

Quote of the Month

"For every great business organization in Los Angeles there is a great leader — that CEO who, while often well compensated, is typically the man or woman who risks the most with each daily decision. It takes a certain psychological makeup to be willing to make those important decisions — and then to lead an organization through the resulting victories and losses."

— Matthew A. Toledo, Publisher & CEO, *Los Angeles Business Journal*

Dear Doug,

As business leaders, we are facing some of the most serious and urgent business decisions of our careers.

For many of you, your business has already been affected by the current financial crisis and related changes in the economy. Even if you have been "lucky" so far, now is not the time to have your head buried in the sand. Everyone needs to stay alert and take a serious look at how they are doing business, monitor their key financial and business indicators, and develop strategies for anticipating and responding to the next challenges we will confront.

As your organizational consultants, we have ramped up our efforts to stay informed of key regional trends and provide valuable advice for local businesses. For us, that means an investment of additional time and money in attending business forecast conferences and business networking meetings, participating in online discussion groups and webinars, collecting articles and data, and sharing that information with our clients.

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To your success!

Gail Schaper-Gordon, PhD, & Rick Kiel

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IN THIS ISSUE:**What Should a CEO Do in a Downturn?**

Here are the bullet points from two key speakers at the recent *Los Angeles Business Journal* CEO Conference & Expo:

Kei Matsuda, Senior Vice President & Economist, Union Bank of California

Remember that all economic downturns end ... eventually. Do not lose your long-term strategic perspective. If you do not have a strategic plan, get one. ...

Julio Melara, President and CEO, Time for Action

Find areas in your business where you can re-calibrate, re-engineer, and re-design to become more efficient and productive.

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Why Strategic Planning Is Needed in a Declining Economy

In recent years, Win-Win has led numerous clients through strategic planning to help them expand and build their businesses. ... Strategic planning has been an instrumental process in successfully growing their businesses.



In a declining economy, of course, we face different organizational challenges, which require very different responses. Nevertheless, these difficult times call for leaders to be intentional, thoughtful, and proactive in their approaches to planning and implementing organizational change, just as in periods of growth and prosperity. Strategic planning has been proven to be an effective tool in an economic downturn. We have helped our clients use strategic planning to successfully cut costs, downsize, and adapt to a shifting marketplace.




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