

The Agentic Turnaround Office

Decide which recovery commitments the business can fund

Operations needs approval to finish a delayed order. Finance needs the customer's payment to cover the commitments already made. The customer is waiting for evidence that the work meets the contract. Everyone has a legitimate concern, but the purchase decision is due today.

A Turnaround Office brings those facts into the same decision and follows the work through to its financial result. CXOJoe's proposed approach combines operating analysis, execution control and governed agent assistance around a defined recovery mission. The client's executives retain decision authority, supported by the systems lead, qualified finance leadership and legal or restructuring counsel where the situation requires them.

Find the condition holding up the money

An overdue invoice is a starting point for investigation. The ledger alone cannot explain whether the customer lacks an acceptance certificate, disputes the quality, received the wrong invoice or cannot pay. Each explanation changes the action, its cost and the date on which cash can reasonably be expected.

The team traces a material receipt back through the order, delivery record, contractual acceptance requirement and customer correspondence. A payment date enters the working forecast only when its basis is clear. Where evidence is missing, the next action is to obtain it from the person who can resolve the uncertainty.

That investigation also reaches upstream. If completed work repeatedly arrives at billing without the required documents, the durable fix belongs in the completion process. The team determines which event should trigger preparation, who confirms completeness and how exceptions reach an owner before they become overdue cash. An automation may help assemble and check the evidence. A disputed delivery still requires an operating decision and customer acceptance.

Test the sequence, including its weakest week

The paper includes a constructed six-week cash model to make the choices inspectable. It begins with \$500,000 of unrestricted cash and a management planning cushion of \$300,000. Scheduled receipts and payments bring closing cash down to \$240,000 by week six.

Two opportunities require different work. Old invoices include \$60,000 held up by acceptance documents and \$40,000 requiring a quality repair. Those receipts depend on the customer accepting the correction. A further \$20,000 has insufficient support to enter the forecast.

Separately, completing an order could collect \$160,000 after \$47,000 of incremental component, overtime and freight payments.

Immediate order completion improves the eventual cash position, but closing cash falls to \$263,000 in week three. Combining it with the receivables work raises that low point to \$313,000. A one-week delay in the \$60,000 receipt then pushes week two below the planning cushion.

The alternative is a customer-agreed \$80,000 deposit, verified before the component purchase. With the receivables repair, this changes the lowest modeled week-end balance to \$363,000. It produces the same \$443,000 week-six balance as the immediate combined plan. The improvement comes from the order of cash movements, with customer agreement and operational feasibility as conditions for commitment.

Option	Lowest week-end cash	Week-six cash	Decision implication
Current plan	\$240,000	\$240,000	The cushion is breached in week four
Repair old receivables	\$330,000	\$330,000	Relies on documented acceptance and payment conditions
Complete order immediately	\$263,000	\$353,000	Funding pressure arrives before the receipt
Repair and complete immediately	\$313,000	\$443,000	A delayed receipt can reverse the decision
Repair and use a staged deposit	\$363,000	\$443,000	Purchase follows verified available funds and operating checks

These figures compare cash timing. They exclude newly commissioned office, professional and financing fees, which must be added by payment date before a real commitment. Historical inventory cost, ordinary labor, overhead and revenue recognition require separate treatment to determine margin. Finance also checks daily cash around payroll and other tight dates; a Friday closing balance can hide a Monday shortage.

Turn the chosen option into work people can begin

The output is a detailed recovery plan built around the decisions due now. For each material action it specifies the owner, the evidence required, the cash commitment, the preceding condition and the result that will close the work.

In the deposit sequence, the account owner confirms the customer’s terms; counsel handles contractual questions; finance verifies the receipt and its availability; operations confirms that

components will actually remove the delivery constraint. Procurement acts within the resulting authority. If the deposit fails to arrive, the purchase remains on hold and the cash model reverts to the supported receivables plan.

The office monitors those conditions between meetings. A changed acceptance date or unavailable qualified operator prompts a new decision because it changes the sequence the company can execute. The team tracks the consequences in cash, contribution and operating reliability, with definitions that prevent the same benefit being counted twice.

Give agents a narrow, useful job

Agents can reconcile approved records, flag conflicting dates, identify missing evidence and update scenario calculations for review. The responsible people resolve disputed facts, authorize commitments and negotiate with stakeholders.

The operating test includes setup, human review, errors and recovery effort. A fast summary that overlooks a rejected delivery can cost more than a careful manual review. The office keeps a manual path available while it tests the assisted workflow.

Choose the entry point from the situation

A bounded recurring operating problem can begin with the Executive Systems Diagnostic: \$5,800 over two weeks. Josef investigates the cause, compares practical interventions and develops a detailed plan with immediate actions, owners, costs and measures of financial effect.

Interacting recovery constraints call for a Turnaround Office conversation about the mission, sponsor, professional coverage and first commitments. Immediate liquidity, legal, safety or regulatory exposures go to the responsible executives and qualified professionals as soon as they are identified.

For that conversation, bring the next decision that cannot wait, the cash or operating consequence and the records management is relying on. Those facts establish where the work should begin.