LEADING IN UNPRECEDENTED TIMES:
A MANDATE TO BE BOLD AND REMAIN BOLD
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 Abnormal Reality!

Confront and Embrace “The New Reality”
REIMAGINE THE FUTURE: UNBRIDLED LEADERSHIP

URGENCY  NIMBLE  BOLDNESS  RESILIENCE  INNOVATION  DEDICATION  LEARN  EXPERIMENT  DISSEMINATE

Act Now  Agility  Courage  Grit  Thinking  Purpose  Adapt  Test  Share
REIMAGINE THE FUTURE: ADJUST YOUR SAILS

PLANNING FOR THE UNKNOWNS

**KNOWN KNOWNS**
Things we are aware of and understand
(Know the problem and solution)

**KNOWN UNKNOWNS**
Things we are aware of but don’t understand
(Know the problem; not the solution)

**UNKNOWN KNOWNS**
Things we understand but not aware
(Don’t know issue; but clear solution)

**UNKNOWN UNKNOWNS**
Things we are neither aware of nor understand
(No idea until it happens)
REIMAGINE THE FUTURE: FROM SURVIVING TO THRIVING

Adapt

Anticipate

Resilient Enterprise

Agile

Act