




Leadership Field Guide

# THE ULTIMATE CEO GUIDE FOR LEADING YOUR BUSINESS THROUGH COVID-19

"The most useful, user friendly and interactive resource of anything I have seen"  
Capria Ventures

In partnership with





During the Covid-19 crisis, leading with clarity, decisiveness and speed can separate which businesses will survive and which will not.

To support you with the tools and insights to lead your business with confidence, FNB and 10X-e have launched the Covid-19 Leadership Field Guide for CEOs.

**#1**

A comprehensive virtual journey that is open, free, forever

**#2**

A manual on how to lead through this crisis while gaining order and control in the chaos

**#3**

An easy to follow, step by step guide – no academia, only what works

**#4**

Real solutions developed by experienced CEOs and business leaders

**#5**

Actionable and quick tools and templates for immediate use

10X



Access the Leadership Field Guide here

# More than 90% of small businesses in Africa are losing 30% - 100% of revenue

due to the multiple impacts of the Coronavirus and it remains unclear when things will normalise. The unenviable task of leading a small business in such a hostile business climate may feel unrealistic for most of us.



**90%**  
of businesses  
are losing

30-100% of revenue

**94%**  
are planning  
on cost cutting

Due to the economic  
impact crisis

**55%**  
of CEO's feel  
anxious or mixed

Some excitement, some anxiety,  
can't stop thinking about work,  
many questions, not enough time

\* Data collected by 10X-e during CEO webinars in April and May 2020.



# What CEO's need:

A comprehensive guide to navigate every phase of the crisis with confidence

The guide is free for you to use in any way that suits you.

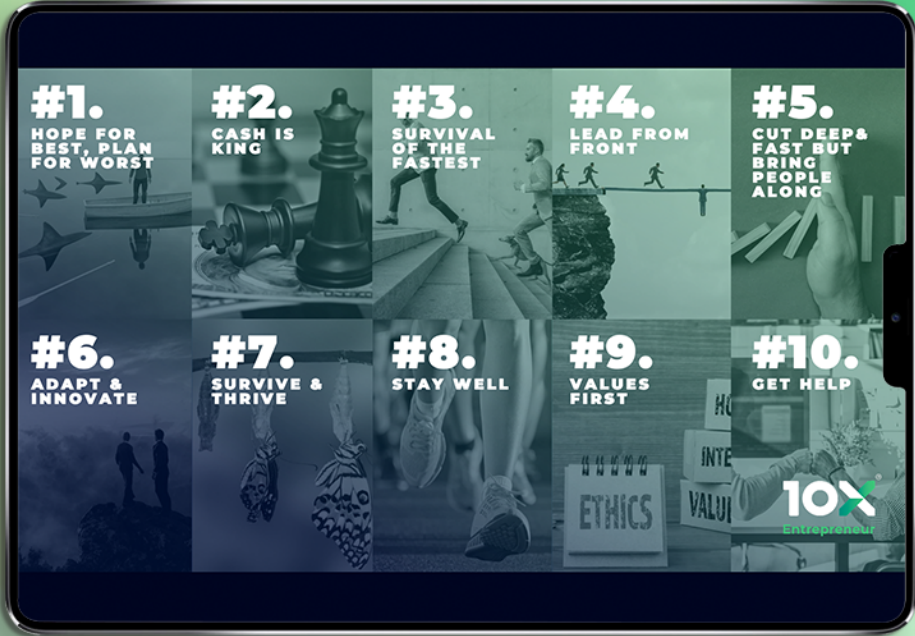
It has been built as a guided journey that takes you through each phase of the crisis response in a structured manner. You also have the option of downloading all of the templates and resources available to use in the order that works for you.



[Access the Leadership Field Guide here](#)

# Navigate four phases of the crisis with confidence

3 Levels of Leadership	8 Areas of Focus	Leadership Roadmap			
<p><b>#3</b> Steer your ship</p> 	<ul style="list-style-type: none"> <li>8. Marketing</li> <li>7. Operations</li> <li>6. Legal &amp; HR</li> <li>5. Customer &amp; strategy</li> <li>4. Liquidity &amp; Financials</li> <li>3. Safety &amp; Compliance</li> </ul>	<p> <b>PHASE 1: REACT</b> Seal the hatches</p> <ul style="list-style-type: none"> <li>• Continuity plan</li> <li>• Urgent cash flow measures</li> <li>• Task team</li> <li>• Leadership plan</li> <li>• Communication plan</li> </ul>	<p> <b>PHASE 2: RESPOND</b> Survive the storm</p> <ul style="list-style-type: none"> <li>• Revenue scenarios (based on macro &amp; industry scenarios)</li> <li>• Cost cutting targets</li> <li>• Cost cutting actions</li> <li>• PLAN A (Customer, Revenue, HR, Ops, Finance, Legal, Marketing, Comms)</li> <li>• PLAN B</li> <li>• PLAN C</li> <li>• Capital plan</li> </ul>	<p> <b>PHASE 3: RE-AIM</b> Set new course</p> <ul style="list-style-type: none"> <li>• New future &amp; positioning</li> <li>• New offering &amp; business model</li> <li>• Capital plan - growth</li> <li>• OKRs</li> </ul>	<p> <b>PHASE 4: RE-LAUNCH</b> Set sail</p>
<p><b>#2</b> Skipper your crew</p>	<ul style="list-style-type: none"> <li>2. People &amp; Culture (team leadership)</li> </ul>	<ul style="list-style-type: none"> <li>• Keep team safe</li> <li>• Set up Task Team</li> </ul>	<ul style="list-style-type: none"> <li>• Help team cope</li> <li>• Keep team motivated</li> <li>• Help those losing jobs</li> <li>• Support 'survivors'</li> <li>• Build positive culture</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace the future, leave past behind</li> <li>• Get excited about next phase of mission</li> </ul>	<ul style="list-style-type: none"> <li>• Establish goals, management team and structures</li> <li>• Restructure</li> <li>• Build momentum</li> </ul>
<p><b>#1</b> Steel yourself</p>	<ul style="list-style-type: none"> <li>1. Inner game</li> </ul>	<ul style="list-style-type: none"> <li>• Master Your Mindset: prepare to weather the storm and lead team through storm</li> </ul>	<ul style="list-style-type: none"> <li>• Self manage mindset, emotions, energy</li> <li>• Maintain leadership posture</li> </ul>	<ul style="list-style-type: none"> <li>• Get future focused</li> <li>• Get possibility focused</li> </ul>	<ul style="list-style-type: none"> <li>• Establish management</li> </ul>



# 10 Cardinal Principles



## Communication Framework

**COVID-19 Communication Framework**

Company: [insert name of company]  
 Owner: [insert name of owner of tool]  
 Last updated: [insert date last updated]

Stakeholder / party	Key messages	Frequency	CHANNEL 1		
			Channel	Person Resp.	Date
<b>Leadership</b>	Update on business performance Update on current liquidity and financial position Task team progress on objectives [insert additional messages relevant to your business]	1 / day as long as situation critical 1 / week, or if dramatically changes 1 / week			
<b>Employees</b>	Update on business performance Update on new tactical measures Good news stories [insert additional messages relevant to your business]	1 / week 1 / week 1 / week			
<b>Investors / owners</b>	Update on financial and business performance Update on tactical measures and new strategy Task team progress on objectives [insert additional messages relevant to your business]	1 / week as long as situation critical ad hoc every 1-2 weeks depending on situation			
<b>Creditors / debtors</b>	Communicate optimism and resilience Communicate payment delays and holidays [insert additional messages relevant to your business]	ad hoc if needed			
<b>Suppliers</b>	Communicate changes to payment terms Check order fulfillment Communicate optimism and resilience [insert additional messages relevant to your business]	ad hoc ad hoc ad hoc			
<b>Customers</b>	Update customers on continuation of business activities Communicate you prices and discounts Check-in on ability to honour payments [insert additional messages relevant to your business]	once every 1-2 weeks ad hoc ad hoc			
<b>Public</b>	Communicate business continuity and optimism [insert additional messages relevant to your business]	every 2 weeks			
[insert other stakeholder]	---				

## Covid-19 Checklist

**COVID-19 Checklist**

*Key actions and steps to take right now*

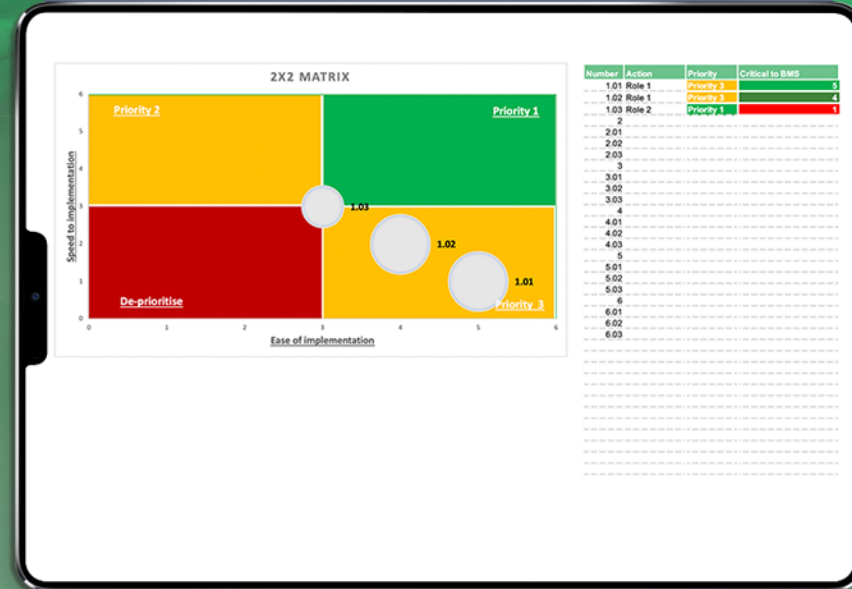
✓	Task
	<b>Protecting our workforce</b>
	We are compliant with lockdown and safety regulations
	We are compliant with regulations set out by the Department of Labour and Employment
	We have defined clear safety and hygiene protocols for our employees during lockdown
	We have defined clear safety and hygiene protocols for returning to operations following end of lockdown
	We have defined clear protocols for when an employee is affected by COVID-19 (including affected family members)
	We communicated to our employees that health and safety is our first priority
	We shared all measures and protocols with all our employees and made sure they are understood
	<b>Setting up our task team</b>
	We assessed the need to set up a task team to respond to the crisis
	We defined clear workstreams, roles and responsibilities
	We allocated the right people and resources to the task team
	We kicked off the task team
	We defined the mandate of our task team
	We created a project plan for our task team
	We established the required meeting cadence for our task team
	We communicated the task team's mission, objectives, members and roles to our employees
	<b>Ensuring wellbeing of our people</b>
	We communicated to our employees what the impact of the crisis on the business might be (e.g. through virtual townhall meeting)
	We set up regular communication (e.g. newsletter or virtual townhall meeting) to keep our employees informed
	We set up feedback loops and channels between leadership, management and our employees
	We promote and made accessible existing/new wellbeing support resources
	We regularly share uplifting, authentic and relevant (leadership) messages with the full team
	We have ensured we have the right resilience skills and tools to support our employees through this crisis
	We considered and created psychologically safe spaces for connection/listening and opportunities for decompression
	We consulted with a labour attorney on our course of action to reduce salary costs (incl. retrenchments)
	We assessed if our business and / or employees can claim for UIF benefits
	We supplied our employees with all necessary documentation to claim UIF benefits directly (if relevant)
	<b>Managing cash, liquidity and finance</b>
	We defined different scenario plans and stress-tested liquidity and runway for each scenario
	We drew down all available access bonds, overdrafts and other available finance facilities to improve our cash position
	We halted all discretionary investments / expenditures until financial picture is more clear
	We suspended / cancelled all non-essential training, events, travel etc.
	We assessed the need for and negotiated with our landlord an alternative payment plan for the crisis
	We turned off all utilities during the temporary or permanent closure
	We suspended / cancelled all non-essential services during the lockdown period (e.g. cleaning services, office subscriptions)
	We revised and communicated all relevant spend approval processes and guidelines (e.g. lowered thresholds for approval)
	We identified and pursued any cashflow enhancing revenue opportunities

# Risk Assessment Tool

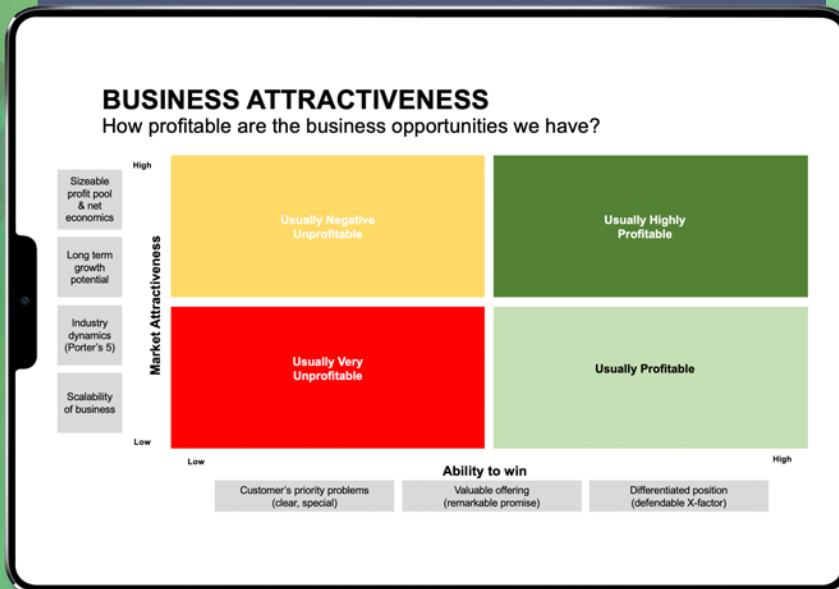
**Risk assessment tool**  
Use this tool to think about the impact of the crisis on your business and identify any risks as well as appropriate actions

Category	Question	Answer	SWOT Summary (Insert Y/N)				Risk Analysis			Action Plan	Who?	When?	Added to OQOs?	
			Strength	Weakness	Opportunity	Threat	Impact	Likelihood	Risk					
FINANCIAL	<b>Financial System</b>	Do I have a proper system to predict financial outcomes? Forecast?	Yes, Extensive financial model.	Y	N	N	N	0	Nil		CFD		N	
		Do I have a cash flow forecasting system that tells me what will happen in 6 months?	No, just month only	N	Y	N	N	5	1 = Very low	Microsoft Office User	CFD	13-Apr-20	Y	
		What is the probability of my cash flow forecasting system? Monthly? Weekly? Daily?	Monthly	N	Y	N	N	5	2 = Low	Microsoft Office User	CFD	15-Apr-20	Y	
		Is my financial system reliable? Clean data? On time?	We have to fix all the time	N	Y	N	N	5	3 = Medium	Microsoft Office User	CFD	01-Jun-20	N	
		What will happen to demand for my products? Revenue loss mitigation plan?	Expected drop (30-50%)	N	N	N	N	4	4 = Fair chance of happening	Microsoft Office User	CFD	22-Apr-20	Y	
		What will happen to pricing of my products? Can I increase prices?	Only if I add more value	N	N	Y	N	4	5 = Very likely	Microsoft Office User	CFD	13-Apr-20	Y	
		Have we probed resources towards current and future revenue growth sources? Online?						0						
		What will happen to my COGS? Increase? Decrease? How much?						0						
		Do I know where I can reduce COGS?						0						
		Do I understand the unit economics for each of my products?						0						
	<b>Income Statement</b>													
	<b>Cost of Sales (COGS)</b>													
	<b>Gross Profit</b>													
	<b>Overheads</b>													
	<b>Net profit</b>													
	<b>Balance Sheet</b>													
	<b>Inventory</b>													

# Role Redesign Tool



# Business Strategy Pivot Tool



# Debt Sources Comparison

**Debt Sources Comparison**

Type	Source of Debt Equity	Pros	Cons
Asset Secured Finance	Leasing & Hire Purchase	Unlocks cash from past investment Cash conservation Fixed terms, known repayments Need for additional collateral is reduced	Any future asset value appreciation is forfeited by the user Accounting treatment complexity
	Invoice Discounting & Factoring	Greater borrowing capacity Releases cash Analyses the business with credit control Combines the provision of finance with a service element Export factoring available to assist in international trade	Increased operational complexity Loss of control over invoices Single invoice finance is more expensive Suitable for smaller businesses Dependency on customers having good repayment track record
	Property Re-Financing	Unlocks cash from past investment Existing asset used in business Cash flow generated from use Long term funding	Cannot alter the facility to adapt to changing business needs Tax implications such as CGT Large transaction costs
Loans and Overdrafts	Crowd Funding	Low interest rates Low initial financial risk to borrower	Converts into equity Fees for platforms can be extensive Not suited well to service industry
	Angel Finance	Funder is prepared to take on higher risk	Converts into equity
	Micro Loans	Quick access Build a credit profile	High interest rates High fees
	Company Credit Cards	Quick Access No security requirements	High interest rates Short term (65 days)
	Overdraft		

# Feedback from Leadership Field Guide users



“I have been leading the creation and content of our own toolkit which has given me great visibility into what is being offered around the globe and I can safely say your platform is the most useful, user friendly and interactive resource of anything I have seen. Credit to you and your team for putting that together.”

Conner Lachenbruch  
Global Investment Fellow, Capria Ventures

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## #1

“This is excellent... the fact that it is a one stop shop for Entrepreneurs makes it so easy. There is a lot of information out there – some is not helpful... I really like this tool.”

Mdu Thabethe  
Co-founder, Zande

## #2

“Thank you again. The entire series of webinars and the material is very useful. It is like yoga for stressed out CEOs & other execs who don’t have all the answers.”

Mark Hiller  
Time and Tide Africa

## #3

“This is incredible!...What they have put together to help businesses refocus during Covid is just unbelievable in its depth and detail...and it’s FREE! It’s sponsored by FNB.”

Robyn Jackson  
CEO, Skills Café



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## About 10X-e

Our mission is to scale impact by growing businesses.

We specialise in supporting CEOs who are scaling innovation led, high growth ventures in Africa. Through a highly experienced team of former founders and CEOs, 10X-e provides Strategy and Organisation Development facilitation through CEO Coaching, Consulting Engagements, Organisation Assessments and Executive Education focused on the Scale Up toolkit. 10X-e is a subsidiary of Edge Growth, which for the past 12 years has been providing SME growth capital and support to businesses in South Africa.

In partnership with



With contributions from



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