

Sales Are Up. Why Is Cash Tight?

Jeffery A. Garfield | October 12, 2026 | Edition 1.0 | Five-minute exercise

Hypothetical: Orders rise 30%; staffing is unchanged. Your supplier requires payment before shipment; customers pay 45 days after delivery. Backlog and complaints rise. Cash balances, margins and spare capacity are unknown.

1. SEE IT

What looks successful? What signals strain?

2. UNDERSTAND IT

Where do work and cash wait? Which dates and amounts are missing?

3. BUILD IT

Who can change the commitment? What resources and evidence do they need?

4. IMPROVE IT

Choose one action. State its owner, evidence needed and tradeoff.

5. FUTURE-PROOF IT

If a receipt is 30 days late, which commitment fails first? Is a backup usable?

Before we commit to _____, _____ will verify _____ by _____.
We will reconsider if _____.

Review date: _____ Evidence of outcome: _____