


# Business Advisory Panel

Business Advisory Panel partners with you to  
sharpen strategy, strengthen governance,  
and make confident decisions.



**CoachStation**  
Leadership. People. Business Development.

**MICHAEL  
HAUPT**



Business Advisory Panel (BAP) exists to **help leaders** and boards see what others miss.

We bring **experienced**, external **insight** to clarify **priorities**, strengthen **decisions**, and uncover opportunities that create genuine **progress**.

We do not just advise. We **partner** to build **confidence**, alignment, and traction where it matters most.

BAP combines external perspective with practical experience to strengthen your organisation.

### Who is BAP for?

Clarity. Judgment. Commercial confidence.

Designed for leaders and boards who are ready to raise the bar - combining experience, perspective, and structure to turn complex decisions into confident direction.

Strategic business decisions are rarely made with perfect information. Owners and leaders are expected to balance growth, risk, people, cash flow, and long-term sustainability, often in isolation.

BAP provides business owners and senior leaders with access to trusted, experienced advisors who bring complementary perspectives across leadership, commercial decision-making, and financial reality.

### What is the Business Advisory Panel?

Delivered collaboratively by Michael Haupt and Steve Riddle, BAP supports better thinking, stronger decisions, and more confident leadership.

The Business Advisory Panel is a structured advisory engagement that provides access to two senior advisors working together:

- **Michael Haupt**, Principal of Michael Haupt Accounting, brings commercial, strategic, financial, and business structure expertise.
- **Steve Riddle**, Founder of CoachStation, brings leadership, decision-making, culture, and people-focused insight.

Sessions are practical, conversational, and grounded in the real challenges of running a business.

Although we apply thinking and concepts based on our significant experience, each session and program is tailored and targeted based on what is needed.

There is no generic framework and no fixed agenda. Each session focuses on what matters most right now.

# Turning insight into confident decisions.

## How It Works in Practice:

- One **Decision Brief** per participant per session.
- Briefs are shared in **advance**.
- Panel time focuses on **judgement, trade-offs, and accountability**.
- Decisions are captured and **revisited** over time.

This creates **momentum, clarity, and confidence** between sessions, not just during them.

## The Decision Brief

At the centre of the Business Advisory Panel is a simple but powerful discipline: the Decision Brief.

Although each partnership is unique and tailored, the Decision Brief ensures every advisory session focuses on what matters most - the quality of decisions being made. Rather than broad updates or general discussion, each participant brings one clearly framed decision to the panel.

## What is the Decision Brief?

A Decision Brief is a short, structured document completed before each panel session.

It helps leaders:

- Clarify thinking before seeking advice.
- Review actions and progress.
- Separate facts from assumptions.
- Surface risks and blind spots early.
- Use advisory time efficiently and effectively.

The panel's role is not to provide answers, but to strengthen judgment, challenge thinking, and support confident decision-making.

## What the Decision Brief Covers

Each Decision Brief addresses six key areas:

1. **Context:** What is happening now, and why this decision matters at this point in time.
2. **The Decision:** The specific decision to be made, including the impact of not deciding.
3. **Options Considered:** Two to three realistic options, including doing nothing if relevant.
4. **Risks, Assumptions, and Unknowns:** What could go wrong, what is being assumed, and what is not yet clear.
5. **What 'Good' Looks Like:** Clear, observable outcomes over the next 90 days.
6. **Support Requested from the Panel:** Where challenge, insight, or experience is most needed.



## Why a Business Advisory panel?

While every engagement is different, common areas and themes we consistently explore, include:

- Strategic clarity and direction
- Decision-making confidence and judgment
- Financial performance, cash flow, and sustainability
- Role clarity and leadership effectiveness
- Business structure, growth, and risk
- Accountability, priorities, and execution
- Organisational culture and effectiveness

The value lies not in advice alone, but in thinking more effectively and clearly before acting.

## How BAP Works

Business Advisory Panel engagements are intentionally simple and flexible. Participants engage in:

- Regular advisory sessions, facilitated jointly or independently as appropriate
- Confidential, high-trust discussions, focused on real decisions and trade-offs
- Integrated leadership and commercial insight, not siloed advice

Sessions may occur monthly, quarterly, or as needed, depending on the business context, need, and stage.

BAP is equally valuable for:

- Business owners
- Directors
- Senior leaders
- Founders navigating growth, complexity, or transition.



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