LEADING IN A CRISIS
When “perform” becomes “survive”

Organizations must continue to move forward—but where should you push and where should you pause?

CEOS MUST:

Accept that not every challenge is fixable.  
Balance keeping the enterprise moving forward and adapting, with keeping employees afloat.  
Find the courage to deal with both immediate problems and those that will continue.  
Be empathetic and executional.
What to do now

The round-the-clock nature of this and self-isolation is taxing. Survival can overwhelm you, so control what you can.

- Define purpose to **guide the organization**.
- Define the firm’s **values concisely**.
- **Show resilience**—find the challenges that energize you.
- Create an environment of **innovation and solution**.
- Look at the most pivotal points that will **make a difference**.
- See and recognize the **heroism that your workers are showing**.
- Maintain a sense of humor.

**COLLABORATORS, NOT COMPETITORS**

The most effective CEOs treat their rivals as **collaborators, not competitors**

Top leaders can find empathy and support from talking to others about how they’re facing the same issues.
What to do next

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<thead>
<tr>
<th>Most CEOs have had to rapidly shed procedures and norms.</th>
<th>Know where your people are in the next 24-48 hours.</th>
<th>Consider the pace.</th>
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<tbody>
<tr>
<td>▪ Think through those processes you want to keep.</td>
<td>▪ Find out where they are in the grief curve.</td>
<td>▪ What’s the risk of burnout?</td>
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<td>▪ Consider which ones you want to change.</td>
<td>▪ Define and execute your approaches for feedback.</td>
<td>▪ When there are choices in the market, what kind of flight risk do you think you’ll face from your top performers?</td>
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<td></td>
<td>▪ Understand how to communicate openly and positively.</td>
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Thank you