



Mosquitoes in your midst can suck your business dry

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TO SURVIVE, PROSPER AND HAVE FUN with the money you make, a properly managed distribution business operates in turnaround mode continuously. You simply can't afford to relax your vigilance in this area. You can't afford to turn your back on problems that can bleed your company of its vigor, profits and future.

If you happen to have relaxed your grip on the tiller during these years of (generally) calm economic seas, let this be your wake-up call to the realities of turnarounds.

Realistically, many of you ought to be in turnaround mode right now. You're making only marginal profits despite the healthy, robust economy. You'll probably flounder when seas get rough.

But be aware that when your back is to the wall, all the rules change. Steps that sound drastic now will seem mundane when compared with the options offered by your banker or creditors.

Nevertheless, don't wait until your ship is on the rocks. Prudent turnaround measures can be implemented now with less pain

and more humanity. Moreover, if you act now your reward will be better short-term performance, less risk of a full-blown turnaround situation, and better insulation against the effects of an economic downturn.

In tightening up your company, the first step is to identify and remove the mosquitoes from your tent. The analogy is apt. These pesky little critters can ruin any adventure. They steal your blood; they buzz around you, keeping you from sleeping and distracting you from what you ought to be doing, and inciting you to blow your top – disconcerting when other people are around.

Our point is that, even if your business is in the top quartile of your market, you undoubtedly have mosquitoes in your midst – employees who can make you one unhappy camper.

While real mosquitoes play a useful role in nature, mosquitoes on your payroll undermine the performance of the worker bees in your company. Quick identification and removal of these pests is fundamental to the early stages of any successful turn-around. But don't hesitate in starting the

hunt. Two legged mosquitoes in an organization are never inconsequential; they're blood suckers.

Ridding your organization of them produces immediate and direct benefits, not the least of which is a clear indication that your organization values its worker bees and will not suffer distracting and demotivating mosquitoes.

We won't explain here our methodical approach as to what you as owner or chief executive can do to deal with such individuals, for we don't want to tip them off. But we can mail you the details in a package for your eyes only. We'll send you other information too, but the process itself will be a valuable tool that others like you have taken to the bank.

So fax us a request for the rest of the story. It'll be easy to find your company's first mosquito. No doubt one or two names come to your mind even as you read this column.

While you sense an urgency to implement this process, we recommend you consult your lawyer before embarking on any mosquito swatting. □

