



Leading Through Ambiguity

March 25, 2020

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STEP CHANGE

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An open and candid conversation about the current status of our industry, lessons learned from the past and what we should be doing now.

Opportunity in Crises

There have been crisis before and there will be **crisis again.**

What we always need is Leaders!

There are three Principles that will work to guide you and your team.

Let's start with what matters most...



#1 - It's a Mindset Game

“Never let a
good crises go
to waste”

- Winston Churchill



“This too
shall pass
away”

- Abraham Lincoln

#2 - There is a need for speed



You may not control all
the events that happen to
you, but you can decide
not to be reduced
by them.

Maya Angelou

#3 - Maintain Perspective

Respond and Navigate the Crises - A 5 Step Model for a strategic response today and the future

- ✓ **Frame the CHALLENGE** - What is the exact intention that you want to come out of this?
- ✓ **Be the CALM leader** - This is your leadership opportunity.
- ✓ **CONTROL the controllable** - Focus and keep your team focused.
- ✓ **Seek CLARITY in communications** - Be able to bring people on your journey with your “special sauce”.
- ✓ **Manage to the CYCLE** - No matter how close the problems get, be able to look up and lead. Make sensible choices.

Frame the CHALLENGE

What is the exact intent that you want to come out of this? Have this clearly articulated to yourself and your team. All in the same boat, rowing together to a clear North Star.



Remember your **Purpose**. Always keep in mind WHY you and your organization do what you do. Who do we do it for? What outcomes do they/we desire?



What must you **DEFEND**? What must you ELIMINATE?
Protect the business in the short term.



CAPTURE short term opportunities.



ADVANCE – reimagine your value longer term.
This may change our value over the long term.

Be the CALM leader

Make sure that you stay in control and that you see this as your leadership opportunity.

Most of what screws us up is the picture in our head of how it is supposed to be.



YOUR role as the leader - Is to help people navigate uncertainty.



You must **Sharpen Your Saw**. Spiritual, Physical, Mental & Emotional



Keep your team focused on the **Circle of Influence** and not the Circle of Concern



Invest in Trust and Development – Understand your people deeply.
Bring people to center. Improve your/their Leadership Skills now.

CONTROL the controllable. W.I.N.!

Don't get lost in the noise and distraction. Focus on your control.

Three things you can control:

1. Focus on your **W.I.N.** at all times. **What's Important Now?** Define and focus on everything that you **CAN** control. Control anxiety and overwhelm.
2. Cut **ALL** non-essential costs. Go line by line in your financial statement to define Level 1 and Level 2 cuts. Rethink all processes. Don't suffer alone – ask for support from supplier, staff, government, banks, etc.
3. Run scenarios – if X happens, we will need to do Y. Use for goals and budgets. Have pre-agreed triggers and alignment with your team.

Seek **CLARITY** in communications



Own your own wake! Like a passing ship, we all leave a wake behind us, long after we leave a conversation, that can be positive or negative.



Build foundations of **TRUST**. Work in 100% Integrity → Ask for open feedback → **Eliminate Triangulation** – you may not talk about another without them in the room.



Be crystal clear on the **INTENTION**, the **EXPECTATION** & the **SHIFT** required by you/them.



Make it **ALL** about **THEM**. The value for them, in their language, get them engaged.

Manage to the CYCLE

No matter how close the problems get, be able to look up and lead to the future. Study after Study - the people that can respond today and keep an eye on tomorrow, WIN massively when the market turns.

Effect a Dual Transformation in your organization: A + B + C = Success.

A

Find efficiencies and effectiveness TODAY.

B

Your future success will be predetermined by your ability to see future opportunities.

- Where should you invest now to be ready for when the market turns?
- Make sensible moves: How/where can I invest without paying anything?
How can I cut back in other areas to invest for the future now?

C

Focus on the strengths, values and capabilities that got you here with a new mindset and skills to get you to the next round of success.

BUSINESS STRATEGIES DURING CRISIS TIMES

Tactical Topics to Cover:

- Managing Human Capital
- SBA Help
- Equity Lines and Personal Loans
- Partnerships with Other Providers

State by State Rules:

- Layoffs vs Furloughs
- Salary Employees and Job Duties
- Employer and Employee Options

SMALL BUSINESS
ADMINISTRATION (SBA)
DISASTER LOANS

EQUITY LINES AND PERSONAL
LOANS

Helpful Links:

1. https://www.sba.gov/page/guidance-businesses-employers-plan-respond-coronavirus-disease-2019-covid-19?fbclid=IwAR0tftmcMBzI-kL6576Uykk5Rkw4ytKDA_4Vz4T6ECJBh_tRLfitoj2RXI0
2. <https://www.benefits.gov/benefit/1504?fbclid=IwAR0P0pKxts9WxQIaN4-q1nOGepUwQeRNqdPOWryMGvm0A9GyW1PzEyF7zbl>
3. <https://www.forbes.com/sites/maneetahuja/2020/03/17/facebook-announces-100-million-grant-for-small-businesses-being-impacted-by-coronavirus/?fbclid=IwAR1xRgUEfmNUsEiRXO2HLJwhqVnhX6VM39gU-1GCMxpi5nDzb1AJ5iheBd8#47d734ca4d4c>
4. https://disasterloan.sba.gov/ela/Documents/Three_Step_Process_SBA_Disaster_Loans.pdf

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March 18, 2020 Update

Federal Paid Leave Policy. House Bill 6201 was passed by the U.S. House of Representatives earlier this week, and by the Senate today. It will go into effect 15 days after it is signed by President Trump. The legislation creates an obligation for employers with fewer than 500 employees to provide job-protected leave and paid sick leave to employees for absences related to the coronavirus. Employers 50 and below can request a waiver and we are working on learning what the process is for obtaining a waiver.

Next Focus is \$1T+ Economic Stimulus Plan - Senate lawmakers have now turned their full attention to the Trump administration's proposal for \$1 trillion in spending to combat the coronavirus pandemic, including aid for airlines, direct payments to American households, and \$300 for small business cash-flow relief. You can read more [here](#).

Proposed Small Business Cash Flow Relief – In context of above, GNO, Inc. and partners are supporting a bill by Senator Marco Rubio (R-FL) that would help get working capital to business in need. Enhancing the SBA 7(a) program, this bill would increase the SBA's guarantee on loans made by private banks from to as much as 100%, and eliminate fees

QUESTIONS?

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CONTACT INFORMATION