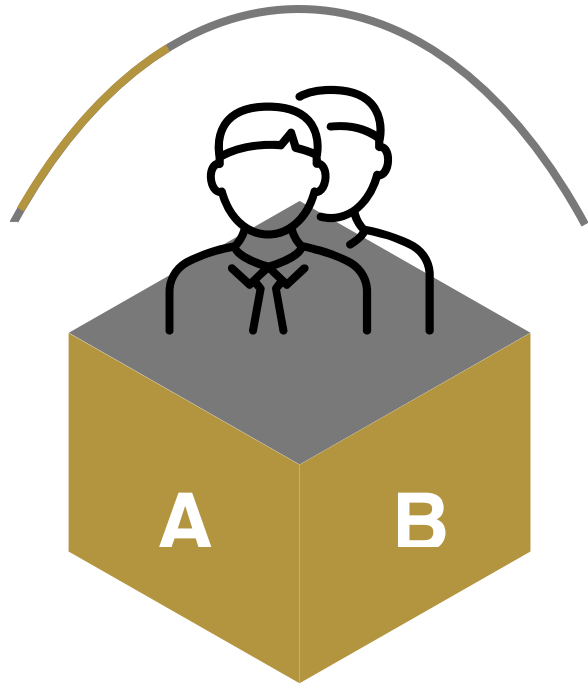




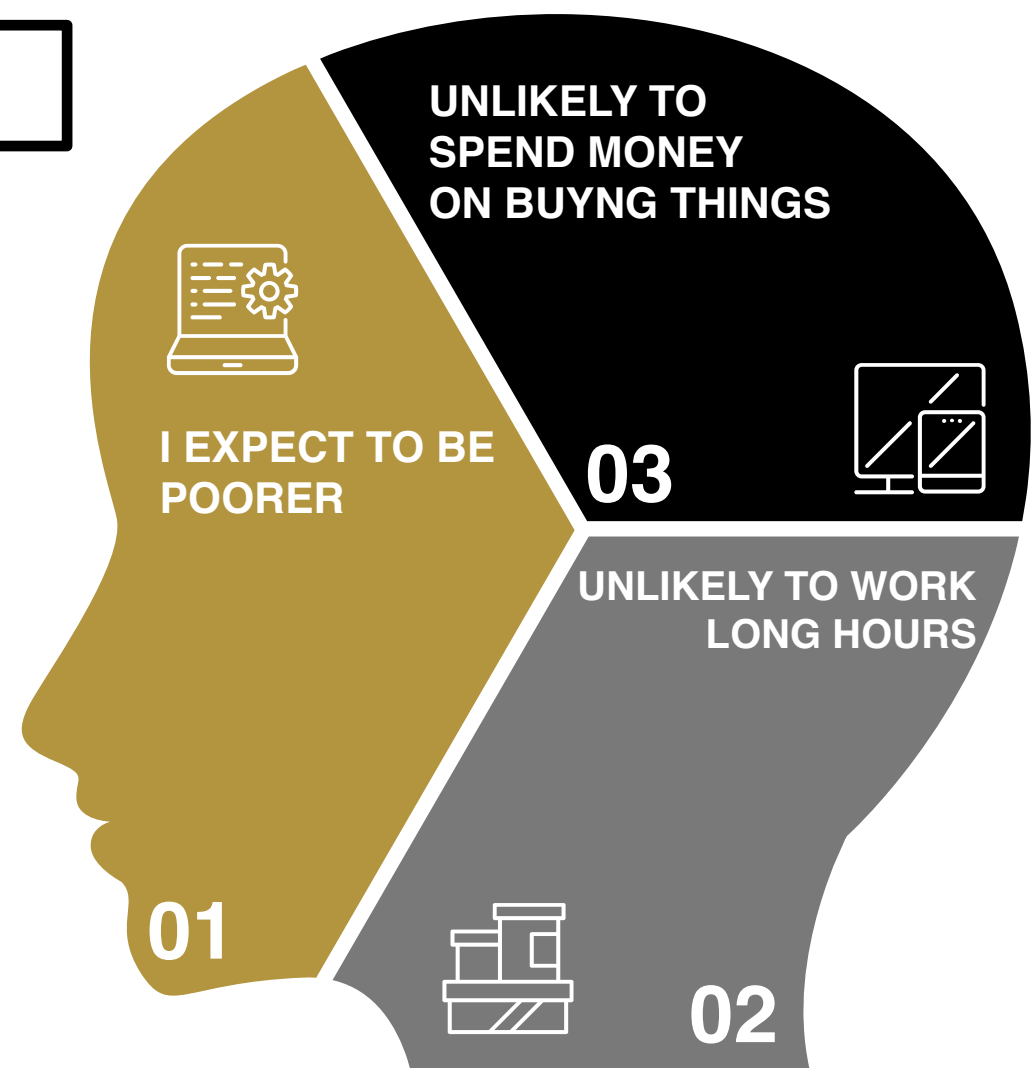
”

# LEADERSHIP & BUSINESS SKILLS IN TIMES OF CRISES

# THE PARALYSIS



What we do is highly interdependent on what we expect others to do.



SETS BEHAVIOURAL DIRECTION FOR YOUR RESULTS

# ECONOMIC COMPONENTS

**DIRECT COSTS**

**FEAR**

**CONFIDENCE**

**DIRECT COSTS**

**FEAR**

**CONFIDENCE**

Direct costs resulting from loss of jobs, pay-cuts, and business closures.


The fear led to lockdowns and mitigation policies that have led to the bulk of the costs.

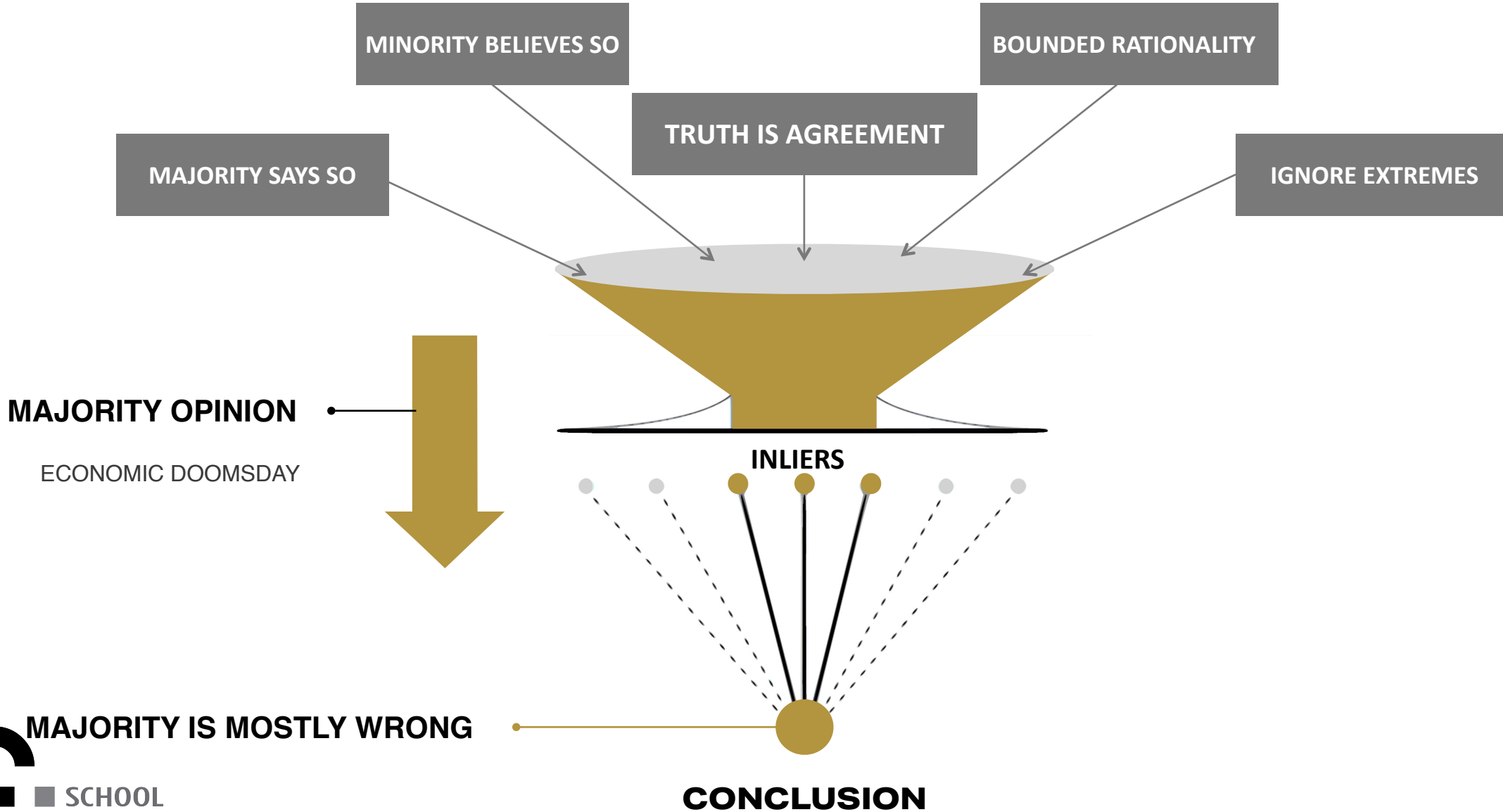
The confidence of people stands shattered at multiple levels.

Confidence is very easily broken but it is repaired very slowly.

# MAKING SENSE OF REALITY

HOW DO YOU MAKE INQUIRE INTO THE TRUTH OF THINGS?

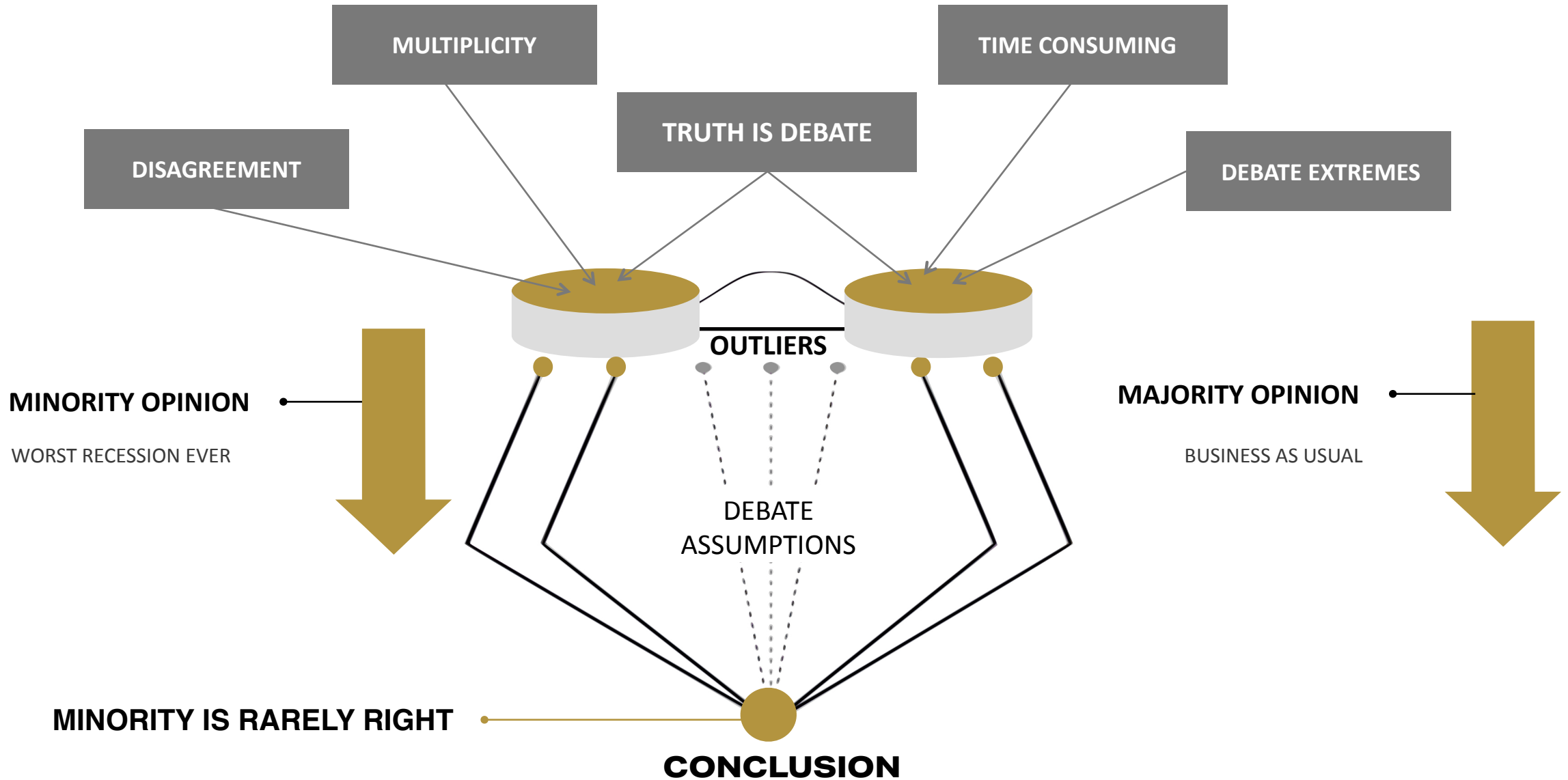
 Limited by information, time, and resources





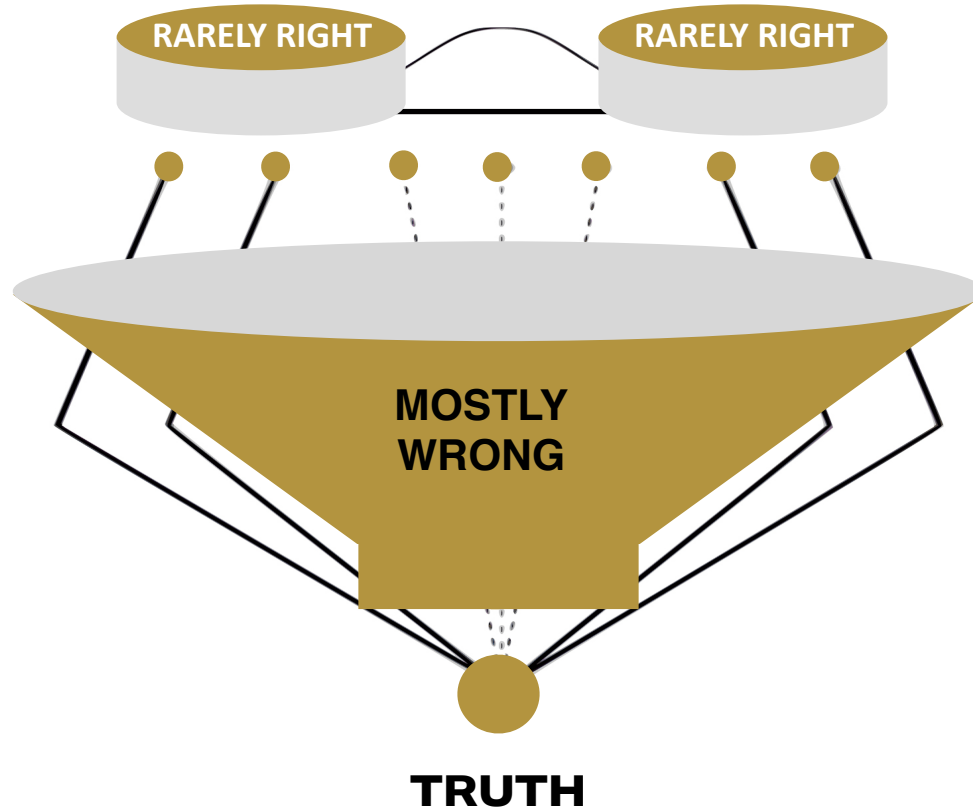
# MAKING SENSE OF REALITY

HOW DO YOU MAKE INQUIRE INTO THE TRUTH OF THINGS?



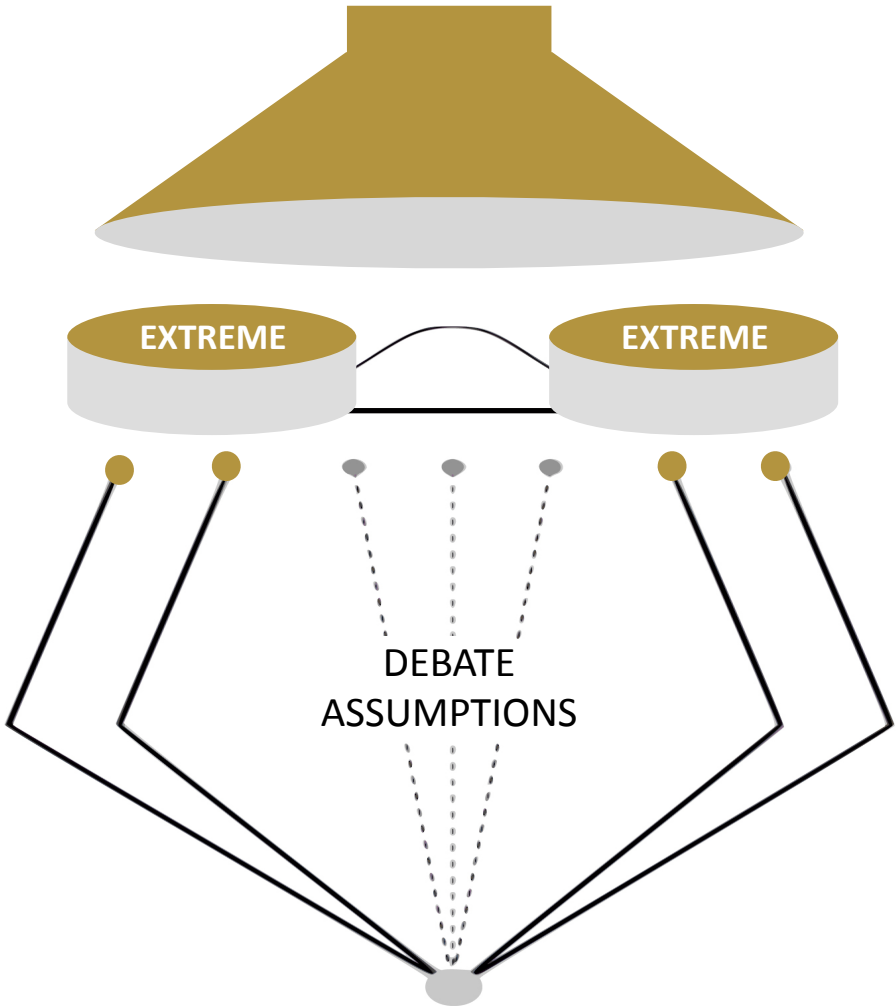
# MAKING SENSE OF REALITY

## THE COMMON SYSTEM



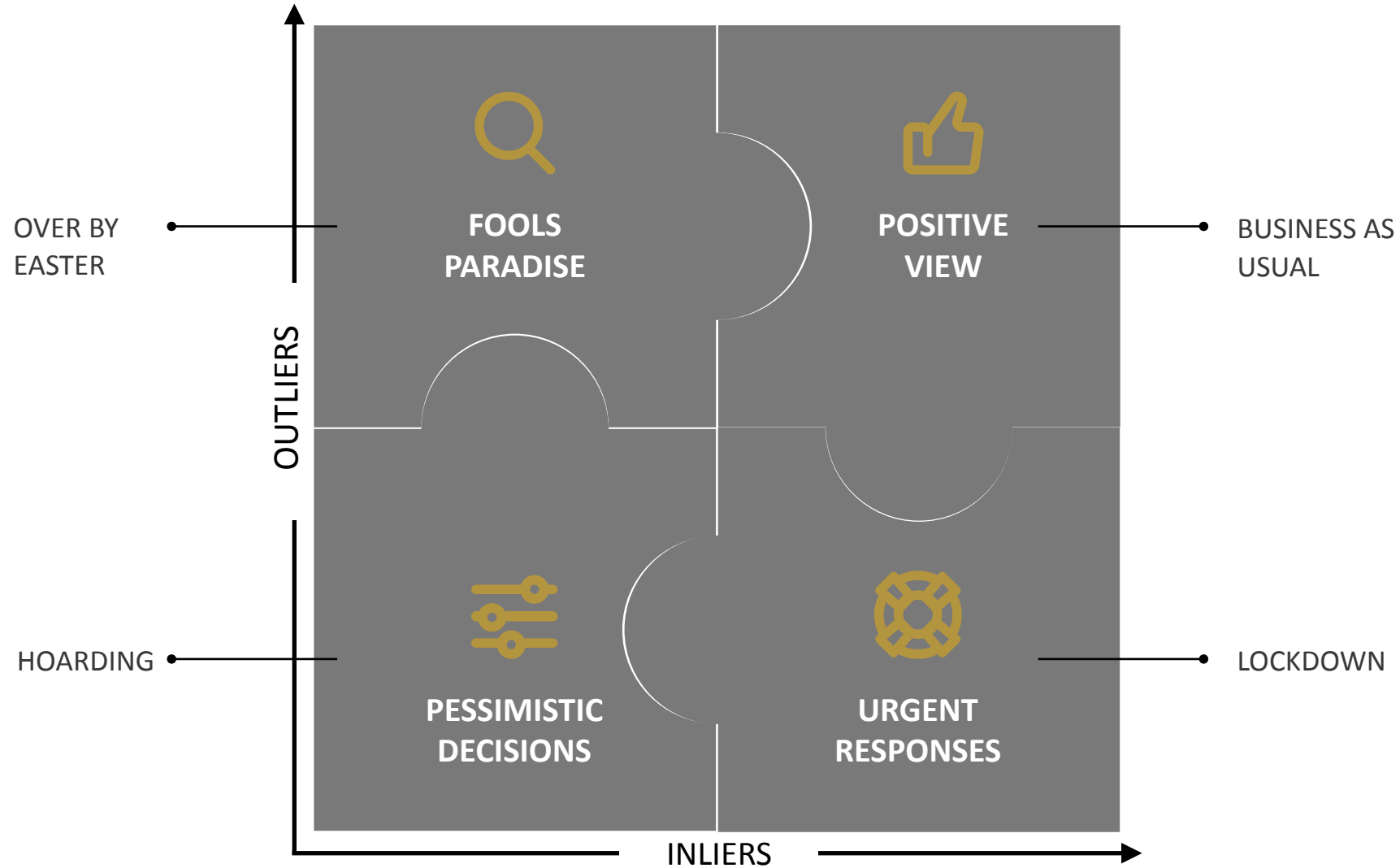
# MAKING SENSE OF REALITY

**TRUTH IS PLURAL**



**THE UNCOMMON SYSTEM**

# HOW DID THE WORLD DISCOVER TRUTH



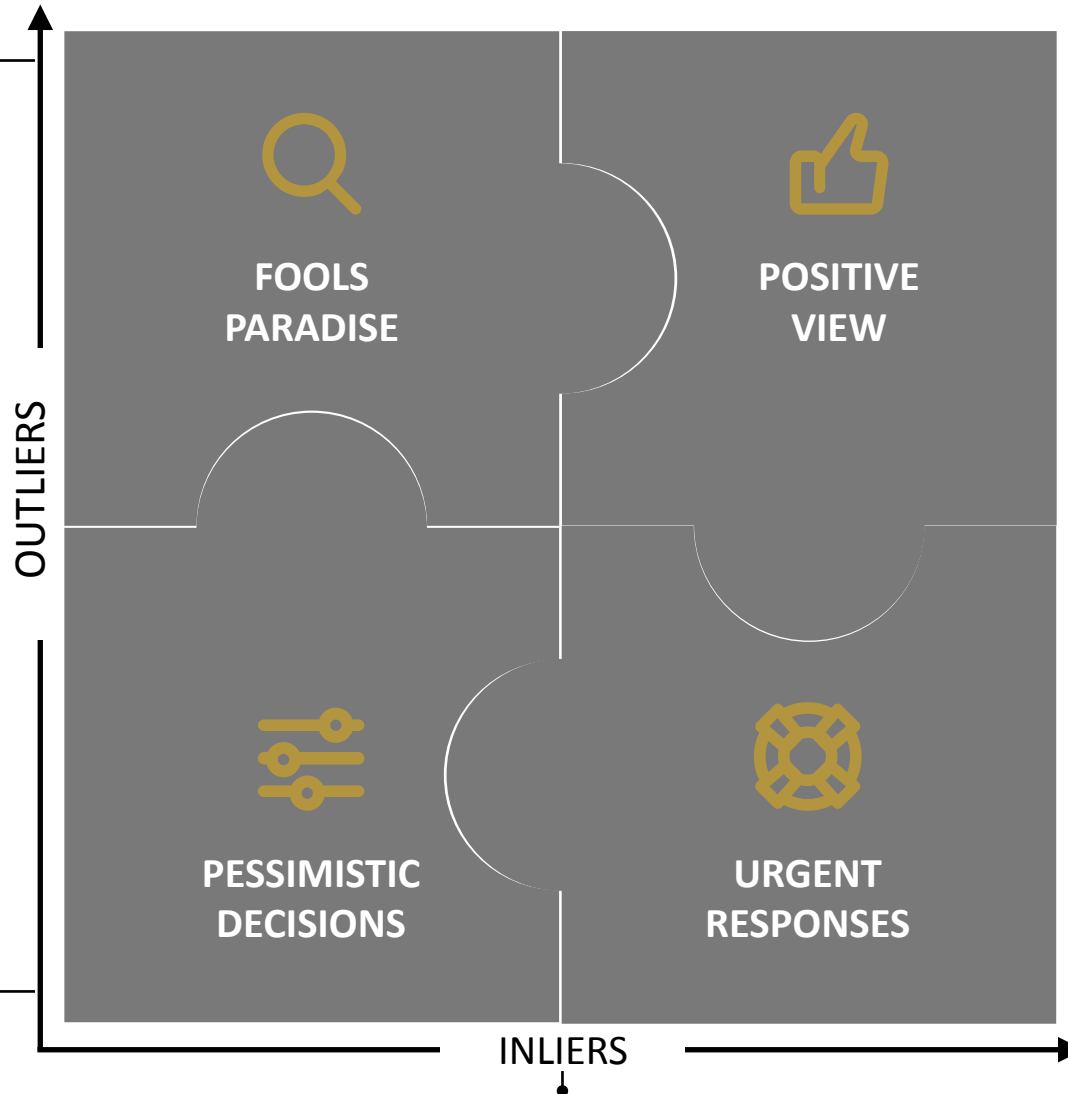
INTEGRATED REALITY

I DON'T KNOW



# WHAT DO I KNOW

IT WILL RECOVER



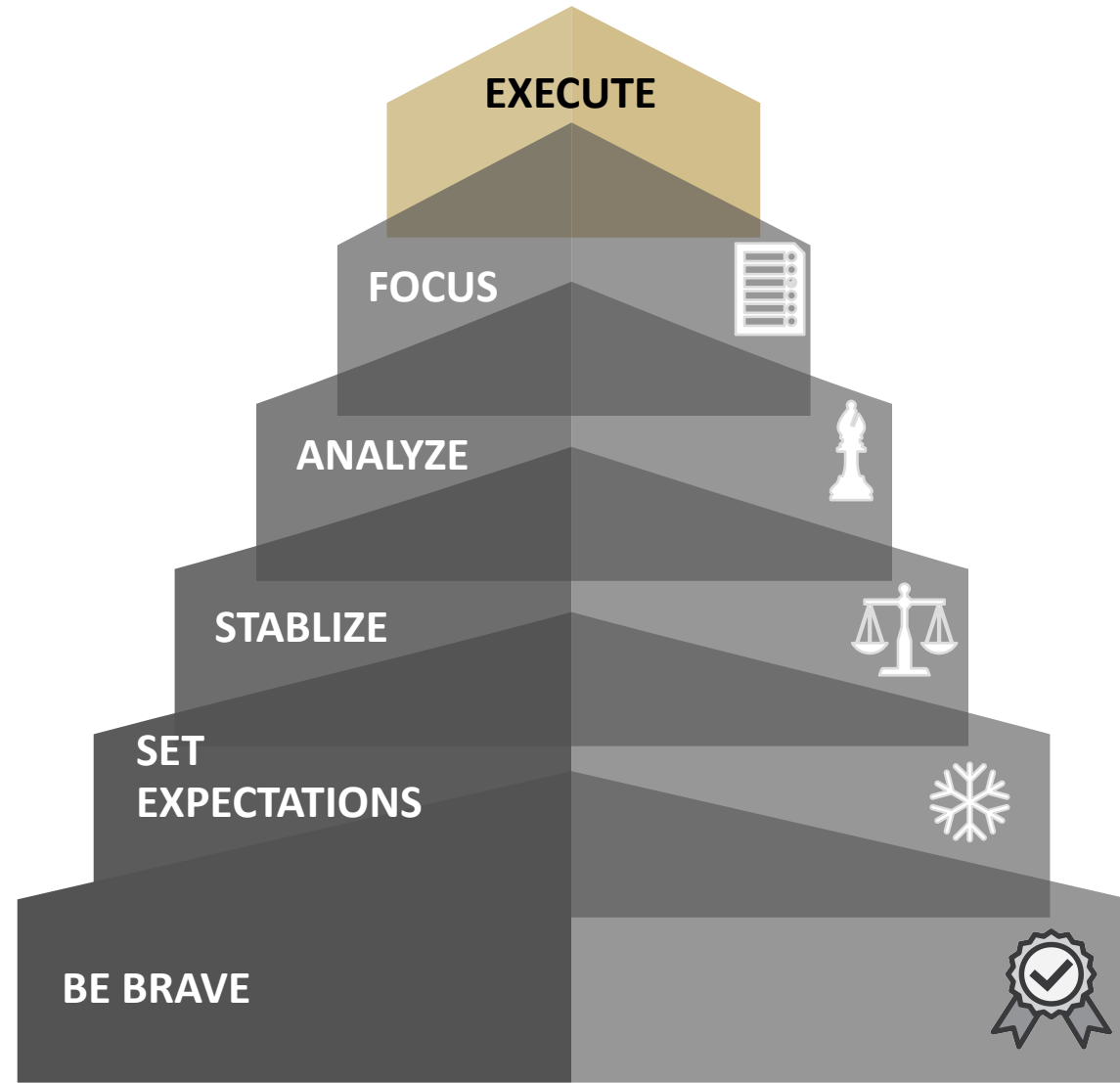
ECONOMY IS DOWN  
LIQUIDITY CRUNCH

BETTER BE SAFE THAN SORRY STRATEGY

## WHAT ELSE DO I KNOW?

- ▶ People Will Behave According To Expectations
- ▶ Market Shares Shift Post Crises
- ▶ Giants Are Born Post Recession
- ▶ Acknowledging I Don't Know Implies Uncertainty
- ▶ The Way Out Of Uncertainty IS Not 'The Usual Way' But Either The Creative Way or The Critical Way
- ▶ The Leaders Will Decide The Way - I Will Follow Because I Really Don't Know

# LEADING THROUGH CRISES



INTEGRATED REALITY

BE SAFE MODEL

# BE SAFE MODEL

BE BRAVE

IS NOT

IT IS



PEOPLE ARE AFRAID

BEING OPPOSITE



ACKNOWLEDGING FEAR



GIVING FALSE ASSURANCES



CREATING CALMNESS



SAYING NOTHING WILL GO WRONG



IT'S IN OUR HANDS

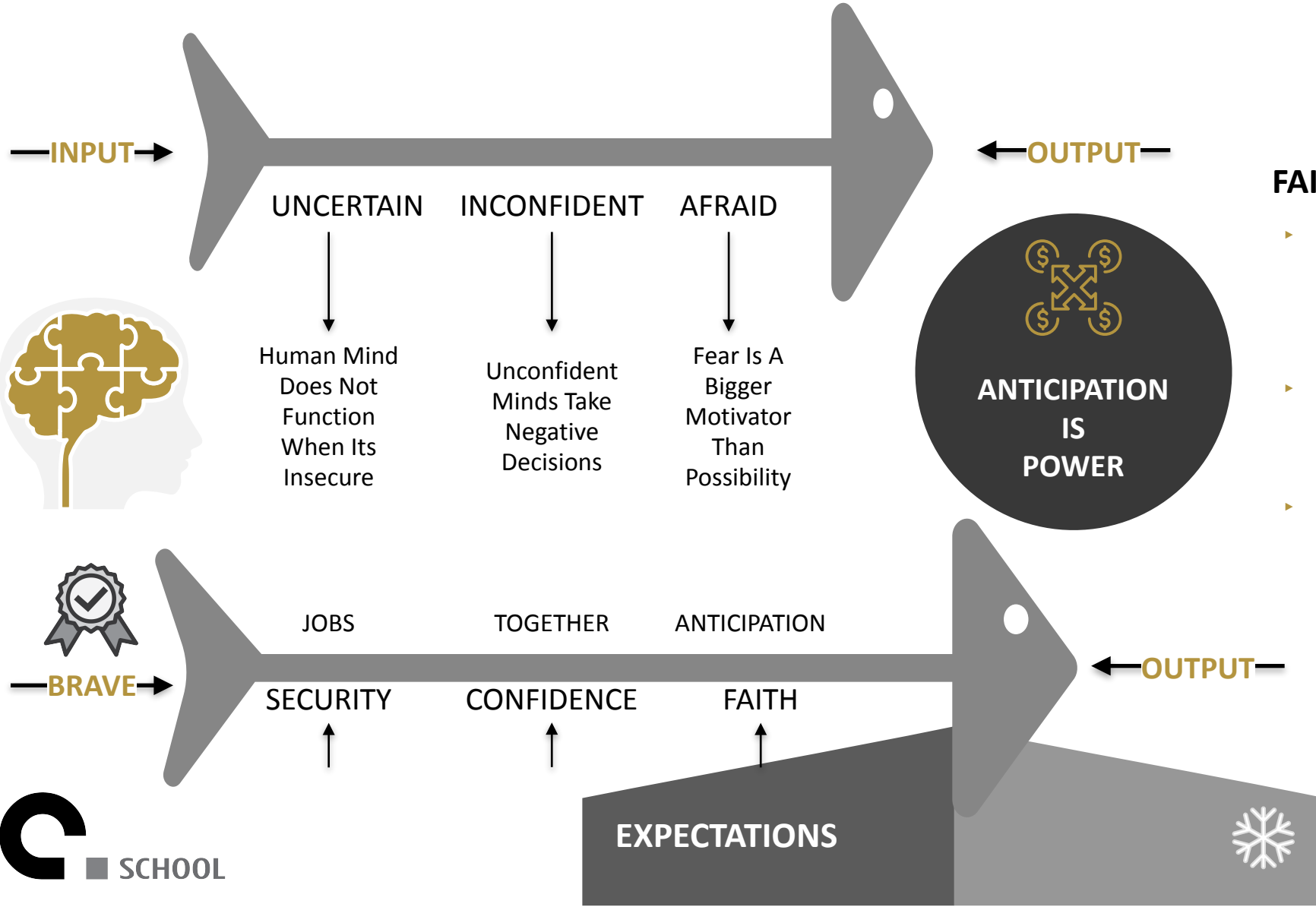


BRAVE



# BE SAFE MODEL

## SET EXPECTATIONS: CHANGE UNCERTAINTY TO FAITH



### FAITH

- ▶ Faith is knowing that at our core we're more than anything we will ever face, and we can handle whatever life brings us.
- ▶ Faith is what fuels us through times of fear and uncertainty.
- ▶ Faith is resilience.



# BE SAFE MODEL

## STABLIZE



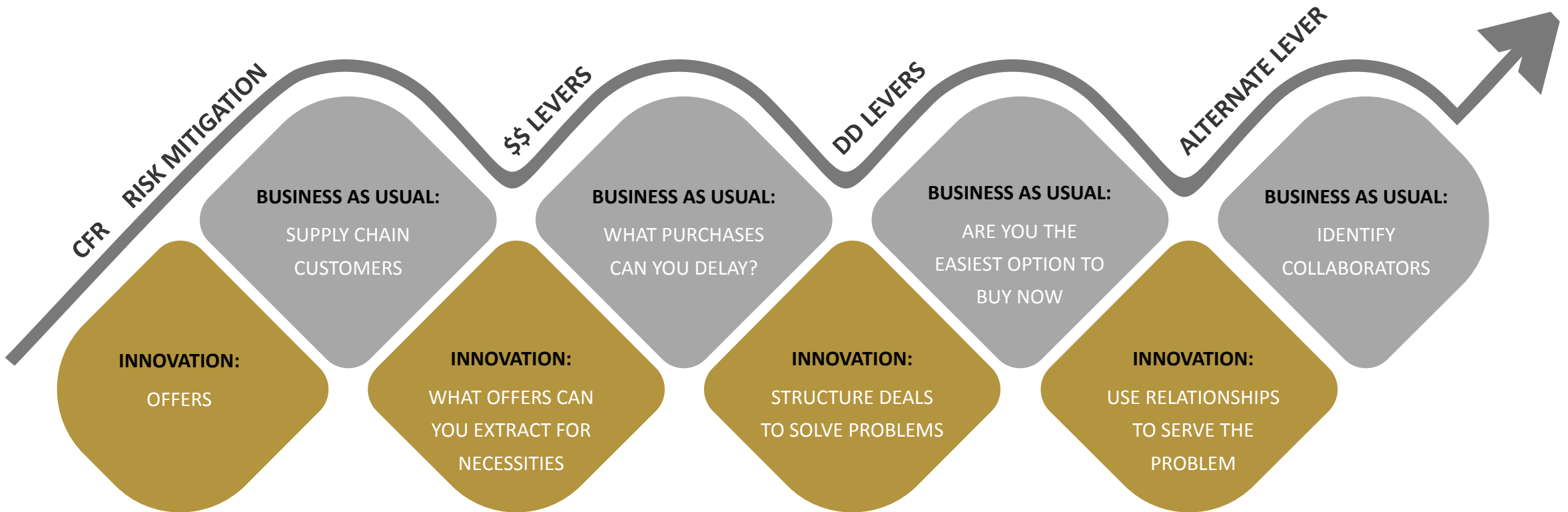
STABLIZE



# BE SAFE MODEL

## ANALYZE: GETTING TO THE TRUTH FAST — MANAGE 12 MONTHS IN 10

- ▶ The action which needs to be done in parallel to stabilize is to analyze the situation and collect data .

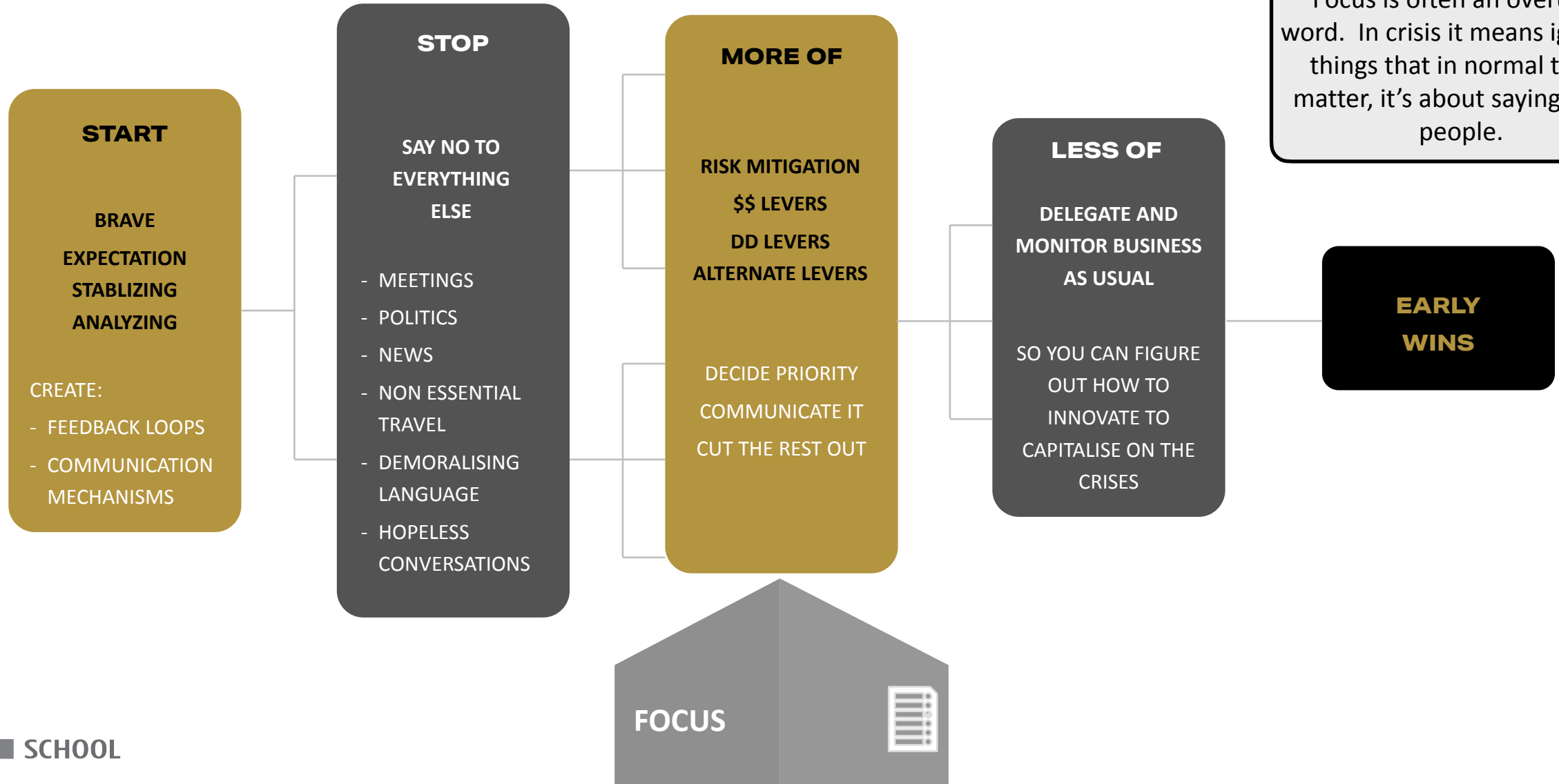


ANALYZE



# BE SAFE MODEL

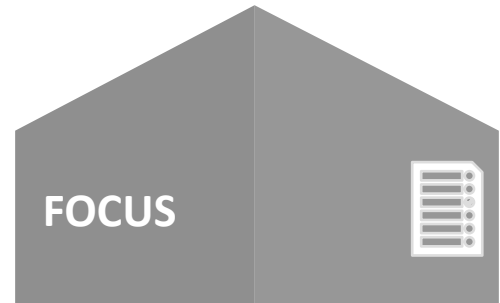
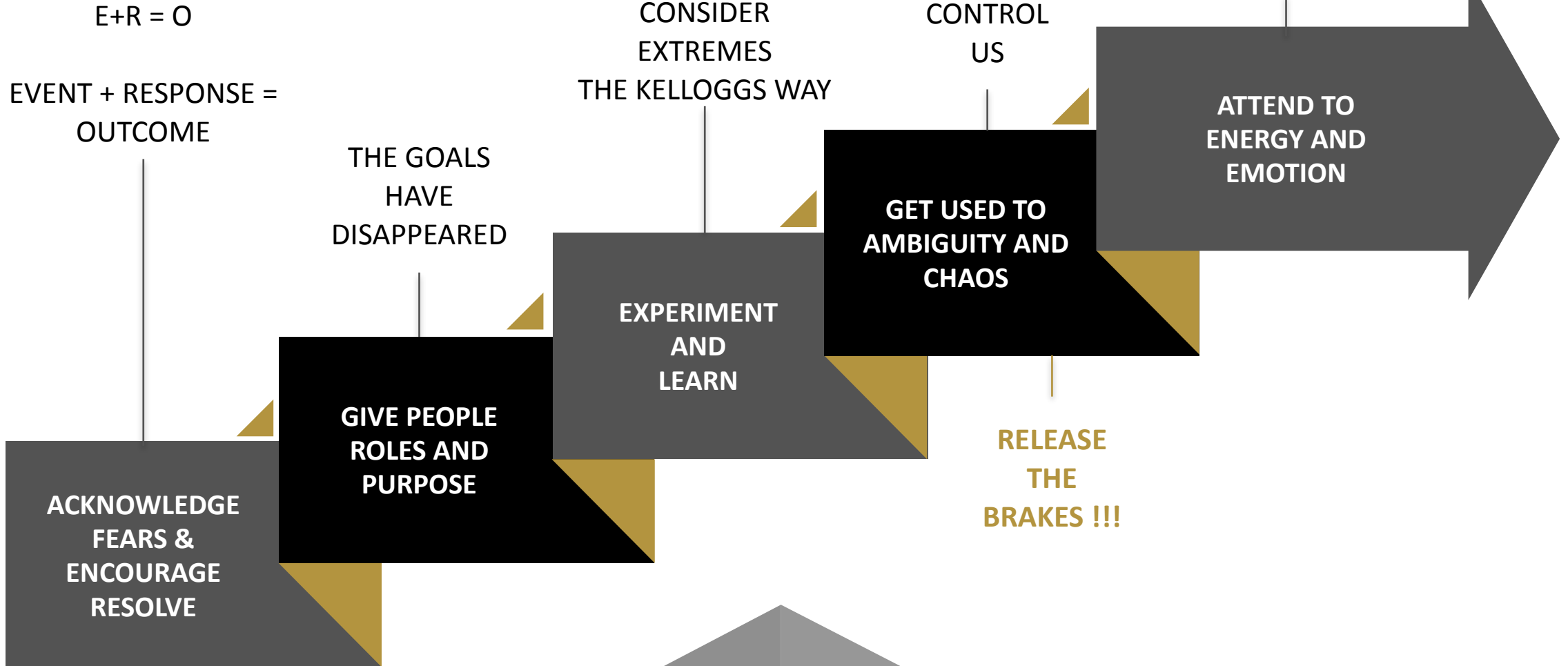
FOCUS: GETTING THINGS DONE: START-STOP-MORE-LESS



As a leader, you need to focus on what's a priority right now. Focus is often an overused word. In crisis it means ignoring things that in normal times matter, it's about saying No to people.

# BE SAFE MODEL

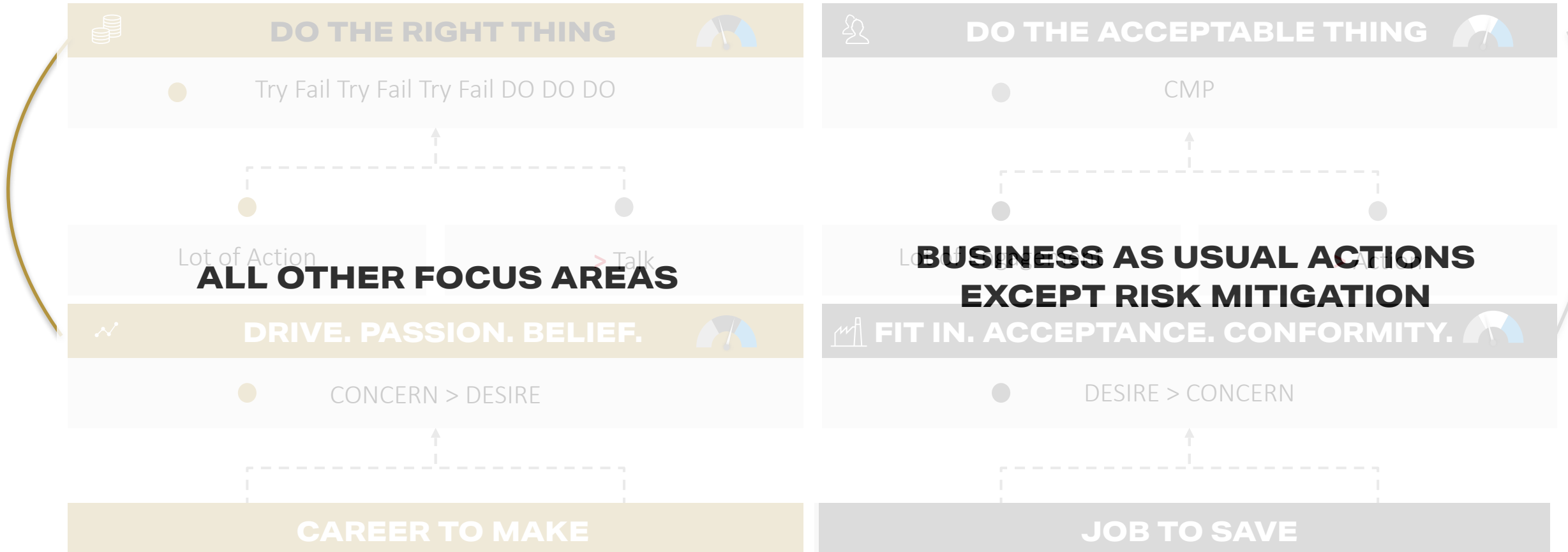
REAL LEADERS ARE FORGED IN CRISES





# BE SAFE MODEL

EXECUTION: QUICK, DECISIVE, EFFECTIVE.



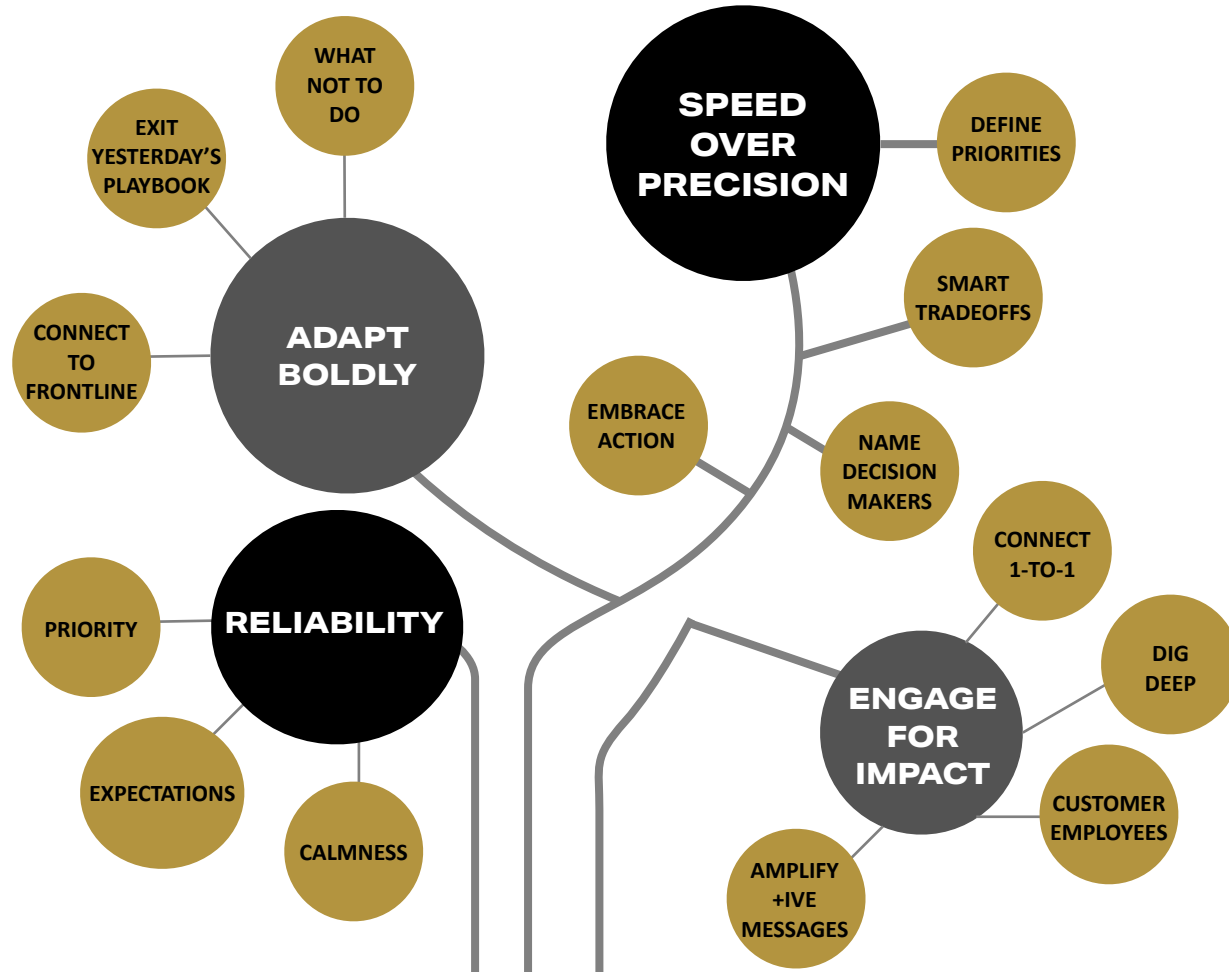
**PACE MAKERS**

**EXECUTE**



**FLOATERS**

# THE MIND MAP



**LEADERSHIP & BUSINESS SKILLS IN TIMES OF CRISES**



”

## **LEADERSHIP & BUSINESS SKILLS IN TIMES OF CRISES**

**“DO WHAT YOU CAN, THEN WHAT  
IS POSSIBLE & SOON YOU WILL  
ALL BE DOING THE IMPOSSIBLE.”**

**Saint Francis of Assisi said in times of crisis**

# SUMMARY

## LEADERSHIP & BUSINESS SKILLS IN TIMES OF CRISES

### REALITY

ECONOMIC & PSYCHOLOGICAL REALITY

### SENSEMAKING

OUTLIERS  
INLIERS

DIRECT COSTS

FEAR

CONFIDENCE

I DON'T KNOW

WHAT DO I KNOW

INTEGRATED REALITY

### BE SAFE

INTEGRATED REALITY & THE BESAFE MODEL

BE BRAVE

SET EXPECTATIONS

STABLIZING

ANALYSING

FOCUS

ACKNOWLEDGING FEAR  
CREATING CALMNESS  
SETTING EXPECTATIONS

SETTING PRIORITIES

LEVERS

START. STOP. MORE. LESS

### EXECUTE

QUICK  
DECISIVE  
EFFECTIVE