

SCOTT LUMLEY

The 12-Point Turnaround Checklist

The first 30 days of fixing a struggling business.

Four decades of turnarounds distilled into the moves that matter first. Work these in order. Wherever you get stuck is exactly where the real work begins.

- [] **1. Get a true cash position**
Build a 13-week cash flow forecast. You can't fix what you can't see. Cash is oxygen.
- [] **2. Stop the bleed**
List every non-essential expense and cut it this week. Speed beats perfection.
- [] **3. Know your real margins**
Gross margin by product and service line. Find what actually makes money.
- [] **4. Find your top 20%**
Which customers and products drive 80% of the profit? Protect them. Fire the drainers.
- [] **5. Audit your pricing**
Most struggling businesses are underpriced. Test a raise on your best offer.
- [] **6. Chase the cash you're owed**
Collect every overdue invoice now. Aged receivables are an interest-free loan to clients.
- [] **7. Renegotiate your terms**
Vendors, rent, loans. Extend payables, lower rates. Ask. The worst answer is no.
- [] **8. Match headcount to output**
Is every role producing a clear return? Be honest, be fair, be decisive.
- [] **9. Find the one constraint**
Identify the single bottleneck capping growth. Fix that before anything else.
- [] **10. Write a 90-day plan**
Three priorities. Owners. Deadlines. No more than three. Focus wins turnarounds.
- [] **11. Build a weekly scoreboard**
Pick five numbers you check every Monday. What gets measured gets fixed.
- [] **12. Decide: fix, pivot, or exit**
Be ruthlessly honest about which one you're really in. Then commit fully.

Need a hand running this? Book a 60-minute Operator Call and we'll map your first 30 days together — scottlumley.com · scott@scottlumley.com