

30 April 2020

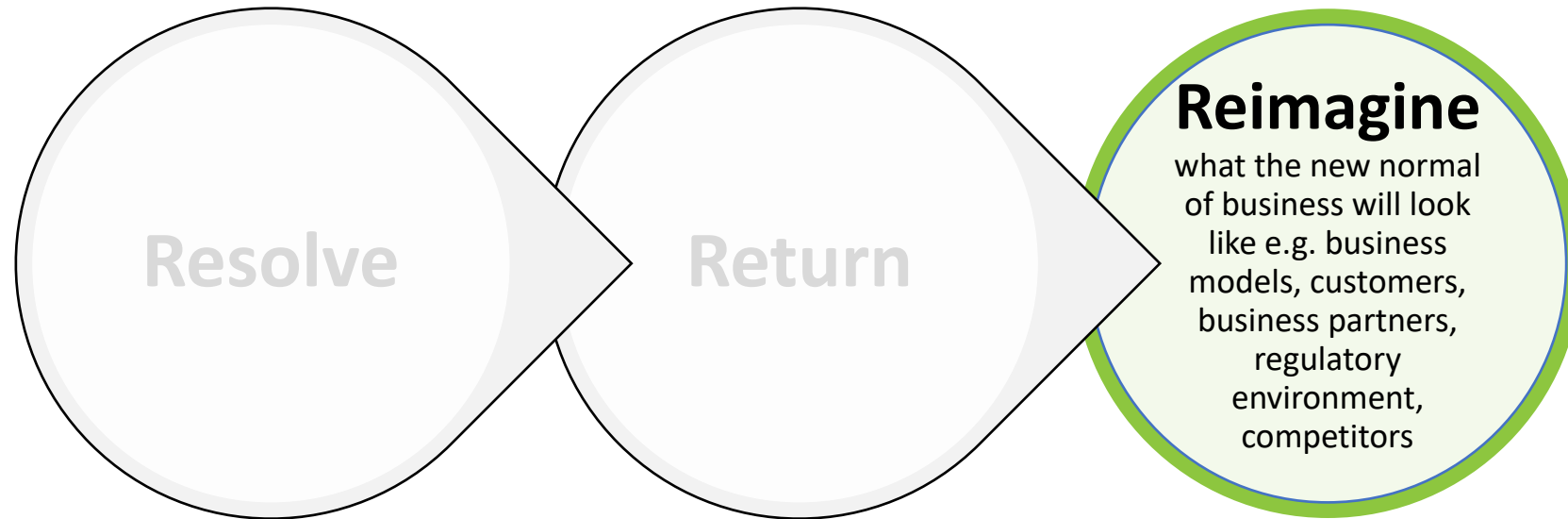
*Leadership and Innovation
in Times of Crisis*

Three Horizons of Change



Leadership Matters

*Horizons
of Change*



*Leadership
Behaviours*





“Reimagine” Questions

- ◆ What may be the needs arising from the current situation that can give rise to new products/services?
Can we leverage our core competencies to produce other goods/services that will address the needs of customers?
- ◆ Can we explore new customer segments and delivery mechanisms with our current products/services?
- ◆ Who can we partner with to deliver value-added products/services?
- ◆ Can we do more with less?
- ◆ Can we review our business to discard less profitable products and services?
- ◆ Can we relook at how we engage our customers?
- ◆ Can we relook at our traditional operating environment to make us more effective/efficient, and flexible work arrangements to suit different segments of the workforce?



“Retain and Develop Talent” Questions

- ◆ How transparent and frequent are our communication?
- ◆ Who are our best people?
- ◆ How do we retain them in the current situation and keep them engaged? How do we prepare our people to be first “out of the blocks”/better than our competitors once business normalcy resumes?
- ◆ What can we do to develop them while we are less busy?
- ◆ To what extent do we lead by example?



Role of Boards, CEOs, and Chief People Officers

For Boards:

- ◆ Re-think the governance – management divide, reinforce that “we are one team”
- ◆ Coach your CEO
- ◆ Be present and available

For CEOs:

- ◆ Communicate/Over-communicate
- ◆ Shift the focus from problems to solutions
- ◆ Involve others (your team, your peers/network)

For CPOs:

- ◆ Stay close to the frontline, be the eyes and ears of your CEO
- ◆ Coach your executive team to role model the right leadership behaviours
- ◆ Reach out to your network of CPOs for ideas



Leadership is Key!

- ◆ Leadership matters - the team looks up to you!
- ◆ Manage what is “Urgent” but also focus on what is “Important”
- ◆ Leadership is a team sport - you don’t need to have all the answers, involve others. Most people will do what is necessary to help the company (and help themselves)
- ◆ When one door closes, other doors may open – balance optimism with realism
- ◆ Create/Reinforce a culture of innovation
- ◆ Retain and develop your best people, and do not underestimate the power of re-imagination!

Thank You