



Johnson & Sheldon, PLLC
Certified Public Accountants



**Avoiding common mistakes in
transition planning: securing
your business's future**



What would happen if you had to step away from your business tomorrow? Would your organization thrive, or would it struggle to adapt? Stepping away is a significant decision, and it shouldn't be left to chance. Every business will eventually require a transition of ownership or leadership. Whether it's planned well in advance or prompted by unexpected circumstances, the process can significantly impact the future stability and success of your company.

A well-crafted transition plan ensures continuity, preserves value, and supports both your personal and organizational goals. It should provide a clear roadmap to navigate any leadership changes, whether those changes are expected or not. Without such a plan, transitions can cause considerable disruption and financial instability.

To help you avoid these risks, here are some common mistakes leaders tend to make and how to address them effectively.

Neglecting or delaying transition planning

One of the biggest mistakes leaders make is waiting too long to start planning for a transition. Many assume they will have plenty of time to hand over the reins in an orderly fashion, but unexpected events can derail even the best intentions.

Even if you don't have a set timeline for stepping away, having a foundational plan ensures your business can handle sudden changes smoothly. Include management and financial advisors early in the process. They can help you spot risks you might otherwise miss, like weak financial reporting, and work with you to create a solid transition plan that positions your company for long-term success.



Relying too heavily on one individual

When one person handles the majority of responsibilities, the business becomes overly reliant on their presence. This creates a single point of failure and jeopardizes operations during a transition. Leaders should also be able to step away for a vacation or a leave of absence without operations grinding to a halt.

The goal is to establish systems and processes that allow the business to function seamlessly without you. This doesn't mean you're expendable but rather that you've built a resilient and sustainable structure.

To reduce dependency on any one individual, distribute mission-critical tasks among multiple team members. Responsibilities like financial oversight, client relationships, and operational management should be shared to ensure continuity.

Train senior staff to manage key functions to avoid disruptions. And consider outsourcing certain functions, like accounting or CFO services, to help distribute responsibilities and mitigate risks.

Neglecting to monitor sustainability

Transitions are far more difficult when a business hasn't been monitoring its financial and operational sustainability. If earnings are tied to one individual or reliant on a single client or product line, it's a major red flag that requires immediate attention. It also makes your business less attractive to potential buyers or successors. Financial vulnerabilities can significantly reduce the value of your business, limiting your options during an exit.

To minimize these risks, work with a professional to identify the most relevant metrics for your business and establish a system for tracking them. Regularly reviewing financial reports and operational benchmarks can help you better understand your company's financial health and pinpoint vulnerabilities. Proactively addressing any risks that arise ensures the stability of your business and positions it for an optimal valuation when the time comes for a transition.



Disorganized, insufficient, or out-of-date records

Poorly maintained records can delay transitions and raise red flags for potential buyers or successors. Financial statements, contracts, and operational documents must be accurate, accessible, and up-to-date.

It's also essential to document operating procedures and workflows. This documentation not only makes it easier for successors or temporary replacements to fill critical roles but also enhances the overall value of your business. Buyers or investors are more likely to view a business as stable and well-managed if they see comprehensive systems in place.

Maintain a centralized digital repository for key documents, categorized into areas like financial records, compliance materials, and operational procedures. Files should also be securely backed up and regularly updated.

Failing to consider the qualities needed in a successor

Choosing the wrong successor - or failing to define what the role requires - can undermine even the best-laid plans. Without a clear description of the role, companies may be left scrambling if an unexpected transition is necessary, often resulting in a hasty decision-making process that puts the organization at risk.

Take the time to develop a detailed profile of the skills, experience, and qualities needed for success in the role. Think about the tasks you handle daily and what someone would need to do if you weren't around. Industry expertise, financial acumen, and leadership style are all important factors to consider. It's often helpful to involve trusted colleagues or advisors in this process to ensure nothing critical is overlooked.



At the same time, mentor and train potential successors within your organization to prepare them for leadership roles. These steps will make it much easier to find a replacement if and when the time comes.

Neglecting strategic tax considerations

It's important to consider your strategic goals well in advance. Do you want to train a family member or internal candidate to step into the role? Would you prefer a buy-out by a partner or external investor? Are you interested in establishing an Employee Stock Ownership Plan? These options all carry significant tax implications and require careful planning.

Consult trusted professionals early in the process to understand the tax and legal ramifications of your transition options. For instance, tax advisors may guide you through the process of establishing an ESOP and help you determine the most tax-efficient way to make your exit. Document their guidance to create a clear blueprint for the transition.



Next Step

Transition planning isn't just about preparing for your departure; it's about ensuring your company thrives in your absence. By addressing potential vulnerabilities now, you can create a more resilient business and ensure a more efficient transition when the time comes. Start early, involve trusted advisors, and prioritize transparency to set your organization up for long-term success. If you'd like personalized assistance and advice, please contact our office.



About Johnson & Sheldon, PLLC

Johnson & Sheldon, PLLC is professional corporation that has established itself as one of the leading, aggressive accounting and consulting firms in the Panhandle Region of Texas. Our clients have been relying on the experience and guidance of our partners, Terry Sheldon , Richard Blankenship and Jeff Joyce for over 30 years. Located in Amarillo, Johnson & Sheldon's client base consists of small to medium size mostly privately-owned business and organizations. J&S is a member of the RSM US Alliance, the nation's fastest growing association of independent accounting firms. Through our affiliation with this network, Johnson & Sheldon, PLLC can offer the pooled expertise and resources of the RSM US Alliance, as well as other network members.



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