

LEADING IN UNPRECEDENTED TIMES:

A MANDATE TO BE BOLD AND REMAIN BOLD



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A CRISIS DEMANDS BOLDNESS AND LEARNING

While working urgently to balance dozens of critical priorities each day, these two questions have guided us throughout the crisis:

ACT NOW



BOLDNESS

How do we boldly respond to the crisis to emerge stronger than before and be better positioned than our peers?

PLAN NOW



LEARNING

How can we learn through this experience and maintain agility to win in a new world?



STRATEGIC IMPERATIVES

ACT NOW



Respond to the crisis and protect the business



Safeguard business continuity and stability



Engage in iterative, agile problem solving

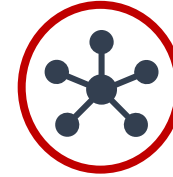


Learn while scaling at the pace of the crisis

PLAN NOW



Reinvent your business model at its core



Innovate and evolve your business portfolio

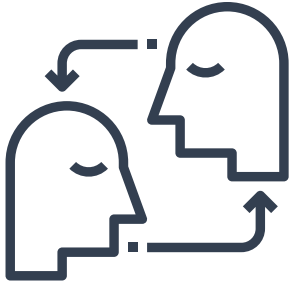


Accelerate through the recovery



Retool for the new world

FOCUS ON BEHAVIORS— NOT TACTICS OR TASKS



Lead with Empathy

Prioritize the health and wellbeing of stakeholders, including your own health.



Streamline Decision Making

Quickly process information, determine what matters most, and make decisions with conviction. Balance *urgent* vs. *important*.



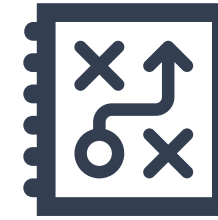
Embrace Innovation

Align team focus, establish new metrics to monitor performance, and create a culture of accountability.



Engage with Impact

Lead with intent. Reinforce Vision, Purpose and Values that support your organization and community.




Adapt with Agility

Encourage experimentation and embrace action, but don't punish mistakes. Balance survival today vs. success tomorrow.



Communicate Effectively

Brutal honesty with rational basis for hope. Stakeholder messaging should balance optimism with realism.



*“When you
can’t change
the direction
of the wind –
adjust your
sails”*



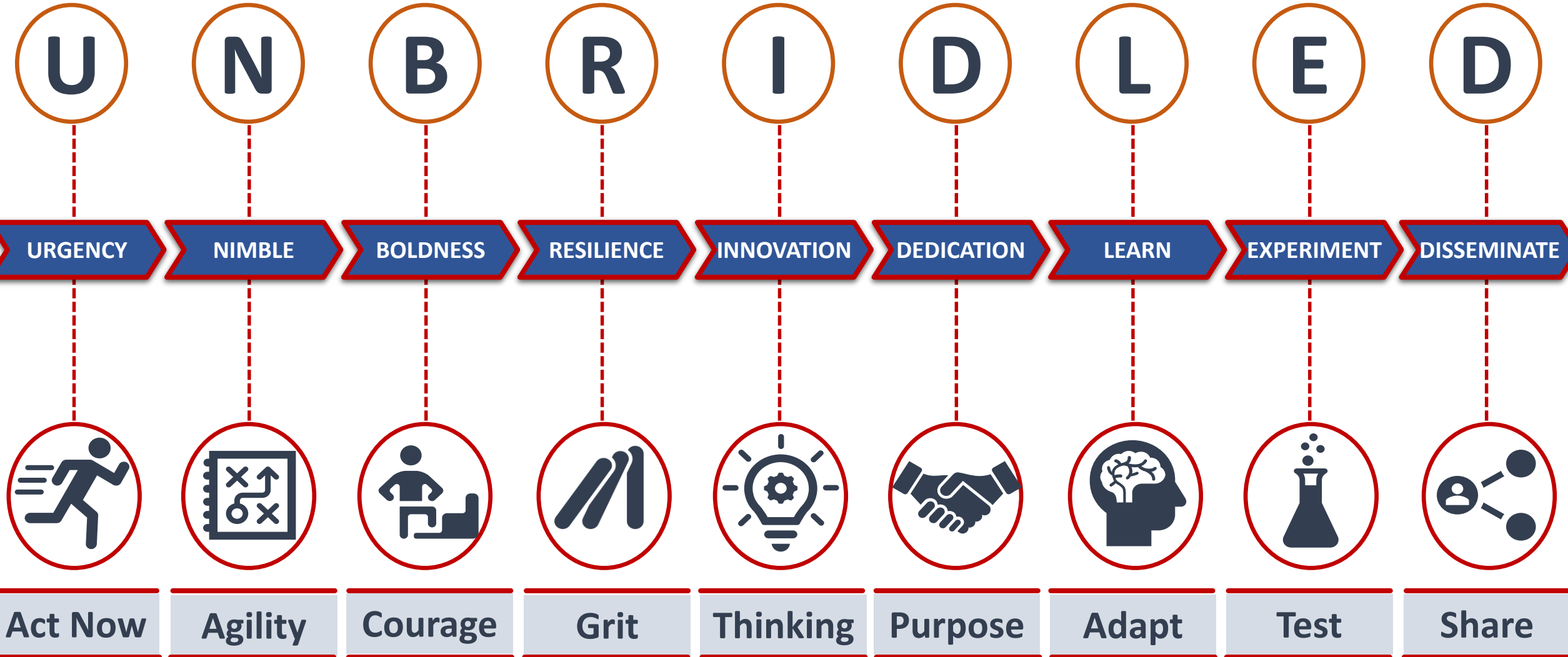
**NOTHING GOLD CAN STAY: THE NEW ~~NORMAL~~
~~ABNORMAL~~
REALITY!**

CONFRONT AND EMBRACE "THE NEW REALITY"




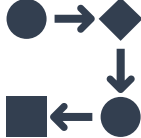


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REIMAGINE THE FUTURE: UNBRIDLED LEADERSHIP



REIMAGINE THE FUTURE: ADJUST YOUR SAILS

PLANNING FOR THE UNKNOWNNS

KNOWNS	 <p>KNOWN KNOWNNS Things we are aware of <u>and</u> understand (Know the problem and solution)</p>	 <p>KNOWN UNKNOWNNS Things we are aware of <u>but</u> don't understand (Know the problem; not the solution)</p>
	 <p>UNKNOWN KNOWNNS Things we understand <u>but</u> not aware (Don't know issue; but clear solution)</p>	 <p>UNKNOWN UNKNOWNNS Things we are <u>neither</u> aware of nor understand (No idea until it happens)</p>

KNOWNS

UNKNOWNNS

REIMAGINE THE FUTURE: FROM SURVIVING TO THRIVING

