

Key CEO Priorities Across the Business Lifecycle

	Survival	Accelerating Growth	Profit Improvement
<i>Finance and Risk Management</i>	<ul style="list-style-type: none"> • Cash conservation/ensuring good cash forecasts – understand key drivers/levers • Audit process, relationships, results • Understanding downside scenarios and options: covenants, CCAA, sale or merger, etc. 	<ul style="list-style-type: none"> • Ensure thorough cash flow modeling, info systems, and controls • Access to sufficient financial resources, including effective investor relations, and analyst coverage, etc. • Solid risk management model and adequate risk coverage 	<ul style="list-style-type: none"> • Activity based costing model, ideally with integrated risk management • Working capital, fixed asset, and capital structure management • Strategic transactions
<i>Customers, Suppliers and Other Stakeholders</i>	<ul style="list-style-type: none"> • Managing pricing and cost pressure • Managing key A/Rs and A/Ps within customer and supplier relationships • Supply continuity 	<ul style="list-style-type: none"> • Market positioning, brand definition, communication • Building resilient supplier network • Maintaining quality of offering during rapid growth 	<ul style="list-style-type: none"> • Pricing and profitability of customers and offerings • Sales efficiency and effectiveness; understanding defections • Lean, efficient supply network
<i>People</i>	<ul style="list-style-type: none"> • Retaining and motivating key people • Fair process for dismissals • Rumor management and communication, including external media 	<ul style="list-style-type: none"> • Attracting , motivating and retaining talent • Ensuring sufficient clarity about direction and decision rights to enable decentralization to maximize adaptability • Performance metrics and incentives; clear behavioral norms 	<ul style="list-style-type: none"> • Communicating new direction and developing new capabilities and talent • Shifting to more centralized decisions; managing change process • Adjusting performance metrics, incentives, and behavioral norms
<i>Strategy and Innovation</i>	<ul style="list-style-type: none"> • Strategic transaction possibilities • Opportunities created by failure of others • Improving execution 	<ul style="list-style-type: none"> • Generation, selection, and scaling of growth options • Comparing real world observations with current mental model guiding strategy, and adjusting as needed • Improving learning speed 	<ul style="list-style-type: none"> • Strategic transaction opportunities • Managing a broader portfolio of innovation options • Reviewing and revising business model
<i>The Board</i>	<ul style="list-style-type: none"> • Cash cycle, position, forecast • Auditors • Disclosure and liability 	<ul style="list-style-type: none"> • Financing adequacy • Risk management systems • Talent, culture, compensation 	<ul style="list-style-type: none"> • Strategic transactions to maximize value • Business model options • Talent transitions