**VISTAGE**

Private advisory Boards for CEOs, executives and business owners.

**Vistage 2021 Goal Planning and 2020 Review**

**Please have completed and bring copies to the January 2021 Group and Triad/1-1 Meetings**

**COVID REFLECTIONS**

2020 Has been a very unusual year. No one anticipated something like COVID-19 and the significant impact it would have on industries, markets, and businesses. While we will still do our normal reflections on your business results from 2020, below are some specific COVID-related reflection questions to consider:

Did anyone working for you contract the Coronavirus/ COVD-19? If yes, how many tested positive and what were the results of these infections?

Were you considered an “Essential Business?” How did the answer to this question affect your business results?

Did you apply for and receive Payroll Protection Program (PPP) funding? What impact did this have on your business decision-making? What would you have done differently if this money hadn’t come through?

Do you believe your company will need additional government support? If yes, how much and for what purposes? How much financial runway do you have without any additional support?

Did you make any layoffs or furlough employees? If yes, how many of each type? Do you expect to make any future layoff or furlough decisions?

What percentage of your employees are currently working virtually? How has this worked?

* Office
* Field
* Sales

How will remote work factor in to your short and long-term business decisions?

What business changes have you made related to COVID-19 that will remain permanent?

How has COVID-19 affected you professionally and personally as a leader?

How has COVID-19 affected your leadership team? What insights has this given you?

What do you see as the short-term prospects for your industry and business?

What do you see as the long-term prospects for your industry and business?

What, if any, big decisions do you anticipate having to make in the next 6-12 months?

**High Level Business Results:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **2020 Plan** | **2020 Actual** | **2021 Plan** | **2025 Plan** |
| Sales/ Revenues |  |  |  |  |
| # of Employees |  |  |  |  |
| Sales/Revenue per Employee |  |  |  |  |
| Cost of Goods Sold/Cost of Sales % |  |  |  |  |
| Gross Profit % |  |  |  |  |
| Pre-tax Profits |  |  |  |  |

What do you feel were YOUR most significant accomplishments (personal and/or professional) in 2020?

What do you feel were Your Company’s/Companies’ most significant accomplishments in 2020?

What do you feel were YOUR most significant disappointments (personal and/or professional) in 2020?

What do you feel were Your Company’s/Companies’ most significant disappointments in 2020?

**2020 Business GPA Rankings (Please use letter grades)**

* Growing Revenue from New Customers
* Maximizing Revenue from Existing Customers
* Managing Operations Effectively to Maximize the Bottom Line
* Creating a Work Environment That Attracts and Retains Talent
* Consistently Meeting or Exceeding Customer Expectations
* Creating A Culture of Innovation Throughout the Company

**Key Performance Indicators for my business (besides revenue and profit):**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Key Performance Indicator (KPI) | 2020 Target | 2020 Actual | 2020 Variance  | 2021 Target |
| Sales Pipeline |  |  |  |  |
| Work Backlog |  |  |  |  |
| Working Capital |  |  |  |  |
| Other? |  |  |  |  |
|  |  |  |  |  |
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|  |  |  |  |  |

# What is the current cash position of the company? What is your financial runway?

# How much debt are your currently carrying? How well can the business service this existing debt?

# Do you have the key people in place to execute your strategic agenda? If not, where are the gaps and what’s the plan to address them?

# Do you plan on making any business acquisitions in the next 1-3 years? If so, how will you make this happen?

What are your personal financial objectives? Are you on track?

What is the biggest strategic question you need to answer about your business?

What are my Big Three focus areas as a leader in 2021?

1.
2.

What obstacles will get in my way of achieving my 2021 goals?

What do I want to achieve by 2025?My business description:

How Are you performing against the following core CEO Roles?

* **Chief Strategist** – providing clear strategic direction for the company
* **Chief Team Builder** – placing the right key people in the right spots and having them interact in the right way
* **Chief Sales Officer** – ensuring the organization has a consistent and scalable sales system/process and helping to close BIG deals
* **Chief Accountability Officer?** – ensuring there are systems and processes in place to hold departments and people accountable
* **Chief Culture Officer** – institutionalizing the core values throughout the company and serving as their role model
* **Chief Coach/Mentor** – doing a great job coaching and mentoring your direct reports and expecting the same of them

In what areas do I have the highest skill? What is my sweet spot?

What am I a role model for? How can I further leverage this to the organizations benefit?

# What do I like least about the work I do?

In what areas am I weaker than I’d like to be? What am I doing to address these issues?

What is my leadership style? And, how is it working for me?

What is my communication style? And, how is it working for me?

# Until what age do I expect to work full time?

Full-time+ Full-time Part-time

* Exit strategy Yes o
* Succession Plan Yes o
* Personal Financial Plan Yes o
* Last medical/physical \_\_\_
* Next medical/physical \_\_\_
* Current weight

Goal weight

by \_\_\_\_\_

* How Often Do You Exercise (circle)? Daily 3x per week 1-2x per week Sporadically Rarely
* Date Night (circle): 1-2x per week 1x per week Bi-weekly Monthly Rarely Never
* Last Vacation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ How Long? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Next Vacation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ How Long? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please Rate Your **8 Basic Life Areas** (1-10 with 1 being failing and 10 being fully content):

|  |  |
| --- | --- |
| **Area** | **Rating** |
| Work |  |
| Money |  |
| Family |  |
| Personal Growth |  |
| Health |  |
| Community Involvement |  |
| Friendships/Social Life |  |
| Spiritual |  |

In which Life are would you like to most improve in 2021?

**Other Reflection Questions:**

What’s your greatest source of satisfaction professionally and personally right now? Your greatest fear? Your greatest challenge?

What are you passionate about pursuing as a leader? And, how much time are you spending on this?

If one burden could be removed from you in 2021, what would that be? Why? What would be the impact personally and/or professionally?

If you had unlimited resources to invest in your business, what would you do with them? Why?

Do you have a natural successor(s)? And, if yes, how are you cultivating his/her skills? If no, what is your plan to find or grow someone into this role?

If you could change one thing about your company, what would that be? What led you to choose this?

What is motivating you right now – either dissatisfaction with the status quo or excitement about the future? Why?

Are you happy with the current state of your close relationships (spouse, significant other, kids, etc.? Are there any positive changes you need to make?

What is the legacy to want to leave behind for those closest to you? And, are you on the right track or do you need to make some changes?

**My Vistage Experience**

**Member Self-Evaluation**

1. **Group Meetings: (1 = Poor; 10 = Excellent)**

|  |  |
| --- | --- |
| **Criteria** | **Self-Ranking** |
| Attendance |  |
| Participation |  |
| Being Present/Not Distracted When Others are Talking |  |
| Bringing Issues to the Group |  |
| Willingness to be Vulnerable/Share Real Concerns |  |
| Openness to Feedback |  |
| Challenging Colleagues (in a constructive manner) |  |
| Modeling/Pushing for Member Accountability |  |
| Showing Empathy/Support for Colleagues |  |
| Submitting Financial Indicators |  |
| Submitting Annual Goals |  |
| Following Up/Acting on Group Feedback |  |
| Leveraging/Acting on Speaker Ideas/Info  |  |
| Responsiveness to Chair Requests |  |
| Participating in Group Retreat |  |
| **Overall Ranking** |  |

1. **1-1/Triad Meetings:**

|  |  |
| --- | --- |
| **Criteria** | **Self-Ranking** |
| Scheduling |  |
| Preparation |  |
| Willingness to be Vulnerable/Share Real Concerns |  |
| Openness to Feedback |  |
| Depth of Issues Discussed |  |
| Following-Up on Acting Items |  |
| **Overall Ranking** |  |

1. **Miscellaneous Issues: (1 = Poor; 10 = Excellent)**

|  |  |
| --- | --- |
| **Criteria** | **Self-Ranking** |
| Referrals for Our Group |  |
| Participation in Vistage Networks |  |
| Use of Other Website Resources |  |
| Attend Annual Vistage Executive Summit |  |
| Networking with Members Outside of Group |  |
| Other (Please explain)? |  |

What my Chair can do to help me get the most out of Vistage:

What my group can do to help me get the most out of Vistage:

What I can do to get the most out of my Vistage experience:

What I can do to help my fellow members get the most out of Vistage:

 What Vistage colleague would I like to develop a deeper relationship with in 2020?

**My Business Contingency Planning Worksheet**

1. How will we react if our customers’/clients’ buying habits change?

2. What will we do if sales are flat this year?

…if sales decline by 20%?

…if sales decline by 30%?

3. What will do if sales accelerate unexpectedly?

…if they accelerate by 25% or more?

4. How will we react if accounts receivable collections slow by 10-20 days?

…by 30 days?

5. What will happen if lenders increase rates by 1%?

…if they increase rates by 2%?

6. How will we react if our biggest customer goes “belly up?”

7. What will we do if our competitors actively pursue our key accounts and top people?

1. How will we react if we find out that our product/service causes harm to our customers/clients?
2. What will we do if we find out that important information from our company has gotten into the hands of our competitors?
3. What will the business do if you as the leader are unwilling to work for any extended period of time?
4. What will the business do if the economy dips into a Recession?
5. Other than the above, what “worst case” scenario can you come up with, and how should we deal with it?

Scenario:

Solution:



2021 Primary Goals



# Name:

**“Smart” Goals are:** Specific, Measurable, Attainable, Realistic, Timely

# What are your 4 primary business goals?

|  |  |  |
| --- | --- | --- |
| **Goal** | **Metric:****How will you measure success?** | **Timeframe Completed by:** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**What are your 4 primary personal goals?**

|  |  |  |
| --- | --- | --- |
| **Goal** | **Metric:****How will you measure success?** | **Timeframe Completed by:** |
|  |  |  |
|  |  |  |
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