

8 STEPS LEADERS CAN TAKE NOW

- 1. Be purposeful.**
 - Constantly remind people why it is so important that we exist.
 - See this crisis as a new way to purposefully serve colleagues and customers in new, meaningful, value-creating ways.
 - Leverage purpose as a new tool of innovation; purpose can touch lives in new ways.
- 2. Be empathetic.**
 - Acknowledge others' stress in this situation.
 - Know that people are also struggling with personal and family issues beneath the business issues.
 - Show you care about them versus the enterprise only.
 - Repeat, repeat, repeat.
- 3. Be calm, clear, and confident.**
 - Communicate with realness, clarity, authenticity, and regularity: tell the real story.
 - Express a vision of the other side of this...elevate from now to next.
 - Convert anxiety to the attitude "we will get through this together."
- 4. Be both action oriented and reflective.**
 - Reconcile the paradox of pause and action; both are critical.
 - Avoid being too passive or too hyperactive during these times.
 - Step back to reflect, learn, and strategize when the pace and bias for action are too high.
- 5. Be inspiring.**
 - Share stories that reveal the enduring values and what is really important now.
 - Remember the purpose of the enterprise and rally people around it.
 - See the crisis as an opportunity to more deeply live and serve our people and customers.
- 6. Be resilient.**
 - Take care of your energy, wellness, and fitness.
 - Encourage others to take care of themselves, and demonstrate by modeling it.
 - Show your energy to take on these challenges with energy and innovation.
- 7. Be aware of mindsets.**
 - Move from fixed/fear mindsets to growth mindsets.
 - Know that our openness and closedness opens or closes others.
 - Catch yourself in fixed/fear mindsets and move to growth mindsets before acting or behaving.
- 8. Be courageous.**
 - Make the tough decisions on purpose and with courage.
 - Pay attention to fear-based, reactive decisions.
 - Inspire others with your courage, energy, and positivity.

