



Post COVID-19 Revenue Recovery: It's All About the Culture!

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COVID-19 has thrown everyone for a loop. Businesses must scramble, reinvent, pivot and do whatever is necessary to survive and ensure a path forward.

Two Facts Are Clear:

1. We cannot replace lost selling time. It is gone forever.
2. We cannot wait to act. Plans for recovery must begin now.

What you do *now* matters.
The actions you take today, will bear fruit tomorrow.
That is what leaders do.

After the Crisis Passes, There Will Be Two Kinds of Businesses:

- Companies with **active, robust** and **current** pipelines and client relationships.
- or
- Companies with **inactive, weak** and **stale** pipelines and client relationships.

The momentum and sense of urgency you dare to create today will greatly impact the long-term health and stability of your organization, culture and revenue. Behaviors and mindset are either damaging or enable recovery and growth.

Harmful Behaviors and Mindsets:

These damaging activities and negative outlook will create tension in the workplace, reduce productivity and delay recovery.

1. Expecting Blood From a Stone:

Do you think the sales team enjoys not producing? Demanding more from a group of people who cannot give it is not leadership – it is the opposite and it will destroy your company. There is an old saying, "the beatings will continue until morale improves." Finger-pointing, demanding and screaming guarantees the collapse of your team.

2. Silos Kill:

Allowing people to recede into their silos "hoping" that things will improve, will inhibit collaboration and creativity and stall sales.

3. It's All About Me:

Everyone has been impacted by this pervasive pandemic. Ignoring the fact that your employees, clients, vendors, donors, suppliers, etc. are also vulnerable and trying to "figure this out" will quickly and permanently destroy your relationships.

4. Lack of Transparency:

Operations have returned to normal but your employees are still worried about their jobs and the future of the organization. Failing to engage and regularly communicate with your staff will create unwanted tension, a culture of negativity, and a loss of productivity.

5. Thank You's Don't Matter Now:

Don't assume that because times are tough, employees won't look for a new job or that a long-standing client won't go elsewhere. Recognize that your best assets are your relationships. Expressing your appreciation is always timely.

After the Pandemic: Is it Business As Usual?

NO. You can't ignore the fact that things have changed. But, regaining your competitive edge and being successful post COVID-19 does not require you to abandon everything you know and start from scratch. You don't have to reinvent the wheel. What you do need is the right combination of people, a positive mindset and an inclusive culture. And, to work smarter.

The Rule of Thirds:

We must work 300 % smarter because what we were doing is now only one third as effective.

Much like the cowboy/rancher gets knocked off the horse, so have many businesses gotten thrown off their success paths by this pandemic. Todd Cohen's vision for adaptive, nimble, and long-term behavior changes will be part of the business owner's return to profits and success. Todd's framework provides the key behavioral traits that will sustain business owners, their employees, clients, and vendors in the near term and will lay the foundation for even deeper relationships which will translate into long term profits.¹

¹ Michael J. Hughes, Assistant Professor, Temple University Fox School of Business; (former) Small Business Advisor, Goldman Sachs 10,000 Small Business Initiative

A Recovery Culture in Action

Recovery starts with a question that many people are asking now: "when can we start selling again"? The real question is: "HOW do we sell *now*?"



Successful Behaviors and Mindsets

While we wait for the world to reopen, what can you do now to prepare?

1. **Everyone's new title is "Essential":**

People don't buy from a title. They buy from someone who they trust and with whom they have a positive relationship. Your clients are also trying to recover and they want to know how each employee at your company can help them be successful. If your team knows how what they do can help ease a client's burden, they are much more likely to maintain and win new business.

2. **Prioritize Humanity Over Metrics:**

This international crisis has touched every person. No one has escaped its wrath in some form or another. The key to building meaningful relationships, especially now, may be as simple as just being fully present and listening. People just want someone to talk to, listen to them, and acknowledge their plight. Your vulnerability, humility, and acknowledgment are a gift to others.

3. **Everyone's In Sales:**

No one wakes up and declares, "I am proud to be overhead!" Your teams want to know how what they do can positively shape the organization's future. Recognizing that everyone in your organization impacts your bottom line.

"Once employees understand that everyone has a role in the sales cycle, the mindset changes, and the company is more successful at reaching its goals. Sales training typically focuses on the tools when **companies must focus on changing the culture.**"

-Consumer Bankers Association, 2019.

4. **The Power of the Water Cooler:**

It may be unclear when your employees can return to the workplace, and, for a while, virtual communication may still be required. There are advantages of Zoom and FaceTime, but do not underestimate the power of human interaction.

Prearranged video meetings will never be a substitute for the networking and knowledge-sharing that happens as a result of spontaneous and informal chats among co-workers.

5. **Training and Development:**

In times of upheaval, training and development is often the first line item to get cut from the budget. But this is the opposite of what you should be doing. Implementing a robust employee training program will increase efficiencies in processes, boost sales, improve employee satisfaction, and reduce turnover. Investing in your employees now will reap significant benefits later.

"Leadership and learning are indispensable to each other."

— John F. Kennedy

6. **How You Show Up Matters:**

Before you utter a single word, the client/donor/prospect has already made up their mind. With the uncertainties that come as a result of this pandemic, people's buying decisions will be scrutinized more than ever.

With each connection, you should be face-to-face (video), make eye contact, and use the other person's name. That individual is the only one in the room at that moment. Be present. How you choose to show up matters!

7. **Listen To Your Customers:**

Rather than assume you know what your customers want and need, ask them. Listen to your customers. Let them help you shape your sales and production models. Your customers are your best resources to help you gauge what they need. That is how we build better products and deliver targeted services.

8. **Engage Your Virtual Team:**

Take this opportunity and reach out to your virtual team for support, guidance, validation, and brainstorming. Your virtual team is composed of colleagues, vendors, customers, friends, mentors, etc. – people who understand what it is you do and keeps you top of mind. None of us have all the answers, and your virtual team is here to help.

9. **Remember Your Vendors:**

Don't ghost your vendors. They, too, need encouragement and can support your efforts to adapt and grow your business. They want to know that you will be back.

10. **Seize the Moment:**

Every conversation is a selling moment. If you have done everything correctly, you have earned the right for the "ask." Prevent the urge from using phrases that will kill the momentum like, "Shoot me an email." or "Get back to me when you can." Seize the moment! Don't abdicate the opportunity to move the conversation forward.

It's not your customer's job to remember you.

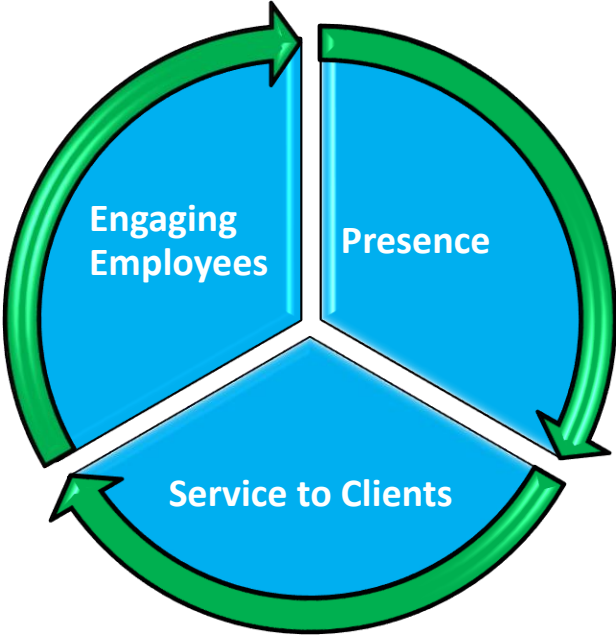
Conclusion:

Recovery lies in the hands of your people.

The decisions you make now will have long term consequences for your recovery. The first question you want to answer is now magnified: Do you have a silo culture or a sales recovery culture? Each person has the ability to contribute to the overall success of your organization. The decisions you make now will have long term consequences for your recovery.

The "Mindset Triad" below summarizes three core areas that will demonstrate commitment and elicit profitable recovery behaviors from the entire company.

The Mindset Triad



Todd Cohen, CSP, has been inspiring and motivating audiences for over 12 years, teaching them to sell themselves to achieve goals and incredible success.

Todd's sales culture keynotes and workshops are in demand from audiences from every background, including salespeople! Delivering approximately 85 appearances every year worldwide, Todd leaves people with a story to tell and feeling great about themselves!



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The imperative now for firms and business owners is to forget about what has been lost and instead to consider where they need to be today, in order to be ready for tomorrow. The clock has been reset and every company now has an opportunity to not only listen to Todd Cohen's message but to internalize it and put it into action. You employees, teams and clients need you now more than ever to shepherd them through this crises and for you to lay the groundwork for the opportunities, revenues and profit growth that's to come. Use Todd's framework to help you get that done.²

² Chuck Sacco, M.B.A.

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