it fair that a big box store that sells groceries can also sell “non-essential” items like clothing or shoes while private small businesses that sell clothing or shoes must shutter their doors? I don’t think so. Fortunately, governments that aren’t used to making difficult decisions are getting smarter and figuring out ways to keep the economy going while keeping us all safe.

Given the challenges of the current economy, let’s discuss four ways to grow your business and build your business wealth. These apply in any economy.

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First, let's define business wealth. Business wealth is:

- the financial value of your business
- the business's ability to generate surplus cash flow to
 - pay dividends to shareholders
 - to reinvest in capital expenditures that expand capacity
 - to invest in innovation and brand building that improves competitive advantages, and
- to create freedom for owners and founders so they don't have to work in the business all the time.

Feel free to modify or add to the definitions to suit your personal situation.

Four ways to build your business wealth are:

1. Increase the value to your customers – this is your strategy.
2. Improve the consistency and efficiency of your business – this is with systems and standard operating procedures.
3. Engage your employees so they know they're valued, understood, and supported – this is with constant communication.
4. Support and align your employees and your company – this is with proactive management.

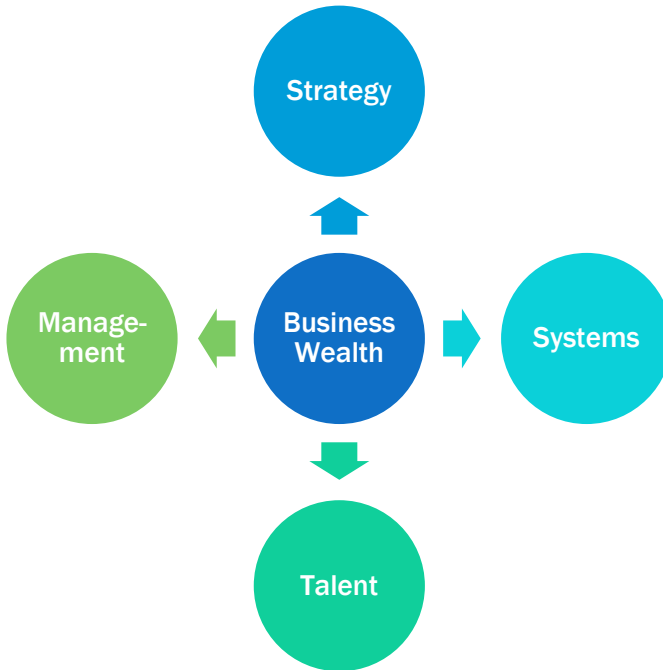


Figure 9.1: Four ways to build business wealth.

Strategy

To increase your value to your customers, talk to them and ask them how they use your products and services and what results are generated for them. Your strategy and responsibility don't end once you ship your goods and services to your customers. Ideally, your value will keep flowing.

Your strategy impacts how your customers and their customers benefit from your goods and services. When you extend this value chain, you'll see opportunities to innovate and make improvements.

Systems

Mid-market companies can grow quickly and scale up their capacity, production volumes, delivery, and revenues when they have one thing in place: well-documented systems. These are also known as standard operating procedures.

If you're too busy to create or update your standard operating procedures, then you have a bad case of smallbusinessitis. The outcome of this disease is that you will stay at your current size forever. Without documented systems, you can't efficiently train your people or improve the systems. Therefore, you can't scale and you won't grow.

Your business is more valuable (and more scalable) when you have documented standard operating procedures. There is valuable intellectual property and probably certain competitive advantages in those systems...if they're documented.

Talent

Whether your people are working from home, in the office, or on the plant floor, it's important to keep communicating with your employees. What do they want to know? They want to know everything. They want to know where your business is headed, how your business helps your customers, and why their roles are important.

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To keep your team engaged, do this at your weekly team meetings (you have those, right?). Ask them to share a success and a challenge from the prior week and a priority for the coming week. Those discussion points will raise their engagement and turn those previously boring update meetings into more effective action planning sessions.

Management

Management is a contact sport. That means that your managers need to have personal relationships with their direct reports to help them succeed in their roles.

“Managers need to know what makes your people tick and what ticks them off.”

-Phil Symchych

Once managers understand their people, they can build upon their strengths and help them achieve their personal goals for growth, learning, and performance. This knowledge will help your managers to align your team’s natural talents with the company’s goals.

Your people also want to know how the business is performing. If you don’t tell them, they’ll make their own guesses (usually wrong). Since we all want to play for a winning team, it’s

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important that you share the score. These metrics can be operational, financial, subjective, or quantitative.

In fact, a mixture is good, and visuals are even better, since our brains prefer pictures.

A very effective method for both sharing the score and aligning people's talents with company goals is the process of a weekly Flash report and meeting. The Flash report talks about weekly sales, production, and financial performance factors. These metrics can be varied for different teams at different levels.

The goal is to improve performance—every week—by discussing what went well last week, the challenges from last week, and the priorities for next week. When you have people from different departments sharing the same information at the same time, you're breaking down silos. You're creating a multi-disciplinary team that can work together to create awesome results.

In conclusion, creating more value for your customers will always strengthen your company performance and valuation.

Developing and enhancing your systems will make your company more efficient and much more scalable.

Communicating more frequently and more effectively with your employees will increase their engagement and performance.

Proactively managing your people by sharing real-time information and giving them power to make decisions will dramatically improve performance.

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I've used these four ways to build business wealth with companies from small, scrappy start-ups to well established mid-market companies with 300 employees and a dominant market position. They will work for you, too.

Full speed ahead.

PART 3: APPENDICES

About The Authors

Gary Furr, USA

Gary Furr is an organisational development consultant with over 40+ years of C-level business experience and an MBA in organizational development. Gary helps his clients to achieve greater success and take their businesses to a new level by increasing top-line revenue and bottom-line profit while enhancing valuation, liquidity, and equity. He helps his clients make the complex simple, provides direction, creates systems, and manages the numbers.

Gary's experience includes: COO of a \$40 million company with seven locations doing business across the U.S., Canada, the EU, China, Japan, and Russia. He has owned his own business and also served as COO of a \$5 million company. He has consulted in the U.S., Canada, China, the EU, Russia, Thailand and Taiwan.

For more information or to contact Gary, go to <https://garyfurrconsulting.com/contact-us/>

Art Koch, USA

Arthur Koch has over 20 years of results-oriented business transformation leadership experience gained throughout the United States, Canada, Mexico, South America, and Europe. He has worked with Fortune 500 companies for consumer products, top-tier automotive suppliers, aerospace and defense, electronics, electrical and mechanical, as well as wholesale and distribution.

Prior to entering consulting, he filled the role of Vice President of Supply Chain Management for companies that are global leaders in their industries. His expertise is in implementation and application of supply chain solutions for ERPs, forecasting and inventory planning, sales and operations planning, organisational re-engineering, and LEAN/synchronous practices.

For more information or to contact Art, go to

<http://www.arthurkochmgt.com/contact>

Oriol Lopez Villena, Spain

Oriol López is known as The Proactivist. He is the trusted adviser to business owners and helps them to grow and thrive in their businesses. His process is simple and powerful: a clear definition of the strategy and a total orientation to action and continuous improvement.

Oriol is the author of the books “Grow and Thrive” and “The Proactive Entrepreneur” (among others). Oriol is recognised as “One of the most inspiring advisors in the world,” according to the book “The World’s Most Inspiring Accountant.”

For more information or to contact Oriol, go to

<https://www.oriolopez.com>

Accelera els teus resultats, afegeix més valor i deixa llegat

Acelera tus resultados, añade más valor y deja legado

Dean Robinson, Australia

Throughout his career, Dean has embraced passionately the concept of Family Business. He has worked with many of them and has contributed significantly to their success – be it from good to great in profitable businesses – or from loss to profit in a turnaround situation. His expertise in Financial Management, Strategic Planning, and Business Growth Solutions has enabled many Family Businesses to realise futures for their families.

Dean believes in Family Businesses setting defined and achievable goals for the business and the family – and then working with the owners to help them realise those goals, to be held accountable for their own success, and to realise their fullest potential.

Dean is the author of the recently published, “Crisis of Boredom.” His interests include travel, motor sport, domestic and international politics, and listening to a range of music.

For more information or to contact Dean, go to

<https://deanrobinson.com.au/contact/>

Phil Symchych, Canada

Phil Symchych is the president and founder of SME Business Wealth Builder Corporation and is based in Canada. For 26 years, he has advised more than 120 privately-held small and medium businesses across 62 industry segments on growth strategies, financing, and succession planning that creates and protects business wealth for shareholders.

Phil consults and advises business leaders, founders/owners, consultants, and advisors globally. As a CPA and MBA, he possesses the rare combination of detailed financial insight and big picture strategic perspectives. Phil is the author of *The Business Wealth Builders*.

Phil is active on the national board of the Canadian Association of Management Consultants. He also donates his time and expertise to coaching military veterans with PTSD who are pursuing entrepreneurial interests.

For more information or to contact Phil, go to www.smewealthbuilder.com or email phil @ smewealthbuilder.com or call +1-306-569-9111 ext. 7.

Dan Weedin, USA

Dan Weedin is an experienced entrepreneur, leader, and award-winning speaker who has a passion for consulting, coaching and mentoring other entrepreneurs and business professionals. He has the rare ability to translate his success in the insurance industry, public speaking, non-profit world, and athletic coaching into applicable and transferable principles that dramatically improve the effectiveness of those business owners and executives he works with.

Dan's consulting and coaching has helped drive performance and resilience improvement with countless small and mid-sized companies across the country. Dan focuses his consulting skills to improve protection of property, people, and profits for his clients. His goal is to safeguard the valuation and legacy for his clients. Dan has authored three courses on Business Continuity, Emerging Risks, and Entrepreneurship on LinkedIn Learning. All the courses are available at <https://www.linkedin.com/learning> or <https://www.Lynda.com>.

[For more information or to contact Dan, go to https://danweedin.com.](https://danweedin.com)

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4. Agree to provide advice and information that is in the best interests of their clients.
5. Participate in annual professional development.
6. Create and share new intellectual property with their audience and clients on a regular and free basis in order to improve the economic conditions of their respective economies.
7. Post their information so it is accessible for free on their websites, blogs, or other platforms.
8. Uphold the brand and reputation of this designation in all their public actions and deeds.

Full Speed Ahead!

We have developed a new website at [Global Business Advisors Forums](#) to share our resources and expertise with small and medium enterprise leaders and owners.

According to the World Bank, small and medium enterprises with up to 250 employees generate 54% of the GDP in the top 17 economies of the world.

Our goal at [Certified Global SME Advisors®](#) is to help leaders and owners of small and medium enterprises to be more productive and more profitable so they can support their customers, their employees, their communities, and their countries.

For more information about becoming a Certified Global SME Advisor, contact:

Phil Symchych

[Phil @ SMEWealthBuilder.com](mailto:Phil@SMEWealthBuilder.com)

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