

# Weathering the storm and preparing for the path ahead



Ian Featherstone provides specialist business support & leadership coaching for the kitchen, bathroom, joinery and retail fit-out sectors.

Ian started as an apprentice in the 1980's and gained a broad range of practical and business experience in both private business and corporate roles.

He has been operating his own business since 2012.



## Today's Topics & Agenda

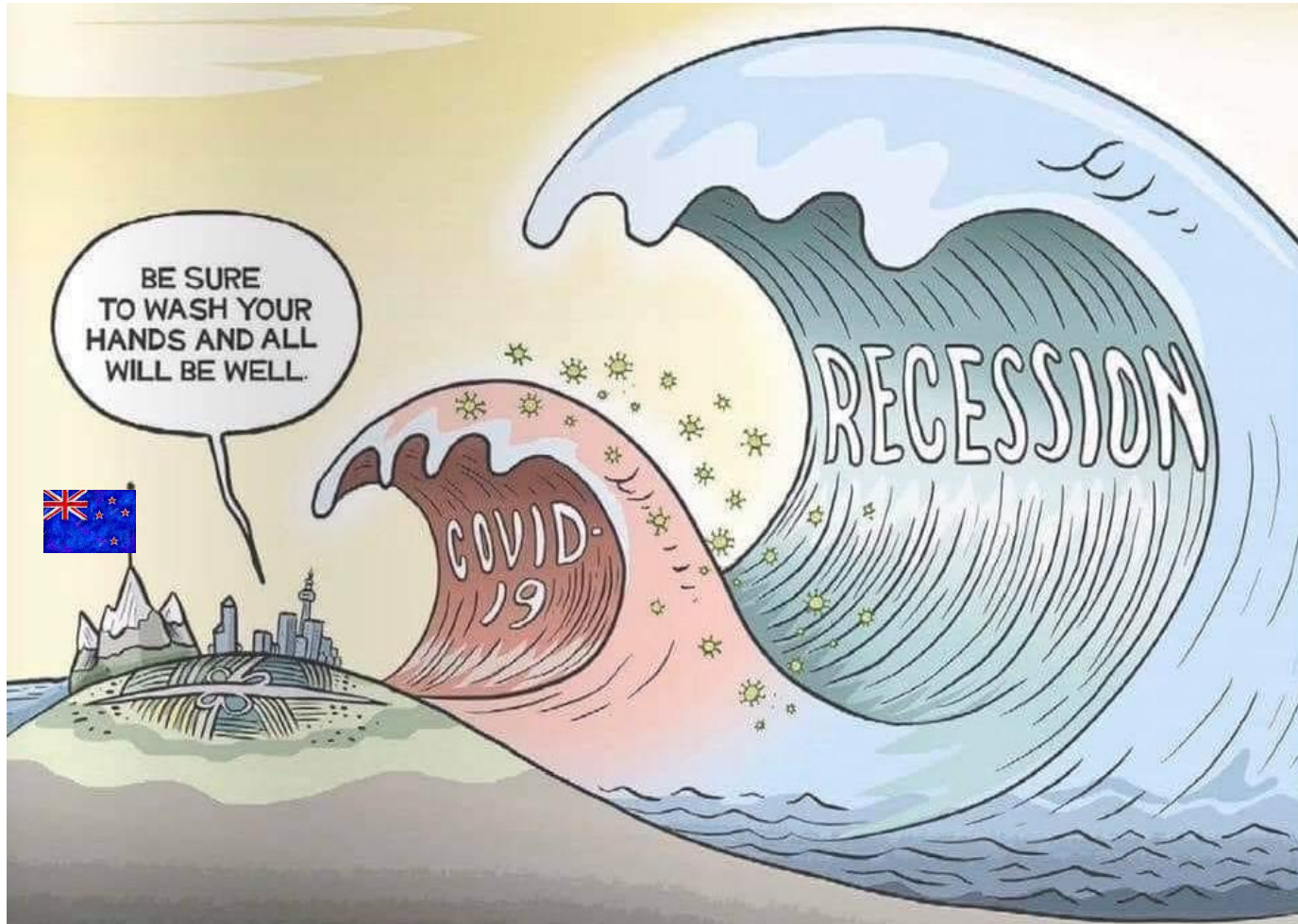
- Mindset & Leadership
- Team
- Cashflow
- Operational Strategies
- Getting more help
- Discussion



*Please use the zoom chat box to make comments and ask questions, we can then answer and discuss at the end*

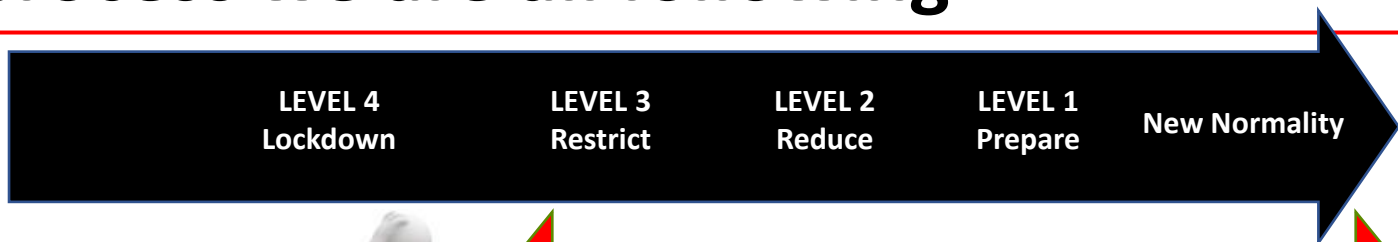


**Lets face it,  
none of us know exactly what is coming next**

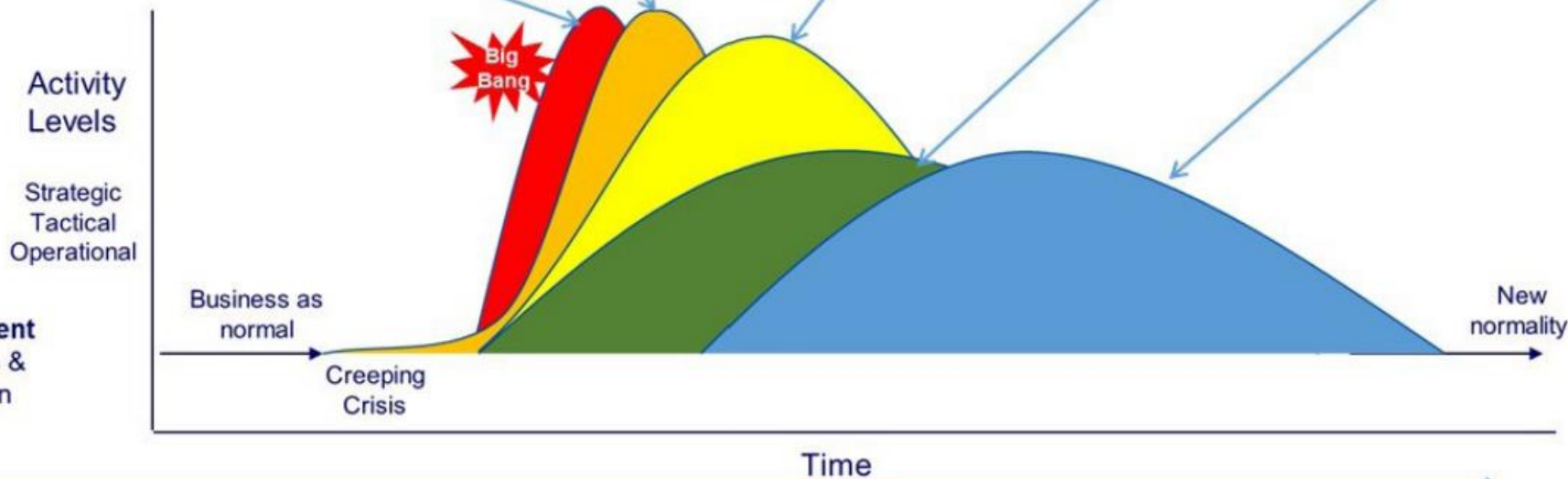
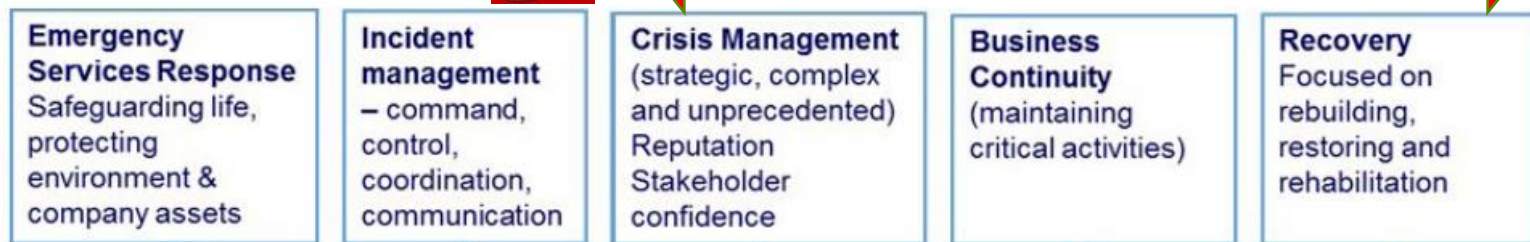


**But it does not have to be all bad**

# There is a process we are all following

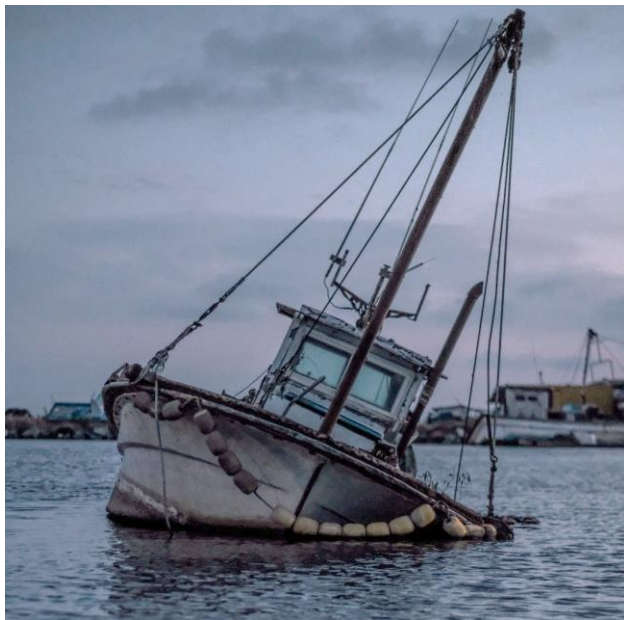


**Your actions, right here, right now, will set your course for your future.**





# We are not all in the same boat



- Yes, we are in the same storm, but we are not in the same boat.
- One ship could be shipwrecked, and another might not be.

• Some are bringing in extra money with endless overtime, Others are working more hours for less money due to pay cuts or reduced sales. Others no longer have a job.

• Some have experienced the near death of the virus, some have lost someone from it, and some are not sure if their loved ones are going to make it. Others don't believe this is a big deal.

• Some want to go back to work because they don't qualify for support and are running out of money. Others want to kill those who break quarantine.

# So what is going to get you ship shape to carry on?



**Just like every other day in business, you should now re-focus on your customers, your service, cash-flow, quality of product and operational effectiveness.**

**I know there are additional health and safety procedures to contend with, but don't let that drag you down.**

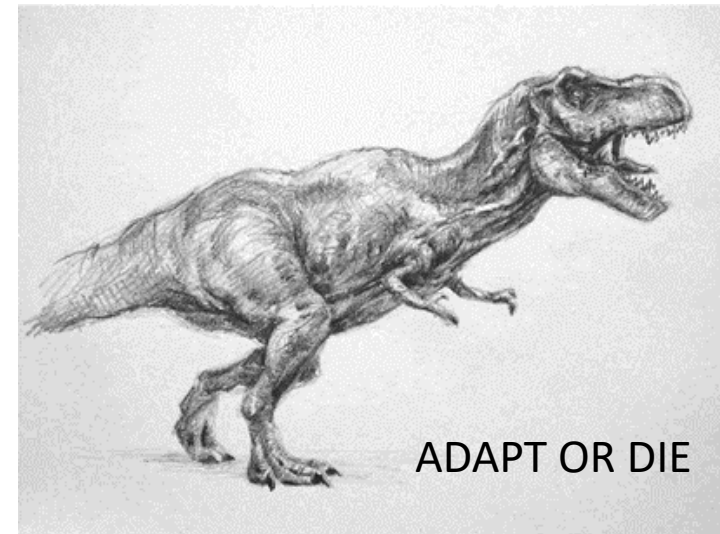
- Your return to work plan and procedures should now be in place, understood and signed off by all staff, ready to go.
  - No-one should arrive at work on Tuesday not knowing what the procedures are.
- Lift your internal and external communications.
- Stay connected to clients, your local market network and your team.
- Make use of technology and take the opportunity to improve processes and make changes, your team probably have more pro-active time now.
- Be clear about which customers and work type you are now prepared to continue with or not.
- What does your team need to look like to win?
- Make a financial plan and cashflow model to help you navigate, measure performance and make timely decisions along the way.

# The Leadership Mind – Lead the change

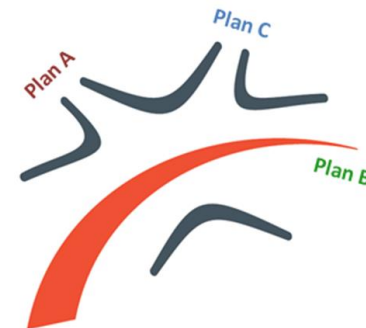
Species die out because they cannot cope with new climates or compete with a more aggressive species or due to unforeseen events.

Businesses do too, but unlike animals, they do so because of their own choices:

**they choose whether to respond to change,**  
adjust their strategy, embrace new technology  
and bring on and develop new skills.



*Those that respond survive in business,  
those that let the world change around  
them die out.*



# Leadership, Mindset & Team

Be clear at times of uncertainty	<ul style="list-style-type: none"> <li>Your people are looking for leadership right now</li> </ul>
Reset your purpose	<ul style="list-style-type: none"> <li>Plot a course that people believe in, be decisive. “We can do it...together”</li> </ul>
Stay in the Zone	<ul style="list-style-type: none"> <li>Be present</li> <li>Understand what <u>you</u> need to do in <u>your day</u>, to ensure you can manage your thoughts, feelings and emotions</li> </ul>
Maintain team engagement	<ul style="list-style-type: none"> <li>Keep in touch, keep it personal, keep it consistent</li> <li>Friday drinks for all staff on zoom or house party or?</li> </ul>
Don't go it alone	<ul style="list-style-type: none"> <li>You are also human, reach out to others at Master Joiners , keep your network alive, re-connect, call someone that inspired you in the past.</li> </ul>

*Try and help your team embrace change, work on being loose and supple, not rigid and brittle.*



Reach out and use available options sensibly	<ul style="list-style-type: none"><li>• Wage Subsidy.</li><li>• Interest Only Loans.</li><li>• Mortgage Holiday.</li><li>• Bank Loan.</li></ul>
Stabilise cash flow during lock down	<ul style="list-style-type: none"><li>• Suppliers.</li><li>• Utility Companies.</li><li>• What are staff prepared to do to help?</li></ul>
Scenario planning for the business post lockdown	<ul style="list-style-type: none"><li>• Establish Base Case (as if Covid 19 was not happening).</li><li>• Build different scenarios, understand the risks, the severity and what actions could be taken to reduce the impact.</li><li>• Ensure you retain capability to regrow again.</li></ul>







# Operational strategies

<p>Review of customer base</p> <p>And work type</p>	<ul style="list-style-type: none"> <li>• Which one off clients may cancel or defer?</li> <li>• What will be the impact on your regular customers?</li> <li>• Explore any quick win new opportunities.</li> <li>• Find a new groove</li> </ul>
<p>Review supply chain continuity risks</p>	<ul style="list-style-type: none"> <li>• Which business that you depend on are severely impacted? What decisions arise from this understanding?</li> <li>• What alternatives exist?</li> </ul>
<p>Review company structure, essential skill base and capacity requirements post lock down.</p>	<ul style="list-style-type: none"> <li>• Identify key skills and people to retain, think of their mindset too, can they perform under more pressure? This might be a better question, rather than looking for skill alone.</li> <li>• <b>Create a skills, knowledge and attitude matrix. Rank your teams and your people.</b></li> <li>• <b>Decide who and what you must retain and strengthen in order to prosper again.</b></li> </ul>

# Have you done your level 3 return to work safety plan



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What will be done to manage risks from restarting business after lock-down?	<ul style="list-style-type: none"><li>•Consider: Changed rosters, hygiene requirements (surfaces, separation, toilet), maintenance, lunch and break time arrangements.</li></ul>
How will you ensure all your workers know how to keep themselves safe from exposure to COVID-19?	<ul style="list-style-type: none"><li>•Consider: Providing guidance, meetings to discuss distancing and hygiene, daily toolbox meeting.</li></ul>
How will you gather information on the wellness of your staff to ensure that they are safe to work?	<ul style="list-style-type: none"><li>•Consider: Daily health screening check, discussing options with workers, follow-up on bubble arrangements.</li><li>•procedures for ill workers, contact tracing information.</li></ul>
How will you operate your business in a way that keeps workers and others safe from exposure to COVID-19?	<ul style="list-style-type: none"><li>•Consider: Who needs to be in the workplace, what other people or businesses you'll have to interact with, ensuring separation distances, disinfecting surfaces, shared equipment, equipment for remote workers, training requirements, physical separation or PPE requirements, transport.</li></ul>
How will you manage an exposure or suspected exposure to COVID-19?	<ul style="list-style-type: none"><li>•Consider: Isolation procedures, gathering and using workplace contact tracing information,</li><li>•Clean down procedures, contacting Healthline.</li></ul>
How do these changes impact on the risks of the work that you do?	<ul style="list-style-type: none"><li>•Consider: With workers, review existing critical risks and whether work practice changes will affect current risk management, are any new critical risks introduced due to changes in worker numbers, work practices, what new risk controls are required?</li></ul>

# Have you seen this?

## The Five Step Guide for returning to work - Alert Level 3

## New Zealand COVID-19 V&H Construction Protocols V2

### Before arriving on site



- Each contractor must have a plan detailing the steps they will take to mitigate risks, including those presented by COVID-19. The details of the plan must be communicated to workers before they start work.
- Where possible, conduct a remote induction before arrival on site, this can be done via video conferencing or by phone. If an in-person induction is required, the [Physical distancing and hygiene protocol](#) must be followed.
- All workers should follow the [Personal health flowchart](#) to confirm they are safe to be on site.
- Employers must have an understanding of how workers will travel to and from site and will communicate the [Site transportation protocol](#) to all.
- Ensure all workers understand when additional PPE may be required due to COVID-19 and that workers have access to the correct PPE as per the [Ministry of Health PPE Guide](#) and Worksafe guidelines. When required to use [face masks](#) or [gloves](#) please follow these processes.

### Site entry



- Only essential personnel are to access the site. All office employees supporting a project will work remotely, where possible.
- A daily register of workers entering and leaving site must be completed along with a health declaration. If electronic sign in machines are used, these must be cleaned and sanitised after each use. Use your existing sign in register or the example [Sign-in register](#).
- [Signage](#) reminding workers of the COVID-19 physical distancing and hygiene protocol will be posted at the site entrance and in common areas where appropriate.

### Site operations



- All work is to be undertaken in such a way as to reduce any possible contact between workers and to promote physical distancing wherever possible, as per the [Physical distancing and hygiene protocol](#).
- All visitors to the site, such as necessary delivery workers, will be restricted to one person wherever possible. These workers must follow the [Site transportation protocol](#).
- All offices and jobsites must implement cleaning measures as per the [Cleaning guide](#).
- All tools, equipment, plant and vehicles must be used in alignment with the [Cleaning guide](#).
- Toolbox talks should be held with physical distancing in place as per the [Physical distancing and hygiene protocol](#). A [COVID-19 level 3 Toolbox Talk](#) is available for use to assist with your Toolbox Talks.
- Additional sanitary measures are to be implemented on site to prevent the spread of COVID-19 e.g. hand washing stations, provision of additional hand sanitizer, provision of disinfectant wiping products, as per the [Physical distancing and hygiene protocol](#).
- Smokers must follow the [Physical distancing and hygiene protocol](#).
- A COVID-19 [Response plan](#) must be available and accessible on site.

### Leaving site



- Workers must use the [Sign-in register](#) to sign out.
- When [Returning home](#), workers will need to follow the necessary hygiene measures.
- Each site must be cleaned and sanitised at the end of the working day or end of each shift, as per the [Cleaning guide](#).
- All waste and disposable PPE must be removed from site and securely disposed of as per the [Cleaning guide](#).
- Workers must follow the [Site transportation protocol](#).

### Management Protocols



- Follow the COVID-19 [Manager's Checklist](#).
- Communicate the site expectations and prevention measures to all workers and contractors.
- You must have a COVID-19 [Response plan](#) in place to identify processes for dealing with suspected and confirmed COVID-19 cases.
- Stay in contact with all workers including those who may be in isolation or working remotely. Conduct Toolbox Talks regularly and keep track where and when workers are on site for contract tracing purposes and ensure they have the correct PPE.
- Don't forget your normal health and safety obligations still apply. These Protocols are in addition to your usual health and safety controls.

# Getting Help

## Smetric's COVID-19 Cashflow Management and Business Support

The Government is providing full funding nationwide of \$2,000 for advice to businesses which employ people, were financially sound preCovid-19, are negatively affected by the virus, and who anticipate continuing in a viable manner and hiring people post-Covid-19.

We have a team of very experienced advisors on our team ready to help (our team can be found here.) They have a mix of senior financial and operational experience and are accustomed to working with businesses under stress in order to get the best outcomes.

Smetric can provide fully funded advice for:

### Financial review and cash flow forecasting

- Actions to stabilise cash flow during the lock down for 1 to 2 months
- Scenario planning for the business post lockdown and operations in place

### Operational strategies impact on cash flow

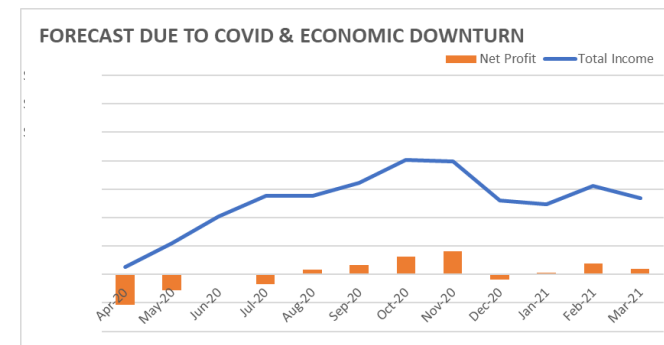
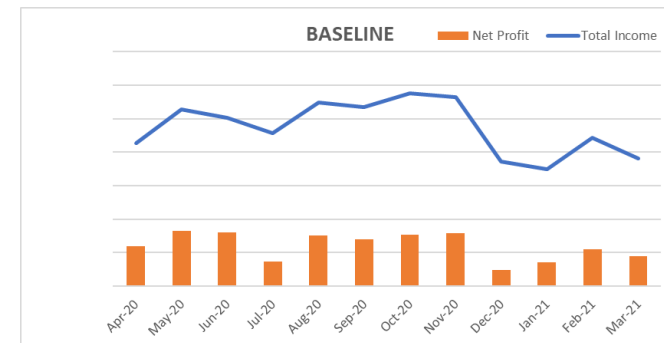
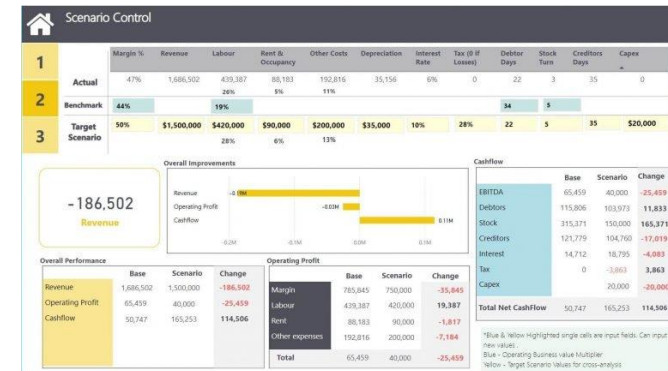
- Review of customer base to keep as many customers during lock down and post lockdown and exploring any quick win new opportunities and business pivots
- Review supply chain continuity risks and mitigation
- Review operational and capacity requirements post lock down

### Outcomes

- Stabilise cash flow during and post lockdown
- Prioritise risks and quick wins
- Develop a 90-day plan to execute quickly and effectively

## Get Fully Funded Business Support Now

<https://www.smetricinsights.com/covid-19-business-support/>



# So what are you prepared to do to rise to the challenge?

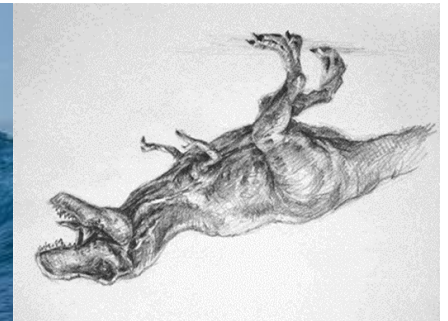


For a copy of this presentation, for more information, or just to reach out for a chat, contact Ian

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## ADAPT OR DIE



# Other sources of more information regarding COVID - 19

NZ Govt Covid 19 site <https://covid19.govt.nz/>

Worksafe return to work plan <https://worksafe.govt.nz/managing-health-and-safety/novel-coronavirus-covid-19/your-covid-19-safety-plan/>

## World Health Organisation

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>

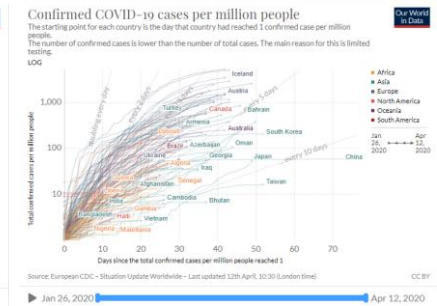
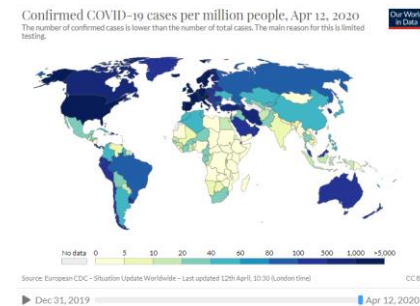
Latest updates - Live press conference (Geneva)



## Our World in Data

<https://ourworldindata.org/coronavirus-data>

Visualizations on the pandemic.



## NZ Coronavirus Discussion Group

<https://www.facebook.com/groups/1341471212699399>

The Business NZ Network includes the EMA, Business Central, Canterbury Employers' Chamber of Commerce (CECC) & Otago Southland Employers' Association (OSEA).

