

STEVE McLEOD

# COURAGE FOR PROFIT

USING COURAGEOUS DECISIONS  
TO DRIVE BUSINESS SUCCESS



*The key business growth strategies that allowed me to scale my company to \$20M+*

Steve McLeod – Author: Courage for Profit













500 Businesses, every quarter, 4 years,  
Australia & New Zealand

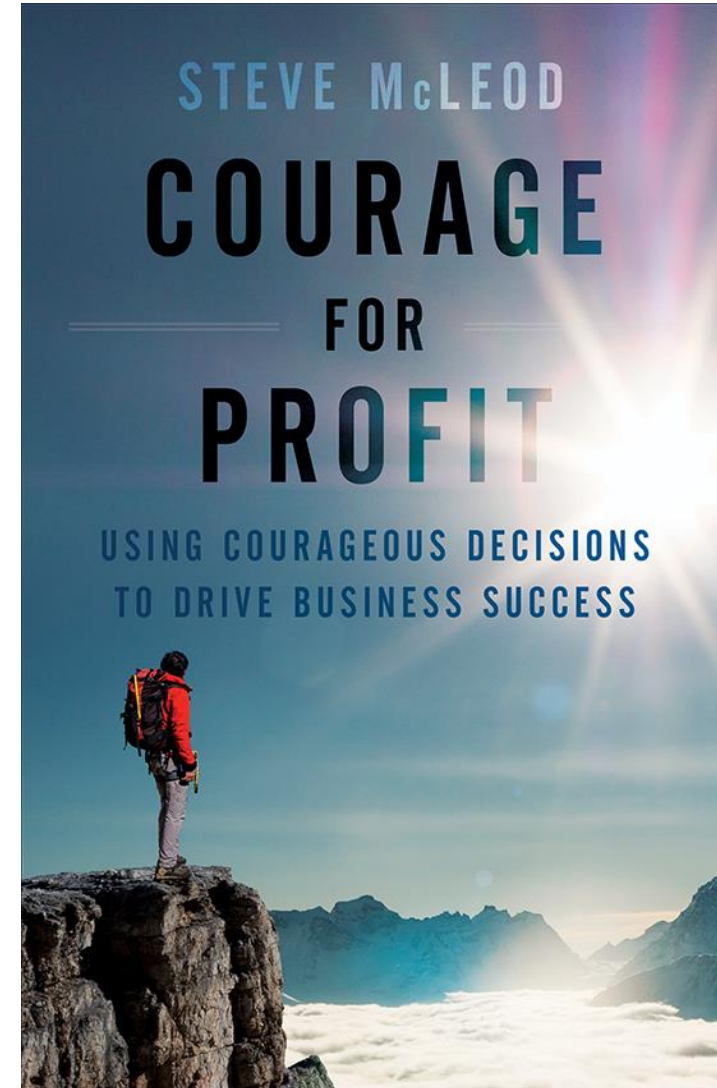
# Steve McLeod



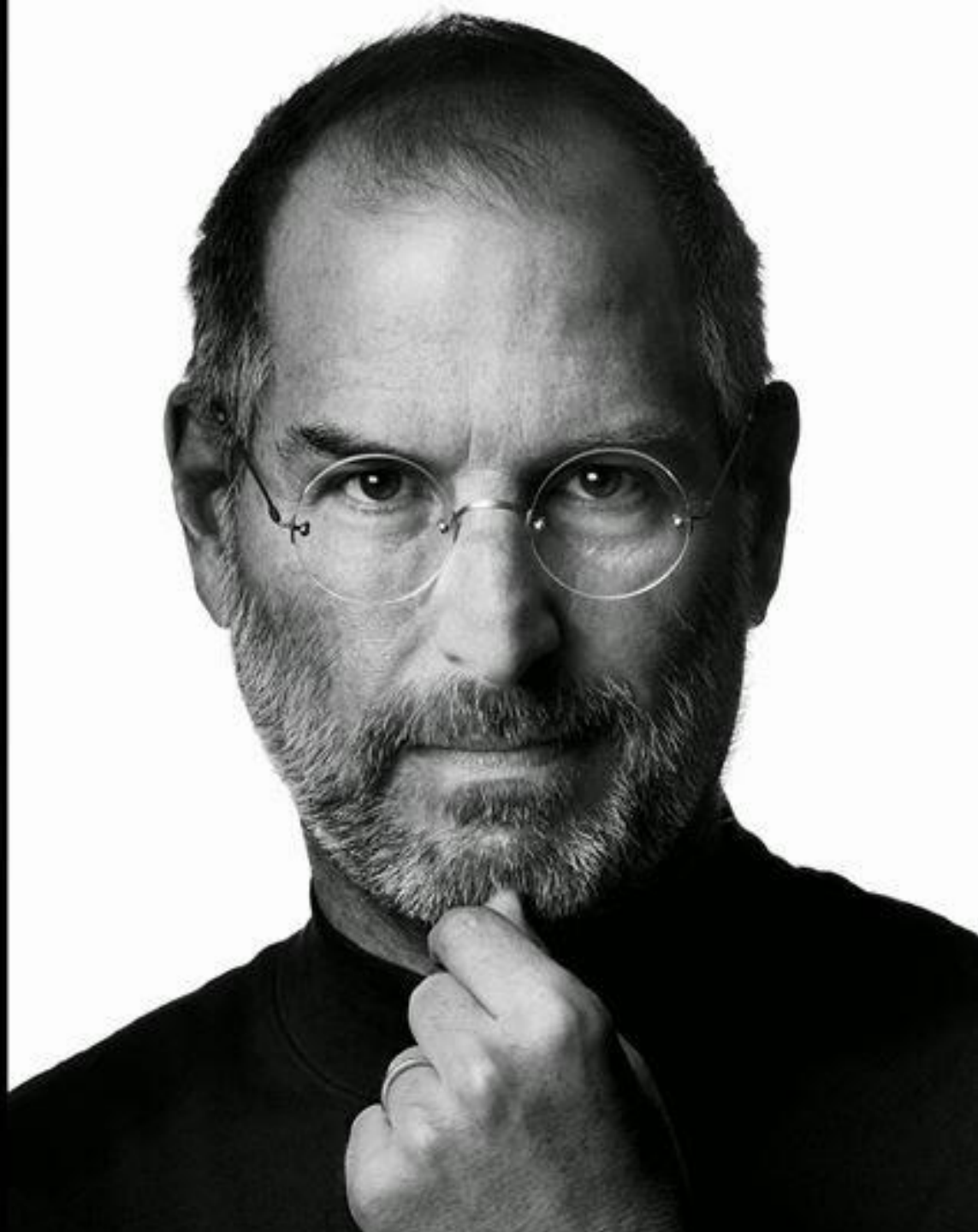
I work with private businesses ranging between \$1M-\$100M in revenue to help them achieve their definition of business success.

- Facilitate Strategy Days
- Business Coaching & Business Advisory
- Sales Training & Coaching
- Leadership and Business Growth Training

[www.courageforprofit.com](http://www.courageforprofit.com)



My job is not to be easy  
on people. My job is to  
make them better. -  
Steve Jobs



*Success =  
Vision + Courage + Relentless  
Discipline + Thirst for  
Improvement*



# Strategic Growth Framework – Businesses \$1M-\$100M

- **A Strong & Compelling Vision** (3-5 years). What success looks like.
- **Annual/Quarterly Strategic Plan** – Top 3 Goals for the company and each key area for the year, then each quarter – with the detail of ‘how’ it will be achieved (WHO-WHAT-WHEN)
- **Weekly KPI Dashboard** – Measure the strategic plan progress weekly with leading KPI’s, to keep your team aligned and accountable #RELENTLESS DISCIPLINE
- **Effective Weekly Leadership Team Meetings** – Ensure alignment and accountability
- **Established Core Values** – The guidelines for behaviour for your company
- **Measuring Team Performance**- Quarterly- Would I enthusiastically re-hire my employees?
- **Understand your ideal customer profile** and what you do that is **unique and different**
- **Profit & Cash Forecast** – (P&L, B/S, Cashflow Forecast)



A green rectangular road sign with rounded corners and a white border, mounted on a wooden post. The word "Vision" is written in large, white, sans-serif capital letters. The sign is tilted slightly to the right. The background is a bright blue sky with scattered white clouds. A large, prominent cloud is visible above the sign, and several smaller clouds are scattered below it.

Vision

# Fire & Safety Australia VISION 2015-2020

**In the calendar year 2020 FSA will train 100,000 people  
& provide 10,000 Emergency Response Shifts**

**Our Purpose:** *'To forever change safety in the world...One experience at a time'*

**Our Values:** *'Be memorable', Thirst for improvement, Passion for safety, Commitment to our team and clients*

**Our Clients:** *Companies who are passionate about the safety of their people and value safety above cost*



## In 2020 we will provide:

- Fire, Safety, Rescue, High Risk License and Incident Management Training
- Emergency Response, Paramedic and Safety personnel to Oil & Gas, Mining, Defence, Airports, Construction, Manufacturing, Government
- Outsourced Safety Advisors, Safety Managers & WHS Consulting
- Fire, Safety, Rescue Equipment
- Online Emergency Training Courses
- Portable & Fixed Fire Equipment Servicing



## In 2020 we will have:

- No Lost Time Injuries since our company inception
- 200+ employees
- Company revenue exceeding \$50 Million
- FSA employee happiness rating of 9.5+/10
- An employee share ownership plan with the potential for all FSA employees to own part of the company
- Completed at least 4 more acquisitions of competitors in strategic areas that provide FSA competitive advantages in new geographic and services markets
- A social media presence of 100,000+ people
- A trainer/ESO traineeship program which graduates at least 3 people annually through a 'recruit' training course and they then obtain 1 year of employment with FSA
- The best employee utilisation and billing rates in the industry
- International expansion opportunities



**VISION = WHAT**

**STRATEGY = HOW**

I ❤️  
SALES



# Strategic Sales Focus 1)

## 7 Business Growth Strategies on 'HOW to grow' revenue

<p>OPTION 2 Existing Customers are sold a new product</p>	<p>OPTION 4 New Customers are sold a new product</p>
<p>OPTION 1 Existing Customers are sold an existing product</p>	<p>OPTION 3 New Customers are sold an existing product</p>



NOTE: Share of wallet strategy

5. Expand **geographically** by taking existing product/services into a new geographical area (e.g. Grow a Melbourne Business into Sydney).

6. Change the **business model** (e.g. franchise, use distributors, go direct to consumers via website etc.)

7. **Acquisition or Strategic Alliances.**  
Considerations:- competitors, product/service differentials, upstream/downstream, who is the buyer

## **Strategic Sales Focus 2)**

**HOW MANY HOURS IS YOUR  
BUSINESS SPENDING EACH WEEK  
SPEAKING TO EXISTING/  
PROSPECTIVE CLIENTS TO GROW  
THE BUSINESS?**



# Strategic Sales Focus 3)

**IMPROVING THE  
EFFICIENCY OF OUR  
SALES PIPELINE**

**POOR CRM SALES  
DATA IN = POOR  
SALES RESULTS &  
POOR DECISIONS**



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**What the best businesses  
have in common...**

**ATTITUDE & ACTIVITY &  
UNIQUE**



# SALES ATTITUDE

- *The best sales team members know they can win, want to win, and will do whatever it takes to win*
- **#RELENTLESS DISCIPLINE** – *Follow-up until the deal is won (even if they say no)*
- **#COURAGE** – *Making the call, scheduling the meeting, getting it done*

# SALES ACTIVITY

- Face to face or telephone customer engagement – Measure Sales Activities by sales person
- Comparing sales to total share of wallet and mapping customers by value of opportunities
- Comparing previous sales to current sales and taking action
- Existing sales pipeline follow-up - It normally takes 4-10 touch points after a proposal to land a large customer (demonstration, case studies, invite them to an event, learning lunch with other clients)
- *Try 10 before 10...first thing in the morning (morning is for activity; afternoon and evening is for proposals/emails)*
- **Great businesses understand their ideal customer, and what they do that is unique and different**

# Strategic Planning Rhythms- \$1M-\$100M Revenue businesses



## VISION

- **Annual Review of company vision (held as part of the annual strategic planning session)**
- Determine the vision for the business 3-5 years from now.
- Decide the critical 3-5 priorities on how we will achieve our vision

## ANNUAL

- **Annual Strategic Planning (1 Day held off-site with leadership team or entire company)**
- Involve key leadership team members, complete 1 day off-site to review last years performance, and to define success for the year ahead with SMART Goals for all divisions and all leaders
- Complete Weekly KPI Dashboard for alignment to our strategy over the year ahead so all leaders have weekly accountability with leading KPI's

## QUARTER

- **Quarterly Strategic Planning & Review - ½ Day-1 Day per quarter (Duration is dependant on company size and growth rate)**
- Involve key leadership team members, complete ½ day-1 day off-site to review last quarters performance and define success for the quarter ahead with SMART Goals for all divisions and key leaders (accountability)
- Review weekly KPI Dashboard for alignment to our strategy over the quarter

## WEEK

- **Weekly Leadership Team Meeting – 1 Hour every week (fixed day/time)**
- Focussed on execution of our strategic plan
- Accountability for the entire business to achieve Weekly KPI Dashboard numbers
- **#RELENTLESS DISCIPLINE** – This maintains the focus on achieving our strategy every week across the entire company

# Reflection Questions

- **As a business on a scale of 0-10, how would you rate our business performance in 2019?**
- **In 2019 what went well?**
- **IN 2019 what did not go well?**
- **What should we start doing?**
- **What should we stop doing?**
- **What trends are you noticing within our industry?**
- ***What do we need to do over in 2020 to move the business forward and to achieve our vision?***



# What does success look like at 31<sup>st</sup> December 2020? (Top 3 Goals)







How do I keep our business on track, and in alignment with our annual plan?





# #RELENTLESS DISCIPLINE

***“A good plan executed  
violently now, is better than a  
perfect plan executed next  
week’ General George S.  
Patton***

	A	B	C	D	E	F
1	Weekly KPI Dashboard - Courage for Profit (Project Management Business)					Week 1
2	Person Accountable	Weekly KPI	GREEN	YELLOW	RED	
3	CEO	Weekly Leadership Team KPI Dashboard 75% GREEN (19/24)	18		<12	
4		Weekly Leadership Team Meeting Held with attendance	100%		90%	
5		YTD Budget vs Actual Net Profit	100%		90%	
7	Marketing Manager	Weekly incoming leads	5.00		0-2	
8		Cost per lead -Google PPC	<\$50		>\$80	
9		Landing page conversion rate to inbound enquiry	>20%		<10%	
10		Newsletter Growth last week (subscribers)	100		20	
12	Sales Manager	Total Weekly meetings sales team new or existing clients	30		20	
13		Total sales team proposal value last week	\$300K		>\$150K	
14		Total Sales team revenue last week	\$100K		>\$80K	
15		Sales team conversion rate (trailing 30 days)	40%+		<20%	
16		Weekly F2F Meetings Sales Team - Karl	8		2	
18	Finance	Revised weekly cashflow forecast provided by Monday COB	YES		NO	
19		Average accounts receivable days	<45		>60	
20		Total debtors 90+ days as a % of debtors	<5%		>10%	
21		Monthly Financial Reports P&L/BS provided +7 days EOM	7 days EOM		>12 Days EOM	
23	Operations Manager	Budget actual vs. estimate performance for project financial budget	100%		<90%	
24		Project time performance	On target		>5 days over	
25		Customer Satisfaction X/10 average	9/10+		<7/10	
26		Phone or in person interview with a prospective employee each week	1		0	
28	Purchasing	Procurement within project budgets	95%		<85%	
29		Number of meetings with subcontractors/suppliers to get better purchasing efficiencies/discounts/deals	1		0	
30		Stock on hand - actual vs forecast	95%		105%	
31		Stock Delivered in full on time (DIFOT%)	95%		<85%	

	A	B	C	D	E	F	G	H	I	J	K
1	Weekly KPI Dashboard - Courage for Profit (Project Management Business)					Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
2	Person Accountable	Weekly KPI	GREEN	YELLOW	RED						
3	CEO	Weekly Leadership Team KPI Dashboard 75% GREEN (19/24)	18		<12	7.00	10.00	6.00	9.00	14.00	14.00
4		Weekly Leadership Team Meeting Held with attendance	100%		90%	100%	100%	100%	100%	100%	100%
5		YTD Budget vs Actual Net Profit	100%		90%	97%	97%	97%	97%	105%	105%
7	Marketing Manager	Weekly incoming leads	5.00		0-2	1.00	1.00	2.00	4.00	2.00	1.00
8		Cost per lead -Google PPC	<\$50		>\$80	48.00	49.00	61.00	47.00	53.00	58.00
9		Landing page conversion rate to inbound enquiry	>20%		<10%	21.00	23.00	18.00	17.00	20.00	21.00
10		Newsletter Growth last week (subscribers)	100		20	120.00	150.00	120.00	110.00	105.00	100.00
12	Sales Manager	Total Weekly meetings sales team new or existing clients	30		20	28.00	25.00	22.00	29.00	31.00	33.00
13		Total sales team proposal value last week	\$300K		>\$150K	250.00	280.00	270.00	310.00	320.00	380.00
14		Total Sales team revenue last week	\$100K		>\$80K	90.00	85.00	75.00	78.00	75.00	105.00
15		Sales team conversion rate (trailing 30 days)	40%+		<20%	37.00	35.00	36.00	38.00	39.00	39.00
17	Finance	Revised weekly cashflow forecast provided by Monday COB	YES		NO	YES	YES	YES	YES	YES	YES
18		Average accounts receivable days	<45		>60	65.00	61.00	60.50	65.00	64.00	63.00
19		Total debtors 90+ days as a % of debtors	<5%		>10%	9.00	8.00	7.00	8.00	9.00	7.00
20		Monthly Financial Reports P&L/BS provided +7 days EOM	7 days EOM		>12 Days EOM	6.00	5.00	6.00	7.00	5.00	7.00
22	Operations Manager	Budget actual vs. estimate performance for project costs	<100%		>110%	99.00	98.00	100.00	99.00	97.00	98.00
23		Project time performance-Days over	0%		>5 days over	2.00	-	1.00	3.00	-	-
24		Customer Satisfaction X/10 average	9/10+		<7/10	9.50	9.10	8.50	8.50	9.50	9.30
25		Phone or in person interview with a prospective employee each week	1		0	-	-	-	-	1.00	1.00
27	Purchasing	Procurement within project budgets	>95%		<85%	90.00	91.00	93.00	98.00	98.00	85.00
28		Number of meetings with subcontractors/suppliers to get better purchasing efficiencies/discounts/deals	1		0	-	-	-	-	-	-
29		Stock on hand - actual vs forecast	95%		105%	97.00	98.00	99.00	96.00	94.00	93.00
30		Stock Delivered in full on time (DIFOT%)	95%		<85%	97.00	98.00	97.00	98.00	99.00	100.00

Considerations -  
 \*Do we have the right measurements (Leading KPI’s are best), Do we have the right person in each role (look at the trends over a 8-13 week period), Consistent ‘red’ does not necessarily mean the person is wrong (consider resources, is it the right measurement etc.). This is a forward looking dashboard showing overall company health. **#RELENTLESS DISCIPLINE**



# Weekly Leadership Team Meeting Agenda

- 1<sup>st</sup> Section (rear view mirror 20min)
- Core Values Nomination of a team member (who has stood out to you and what core value did they demonstrate)
- Action Register from previous week
- Weekly KPI Dashboard Update– (Red, Orange, Green and the numbers)
- What isn't working (What stands in the way of hitting your goals, what bottlenecks are there, what are your concerns)
- 2<sup>nd</sup> Section (looking ahead 40min)
- Challenges/Areas forward facing (normally comes from the 'challenges' area for the entire team to focus on)- use this time to brainstorm HOW to move a key stuck point/issue from the strategic plan forward
- Actions from the meeting for the next 7 Days (WHO-WHAT-WHEN)

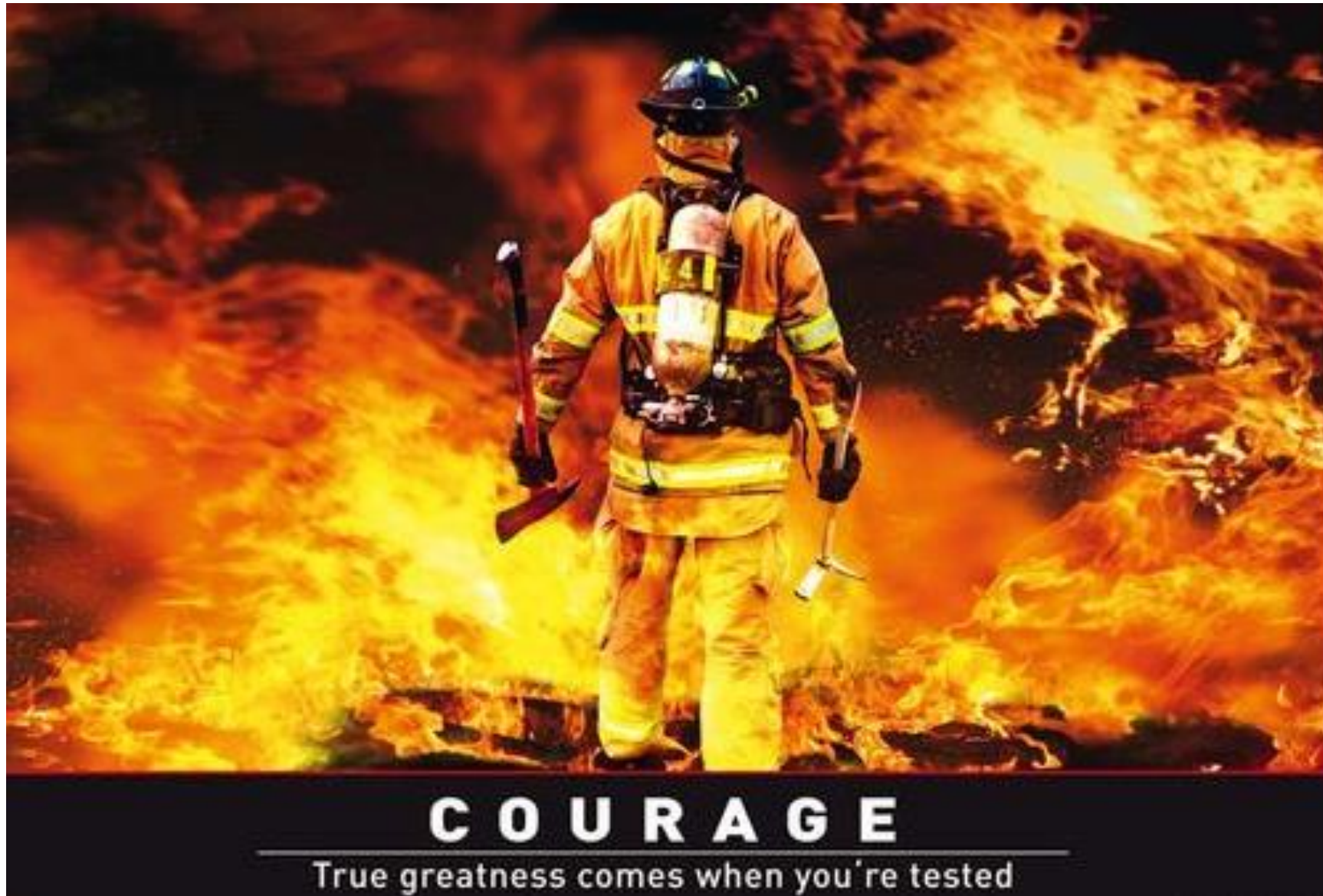


## **MASSIVE ACTION**

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- **What is the number 1 thing that you want to achieve, for 2020 to be your G.O.A.T year?**
- **How are you going to measure your progress weekly with #RELENTLESS DISCIPLINE (Weekly KPI)**

# #COURAGE

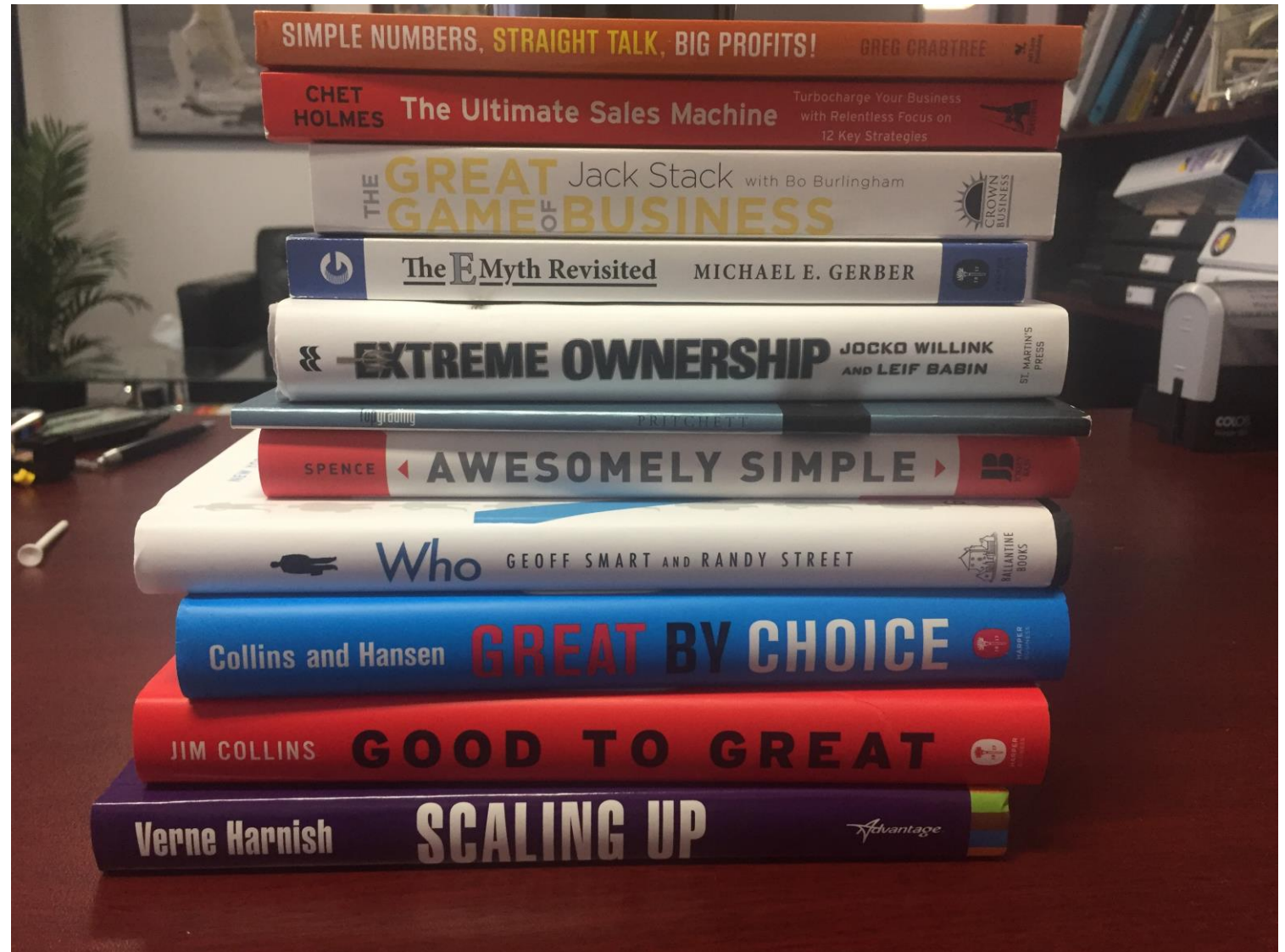
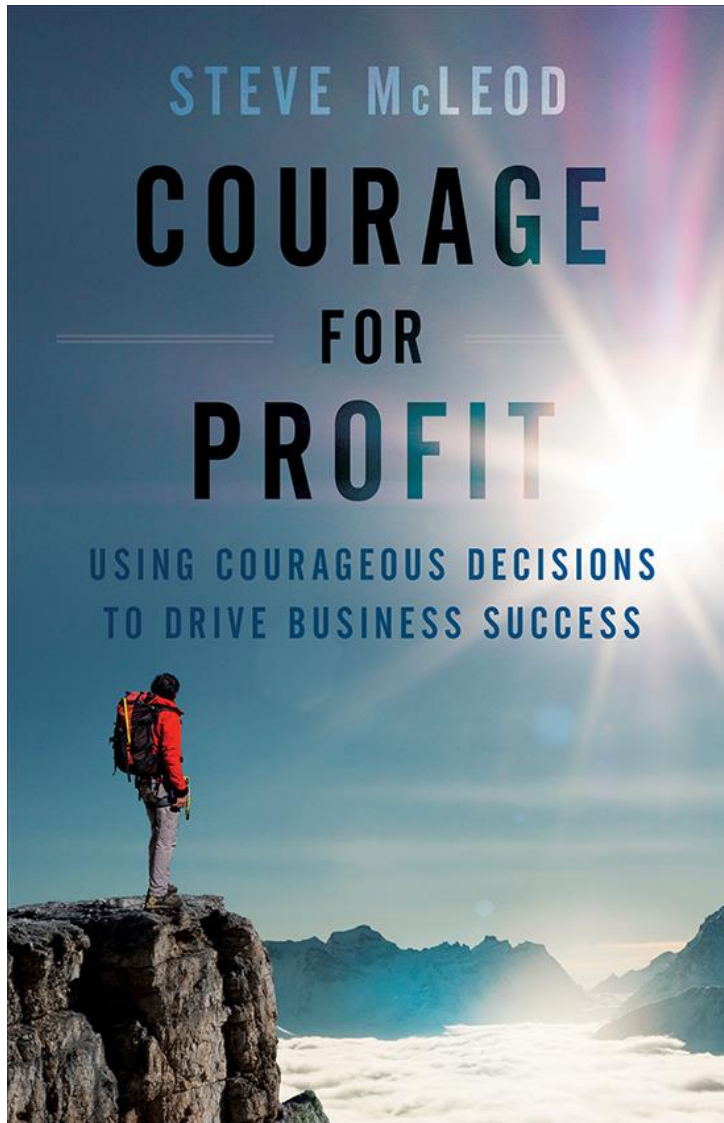


## C O U R A G E

True greatness comes when you're tested



# A THIRST FOR IMPROVEMENT



*Success =  
Vision + Courage + Relentless  
Discipline + Thirst for  
Improvement*



Steve McLeod

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Go to [www.courageforprofit.com](http://www.courageforprofit.com)-  
click resources to obtain

*\*Presentation from today*

*\*E-book 'Weekly KPI Dashboard'*

*\*Courage for Profit- 300 page book*

*\*All templates from today*

*Available only until midnight  
tonight only!*

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