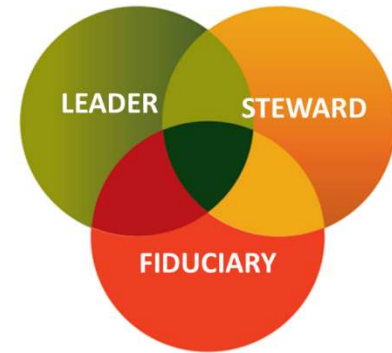




These slides have been prepared for members of the Behavioral Governance Society who are serving as critical Asian Pacific Leaders, Stewards, and Fiduciaries.



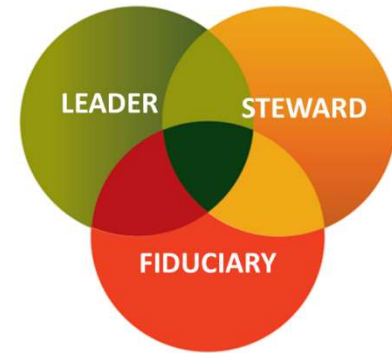
During this crisis...

Focus more on:

- Leadership, less on management.
- Intrinsic values, less on extrinsic.
- Being purposeful, less on being procedural.
- What you can control, less on what you can't.



These slides have been prepared for members of the Behavioral Governance Society who are serving as critical Asian Pacific Leaders, Stewards, and Fiduciaries.



During this crisis...

For better or for worse – this going to be a defining moment in your professional career. It will:

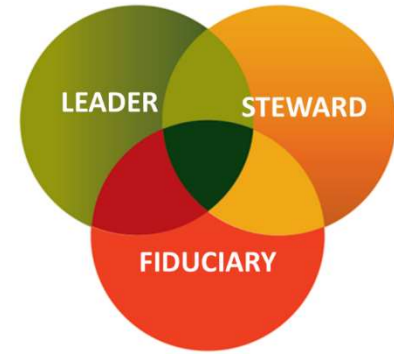
Reveal your true character, your level of competence, and your capacity for compassion.

Test the level of engagement of your staff, and whether they trust you.

Shape your reputation and legacy.

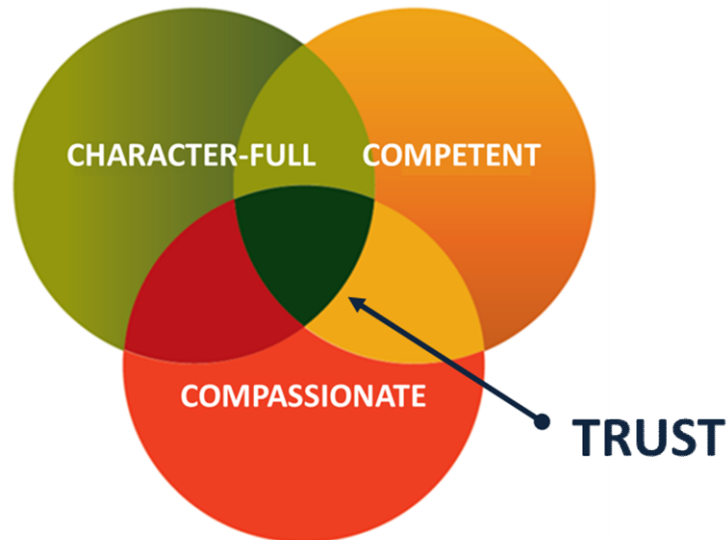


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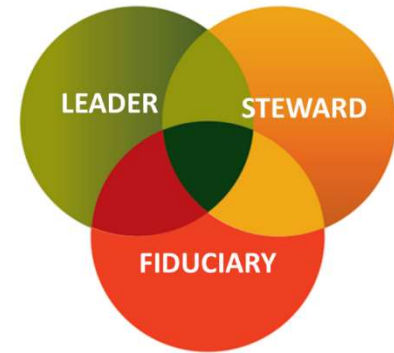
During this crisis...

To be trusted by those you serve, you must be seen as being:





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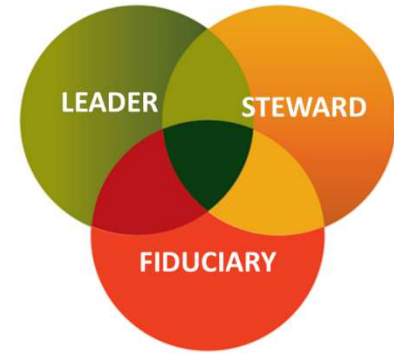


During this crisis...

We'll be reminded that leaders excel during a crisis; managers during a calm.



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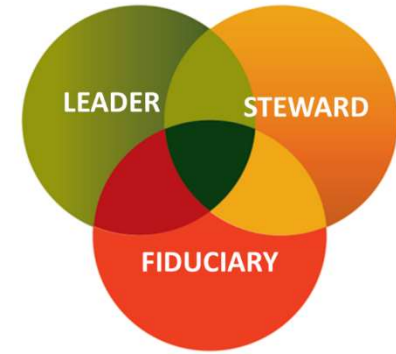
During this crisis...

Those you serve will:

- Disengage if they don't see you as an effective leader.
- Be anxious if they don't see you as an effective steward.
- Be confused if they don't see you as an effective decision-maker.

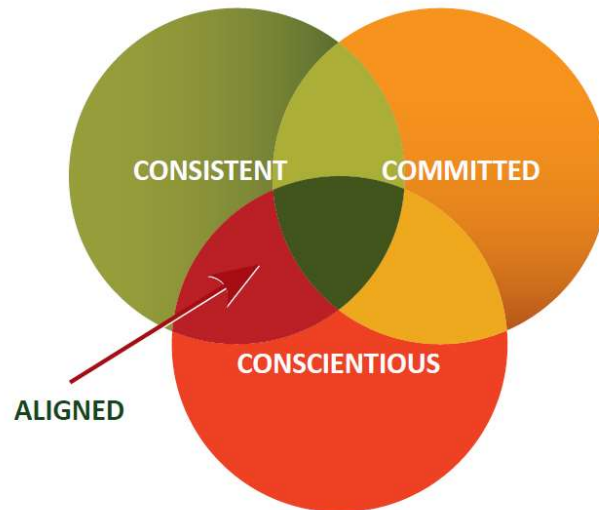


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During this crisis...

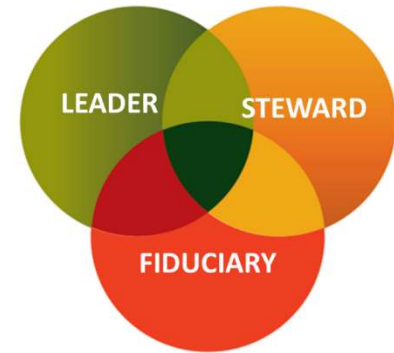
You must demonstrate that you are:



Being situationally aware and sensitive to objectives.



The **During this crisis...** is a slide deck prepared for members of the Behavioral Governance Society who are sitting as Asian Pacific leaders, stewards, and fiduciaries.

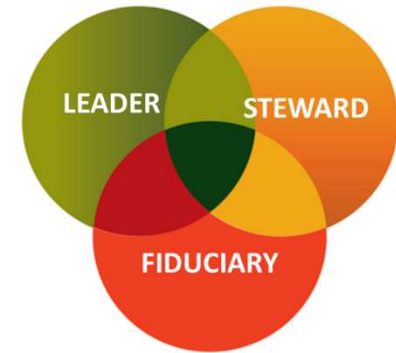


During this crisis...

Be candid with those you serve about your current capabilities, needs, and challenges.



~~The single crisis~~ is a period of time prepared for members of the Behavioral Governance Society who are critical as Asian Pacific leaders, stewards, and fiduciaries.

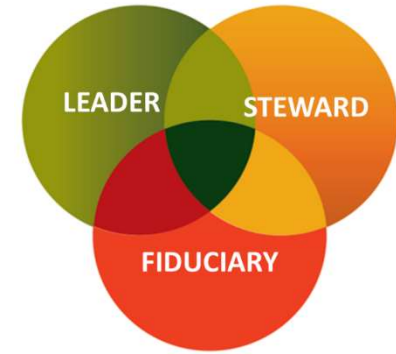


During this crisis...

Be a model for integrity and trust, and hold others accountable for acting similarly.

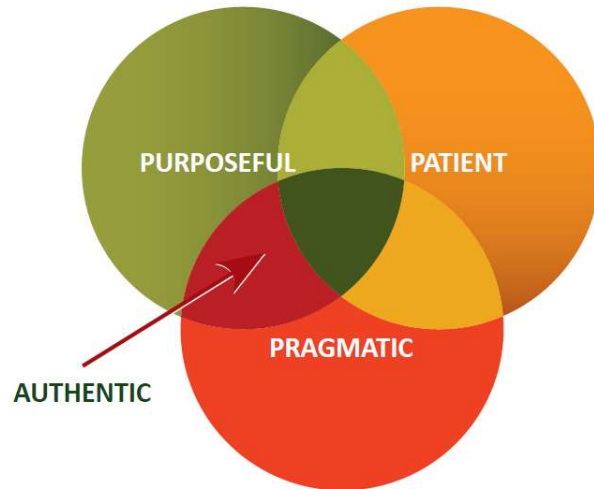


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During this crisis...

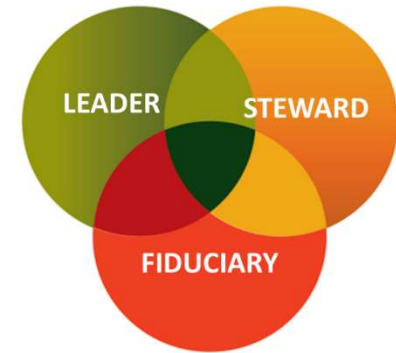
You must demonstrate that you are:



Being genuine, honest, and free from pretense.



~~The design of this crisis... has been prepared for members of the Behavioral Governance Society who are sitting as Asian Pacific leaders, stewards, and fiduciaries.~~

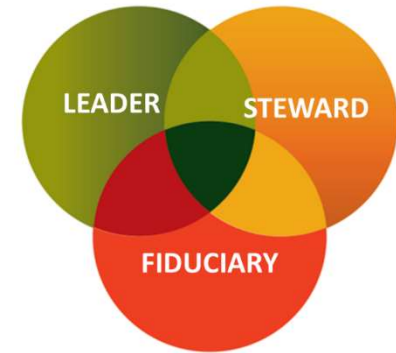


During this crisis...

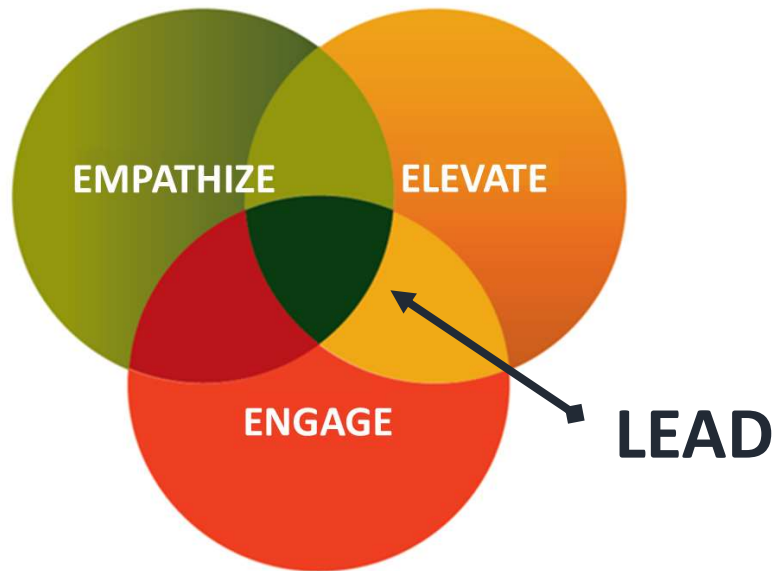
Choose the harder right instead of the easier wrong.



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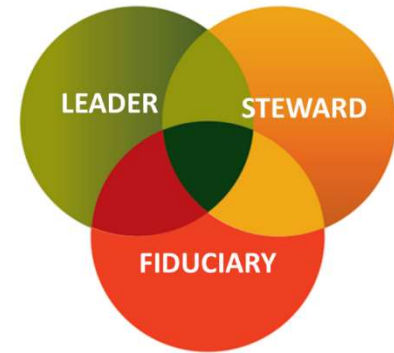


During this crisis...





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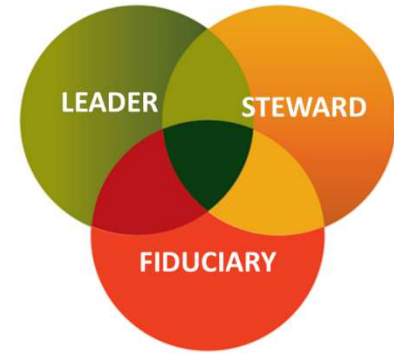


During this crisis...

Triple your communications cadence with staff. If before the crisis had a staff meeting once a week, now you should be holding them every other day.



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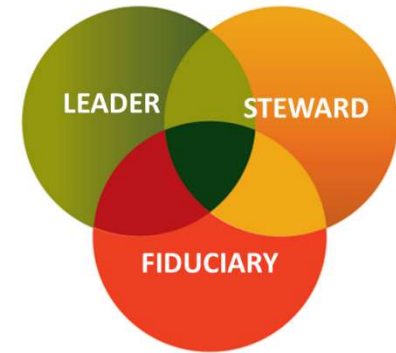
During this crisis...

Delegate more and micromanage less.

Extend more trust to the emerging leaders within your organization.

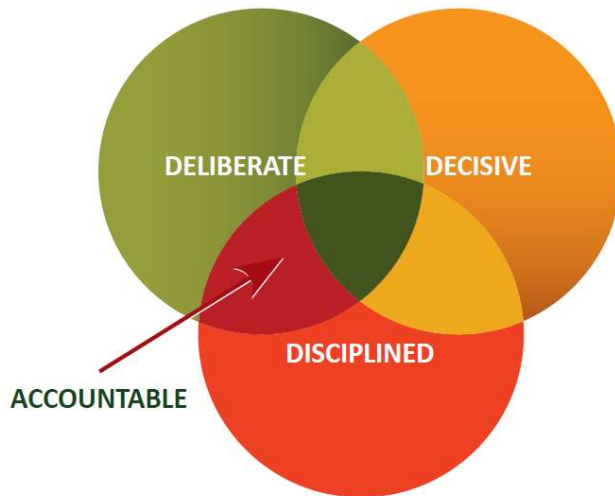


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During this crisis...

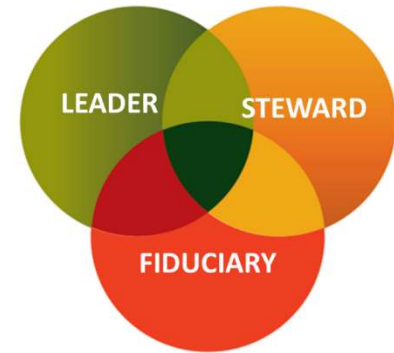
You must demonstrate that you are:



Assuming personal responsibility.



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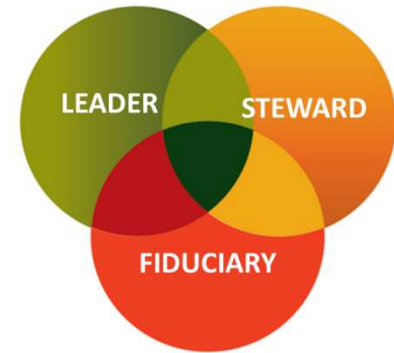
During this crisis...

People are going to judge you first for your character and compassion, then, and only then, for your competence.

Likewise, people will likely forgive you for a slip in competence; but, they're not likely to forgive you for a breach of character or compassion.



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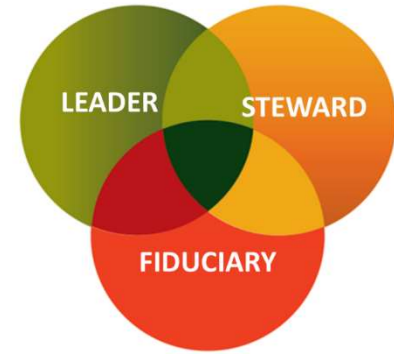


During this crisis...

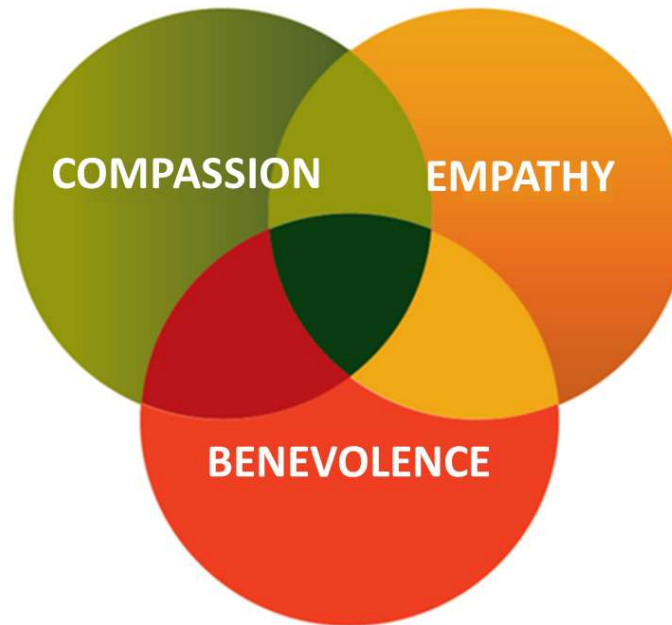
Get out ahead of problems you see coming; problems only get bigger during a crisis.



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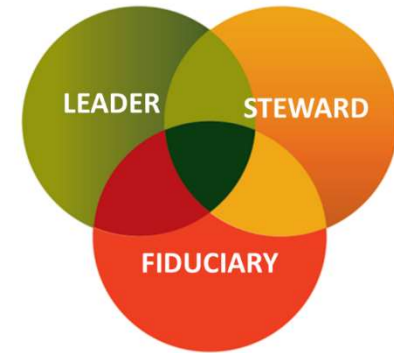


During this crisis...
Never short this trinity.





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During this crisis...

You'll be expected to do **MORE**:

Admit **MORE** weaknesses and mistakes.

Offer **MORE** feedback.

Make and keep **MORE** promises.

Give the benefit of the doubt **MORE** often.

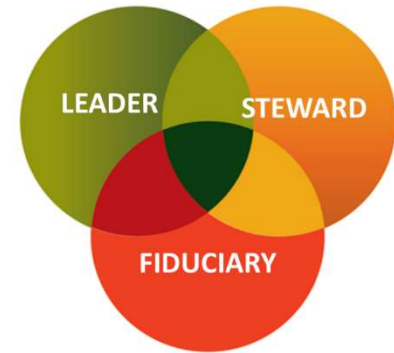
Offer and accept **MORE** apologies.

Acknowledge the efforts and skills of **MORE** people.

Offer to help with **MORE** activities outside your scope of responsibility.



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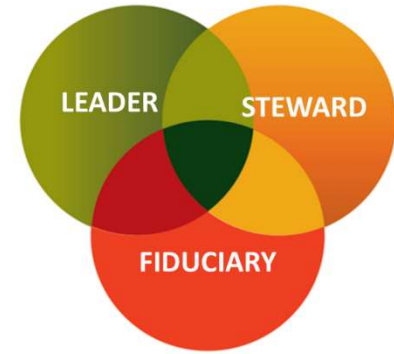


During this crisis...

Learn from both your successes and failures so that you're even better prepared for the next crisis.

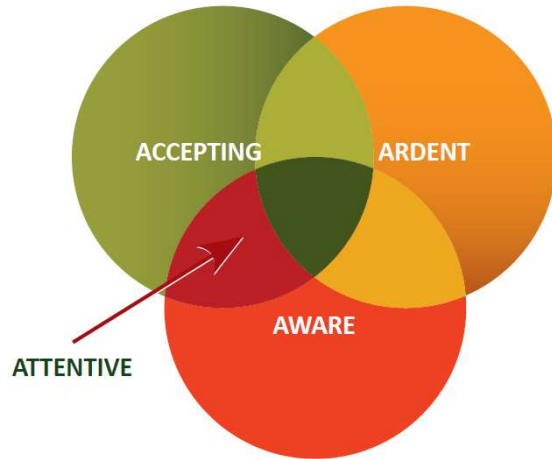


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During this crisis...

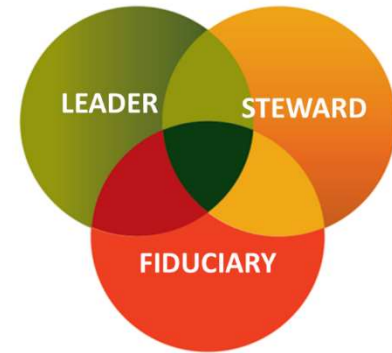
You must demonstrate that you are:



Effectively organizing data and prioritizing objectives.



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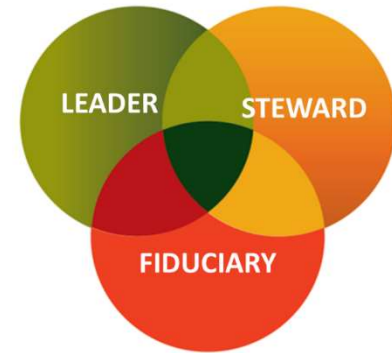


During this crisis...

Do not hunker down and expect that this crisis is going to blow over and you'll be able to return to business as usual.



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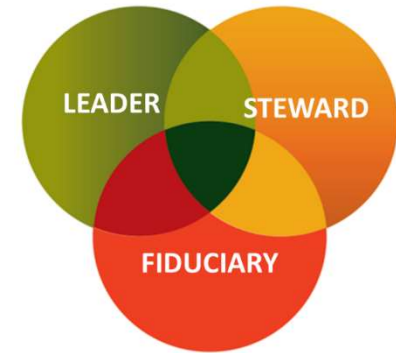
During this crisis...

Demonstrate that you have a framework for responding to emergencies, particularly those of a moral or ethical nature.

For you're not going receive in advance a notice that says: *Today, you're going to be faced with an ethical dilemma.*



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During this crisis...

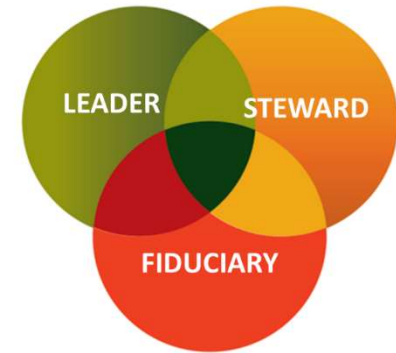
You must demonstrate that you are:



Being situationally aware and sensitive to objectives.

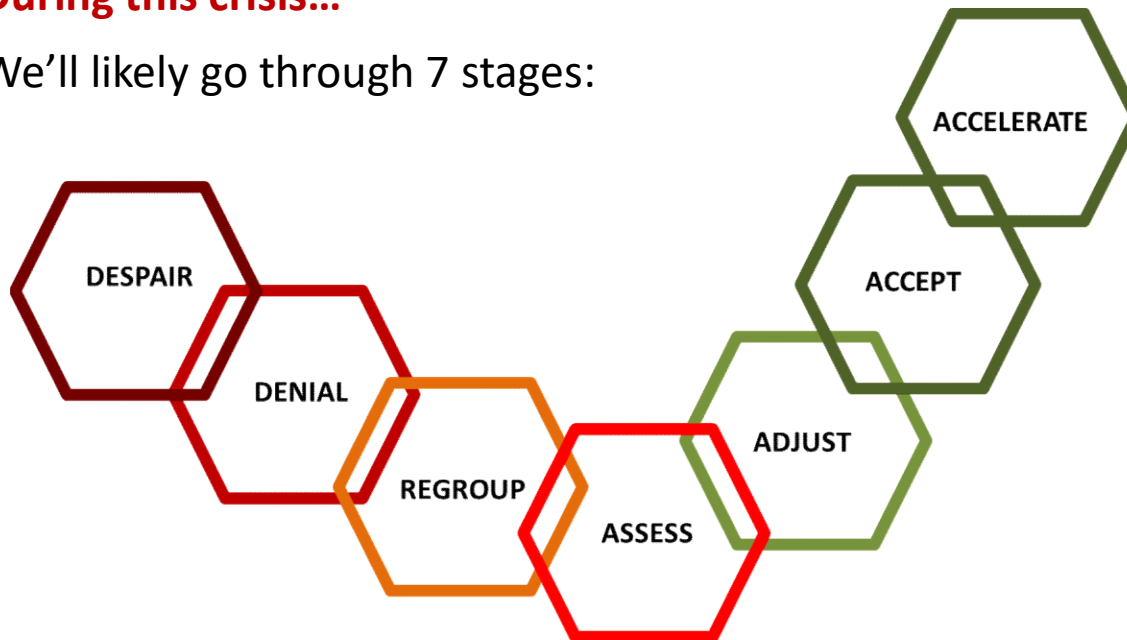


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During this crisis...

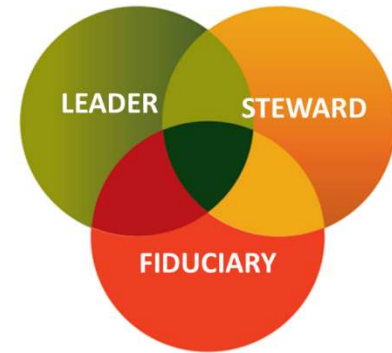
We'll likely go through 7 stages:



*Modified version of Kubler-Ross' Five Stages of Grief



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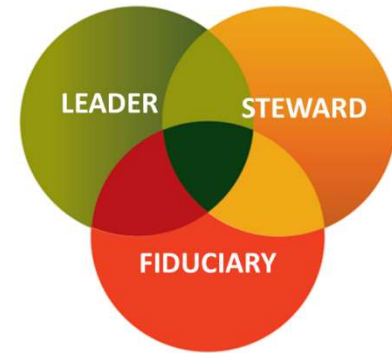
During this crisis...

Your staff needs to stay engaged and feel that they have a critical role in this global calamity.

Just doing their job and maintaining the status quo is not inspiring and doesn't define a sense of purpose.



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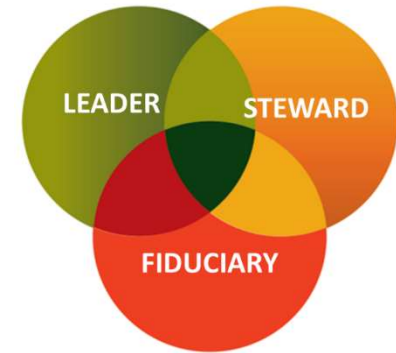
During this crisis...

It will be easier to identify authentic leaders and stewards who have a well-developed sense of purpose.

For during a crisis a person's natural behavior cannot be camouflaged.

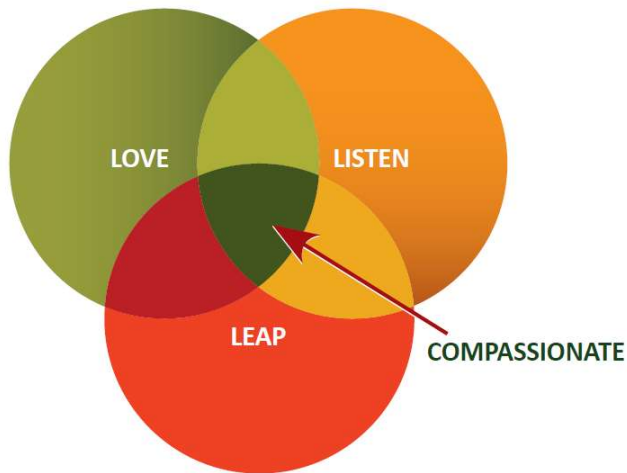


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During this crisis...

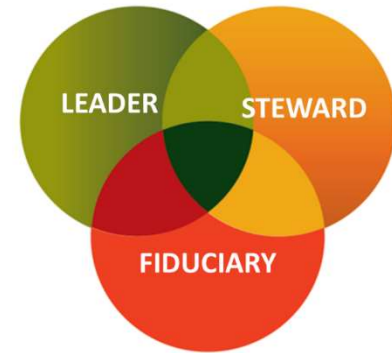
You must demonstrate that you are:



Placing the interest of others first.



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During this crisis...

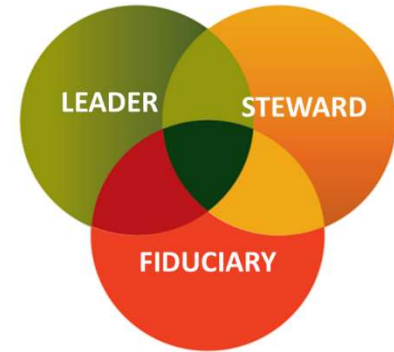
Your leadership will be your single most important point of differentiation, and chances are you'll underestimate the impact your leadership is having on others.

There is an energy which is generated from authentic leadership, and you are the steward of that power.

And, there is no better way to lead through a crisis than to do so for the benefit of others.



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During this crisis...

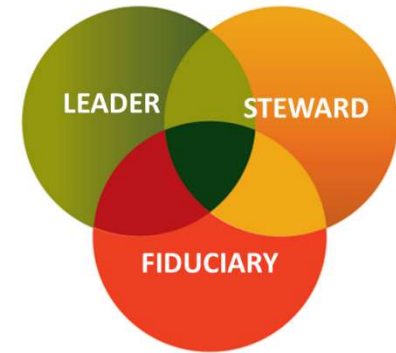
Don't be afraid of failure.

Master the art of getting back up - grit, tenacity, resilience, and perseverance.

Learn how to transcribe what you have discovered through failure to become an even better leader.

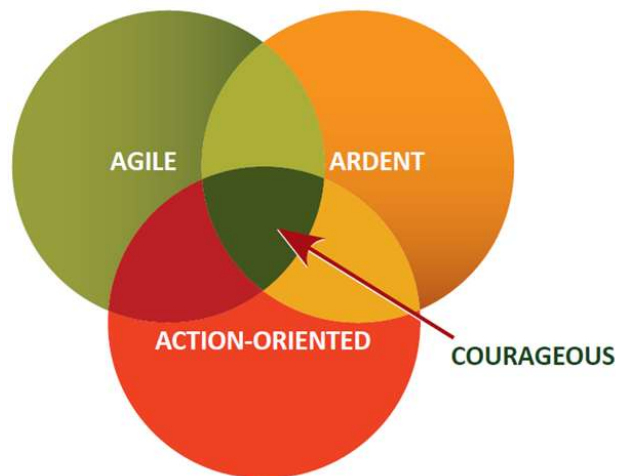


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During this crisis...

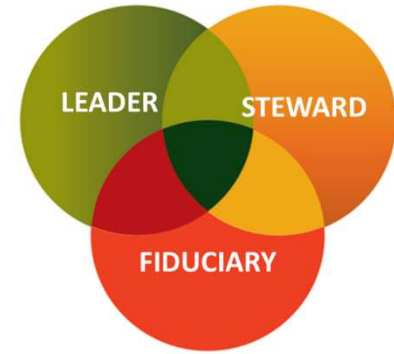
You must demonstrate that you are:



Facing and overcoming risk and fear with fortitude and calm.



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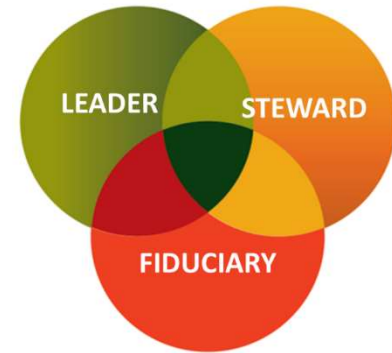
During this crisis...

Your staff will need:

- A new operational rhythm.
- New performance metrics.
- Clear, concise communications.



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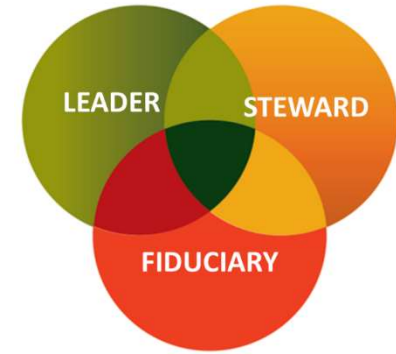
During this crisis...

Start each day with a renewed commitment to be a passionate steward of your various leadership roles.

Understand that leadership is a privilege, not a right. It's a responsibility, not a title.

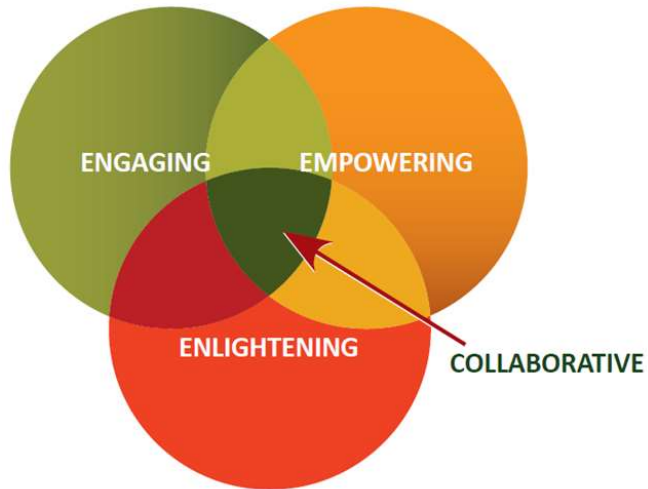


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During this crisis...

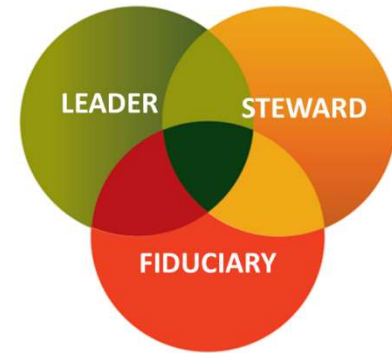
You must demonstrate that you are:



Capturing the efforts, focus, and attention of others.



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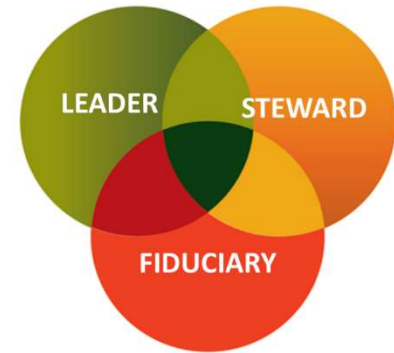
During this crisis...

When you're tasked to do more with less, it will be easier to manage than to lead.

Just remember that during such trying times, your staff will have an even greater need for you to lead.



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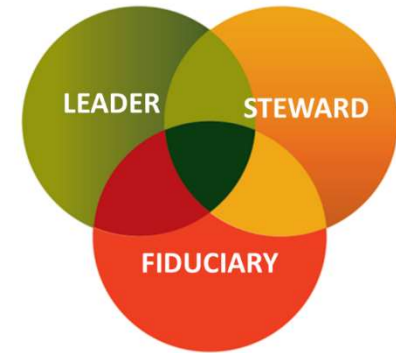


During this crisis...

One of the keys to building trust will be your ability to enact a fair, just, and transparent process to resolving moral conflicts and to allocating limited resources.

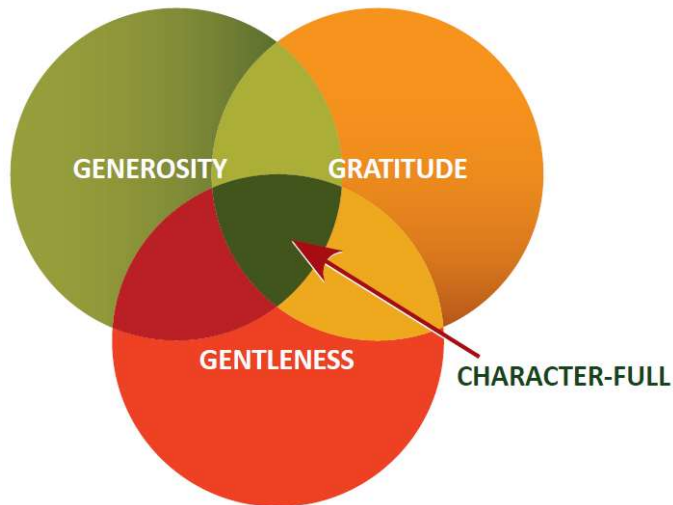


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During this crisis...

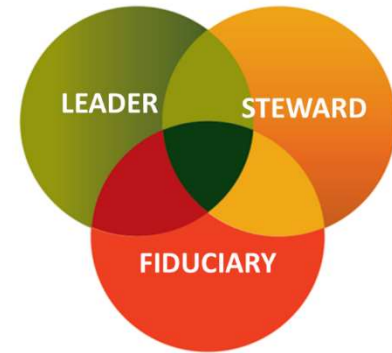
You must demonstrate that you are:



Being disciplined, thorough, and doing what's right.



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During this crisis...

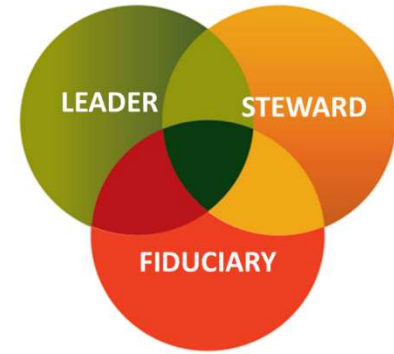
When you sow good leadership and stewardship, you'll *reap good governance.*

In the absence of good leadership and stewardship, you'll *sow the wind and reap the whirlwind*.*

**Sow the wind and reap the whirlwind* is an English proverb derived from spiritual texts



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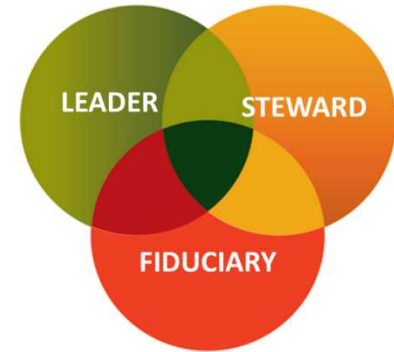
During this crisis...

You'll need to identify activities that need to be:

- Stopped to save resources.
- Started to acquire and build up resources.
- Continued because you do them better than anyone else!

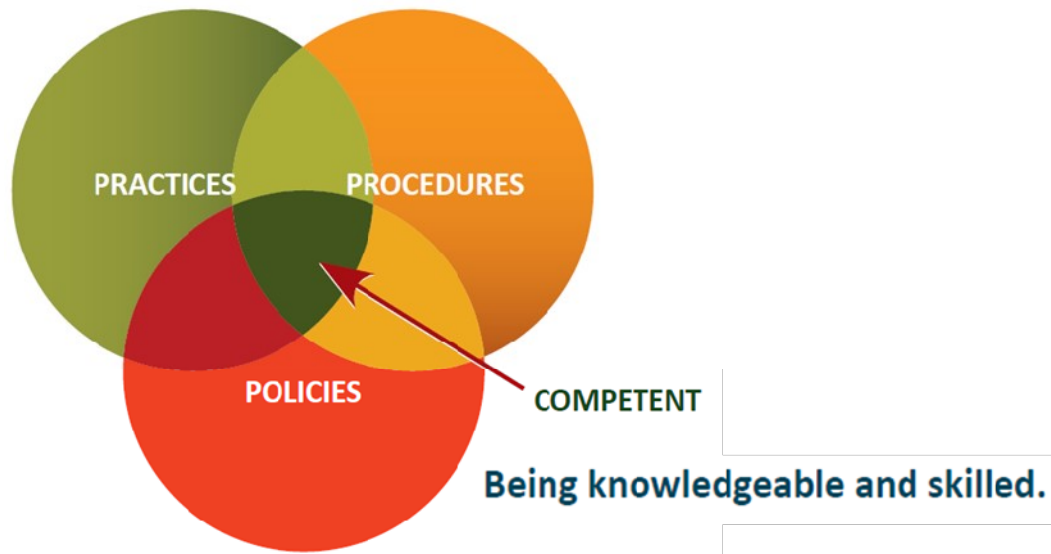


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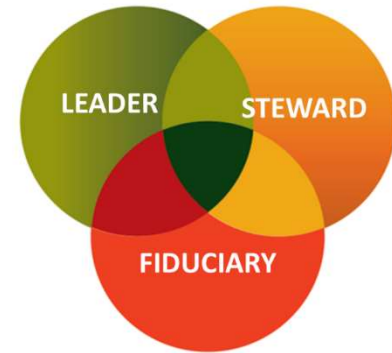
During this crisis...

You must demonstrate that you are:





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During this crisis...

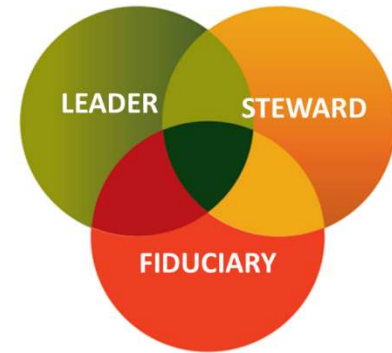
Your capacity for resource management will be tested.

Even without a crisis, it's your responsibility to prudently broker your organization's limited resources.

During this crisis, it's going to be even more challenging to manage people, budgets, technology, time, and talent.



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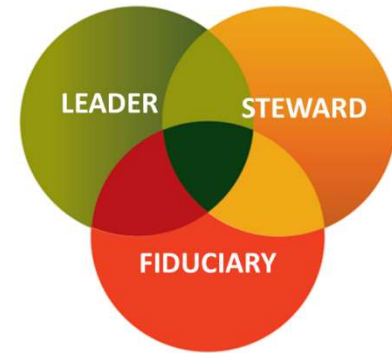
During this crisis...

You'll need to demonstrate your capacity for:

1. Moral and ethical decision-making.
2. Strategic framing and creating a shared vision of the present and the future.
3. Synchronizing operational alignment, mitigating tension, and reconciling conflicts.
4. Being situationally aware of opportunities and threats.
5. Self-complexity, and adaptability.
6. Social astuteness, especially the capacity to network and discover new tribes and communities.



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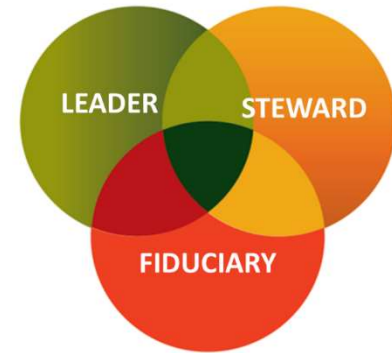
During this crisis...

The key to your success will be your ability to inspire and engage others.

You'll be known for your character, competence, and compassion; and for the sense of purpose and passion you project when protecting the long-term interests of others.



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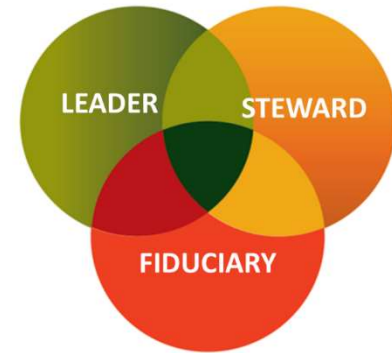
During this crisis...

You must demonstrate that you are:

- Courageous
- Collaborative
- Character-full
- Competent
- Compassionate



These slides have been prepared for members of the Behavioral Governance Society who are serving as critical Asian Pacific Leaders, Stewards, and Fiduciaries.



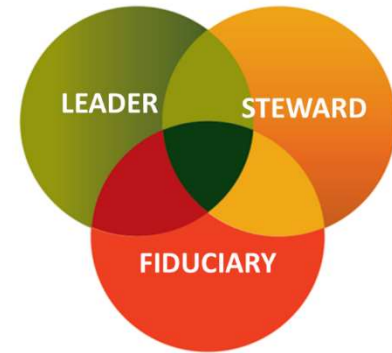
During this crisis...

*“...people might forget what you said,
people might forget what you did,
but people will never forget how you made
them feel.”*

To paraphrase Maya Angelou



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During this crisis...

Your role as a leader will be to:



Prepare your staff to work remotely.

Provide your team with the resources required to accomplish mission critical objectives.

Protect those you serve from mental, physical, emotional, and health related risk.