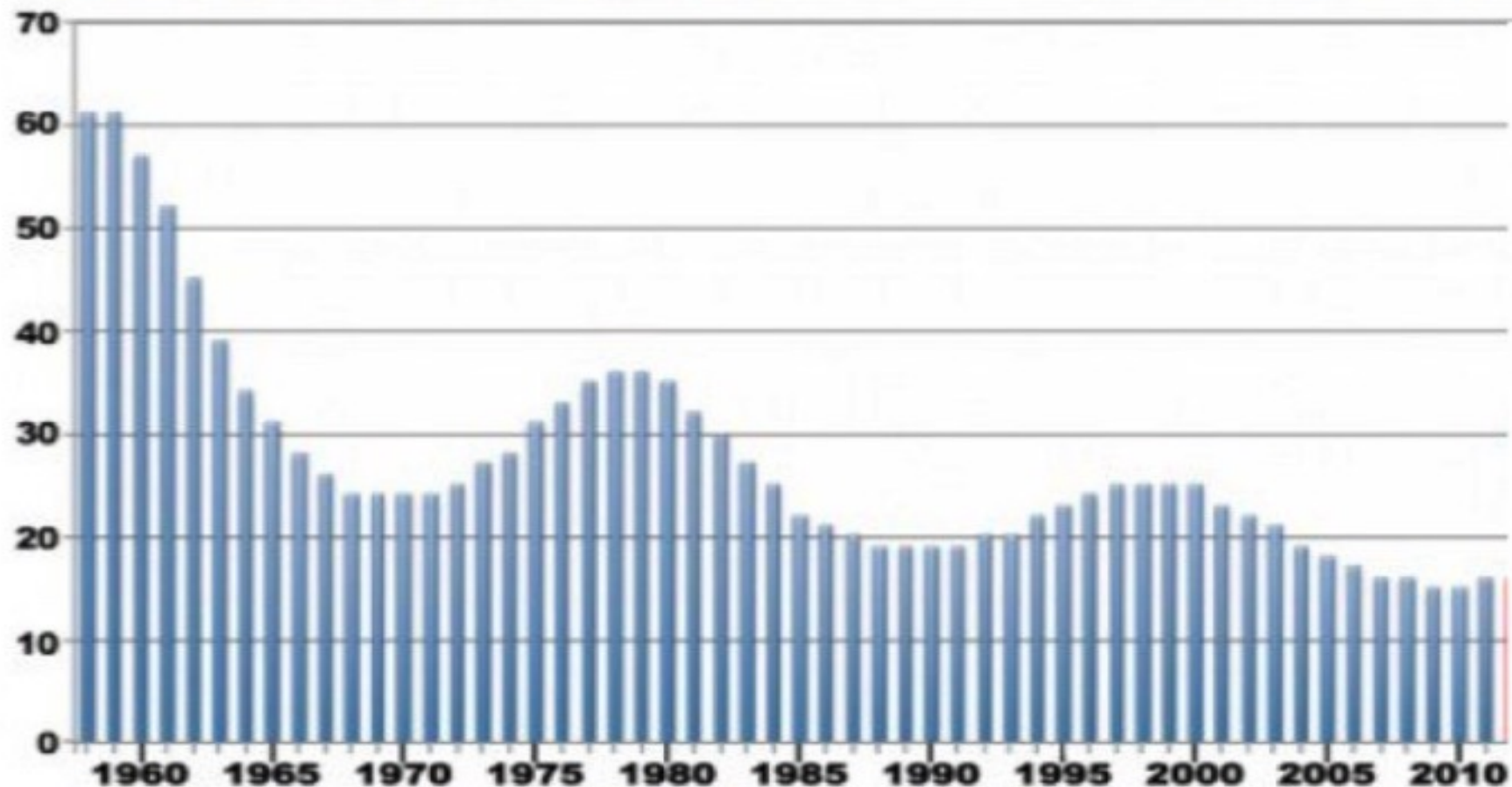


Leadership and Purpose in Turbulent times

Nandu Nandkishore
Professor
Indian School of Business



Average company lifespan on S&P 500 Index (in years)

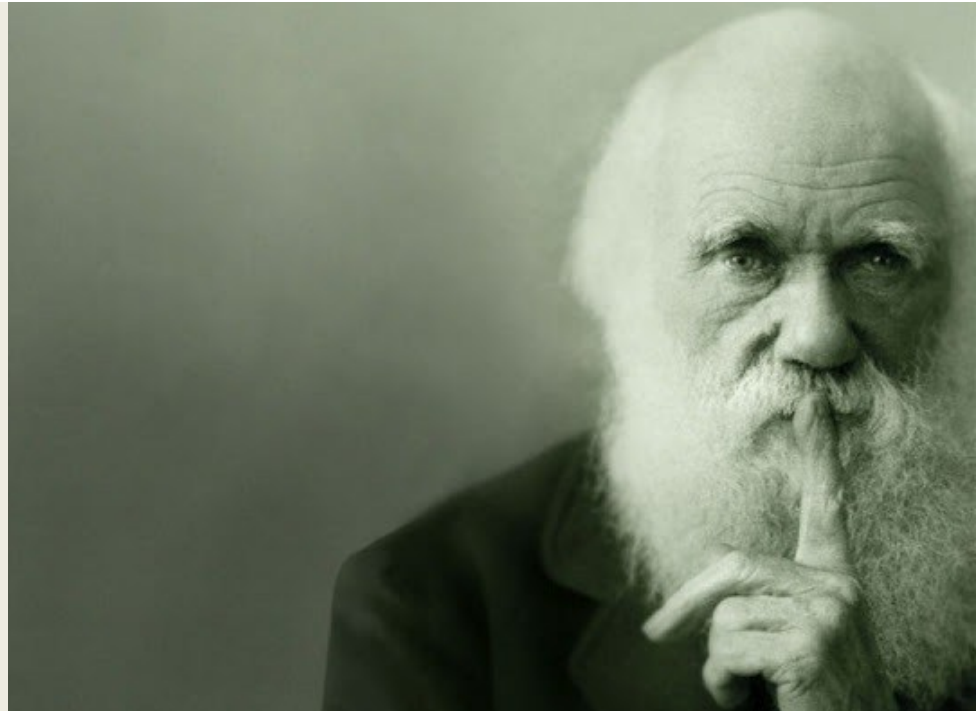


Year (each data point represents a rolling 7-year average of average lifespan)

DATA: INNOSIGHT/Richard N. Foster/Standard & Poor's

Charles Darwin

It is not the strongest or most intelligent who survive, it is the most adaptable to change



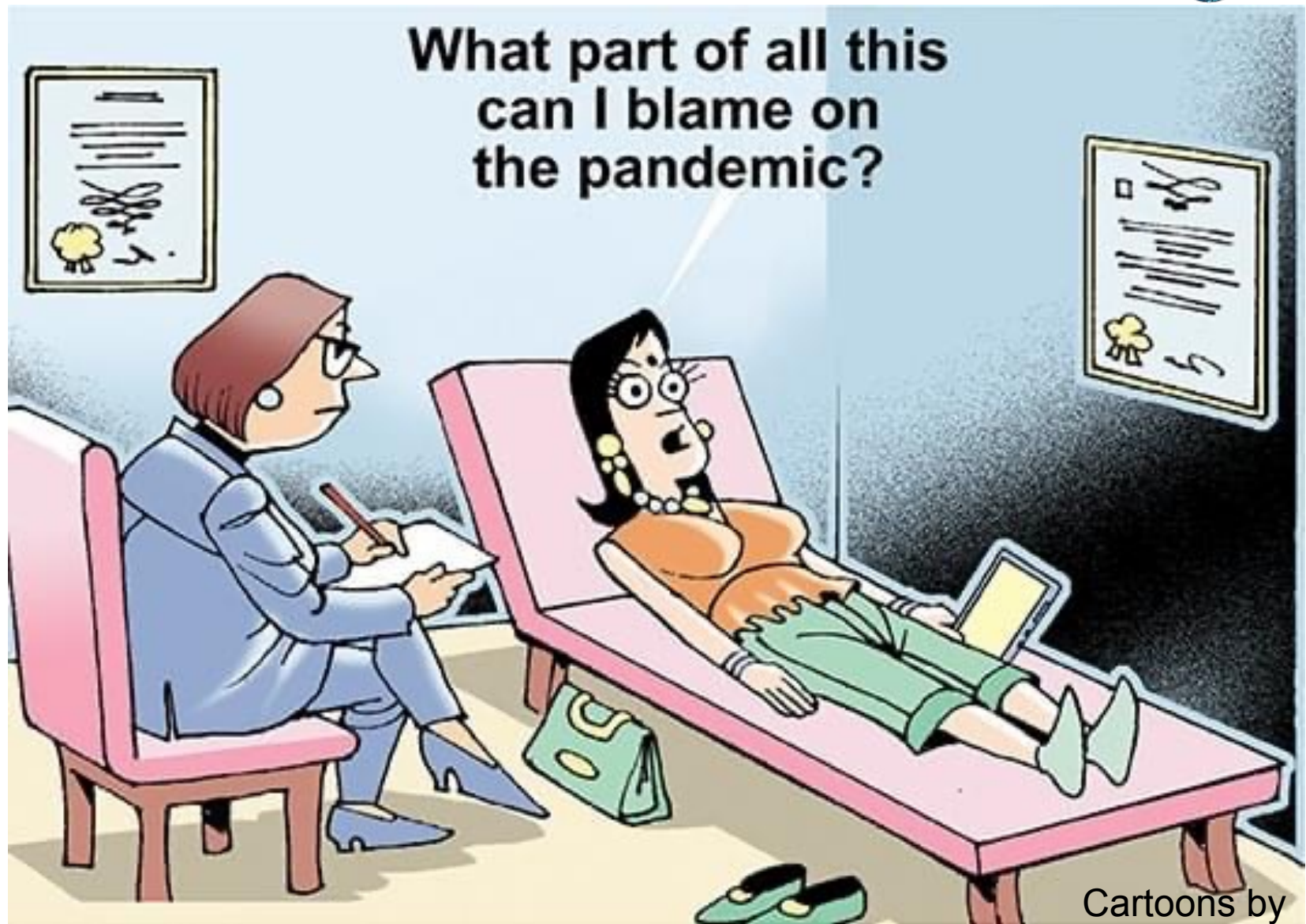
- Change or Die.....

Disrupt or be Disrupted.....

- It is the Fundamental task of Leadership to Prepare the organisation for change.

- Turbulence is a part of the new normal.you will encounter this repeatedly in your life. Technology. Economy. Global trade. Visas. Covid is just the latest
- Are you concerned about this, including the Covid 19 crisis and worried about the lack of control you have on events?
 - Yes
 - No

- How long is this Turbulence / Crisis going to last? (Scenario building and preparation)
- What control do I have?
- What actions can I take?
- Are there things I should NOT change?



Cartoons by

Sunil Aggarwal
and Aji Ninan

- Turbulence IS the new normal. This will accelerate with Covid 19
- This Covid crisis will not go away soon. Build scenarios and plan for each
- A vaccine is at least a year away
- This is a transition event in our history which people will talk about for the next 100 years.
- There will be winners and losers.

Every crisis has different winners and losers



DECODING THE ECONOMICS OF COVID-19 POTENTIAL WINNERS & LOSERS IN THE SHORT TERM



Source: Dcode EFC Analysis

The Contactless Experience Curve™



Source: P. Blackshaw. Also visit ContactlessExperiences.com

cintrifuse

Here's how some small business adapted
(Play Lindstrom Video)

Step 1. Recognise there is a crisis



Source: freeimages.com

1. Recognise and accept the crisis. Don't Panic.
2. Get a crisis team in place with relevant skill sets, and communications experts. Appoint a Chairman. Appoint a spokesperson. Prepare a legal record of all discussions.
3. Appoint a Devil's advocate to challenge group think
4. Determine what gaps in info and understanding you have and put a process in place to get info. Separate facts from opinion. Know your business impact. Focus on what you can control and monitor what you cannot
5. **Remind yourself of core Purpose, values and core strengths which you will NOT compromise**

- Control: let us focus on what we CAN control, and scenario plan for what we cannot.
- Two actions possible
 - One that treats this as a threat
 - One that treats it as an opportunity

The Wei Ji Mindset

Danger and...

危機

...Opportunity

A successful response....

Views the disruption as a THREAT.....AND as an
OPPORTUNITY

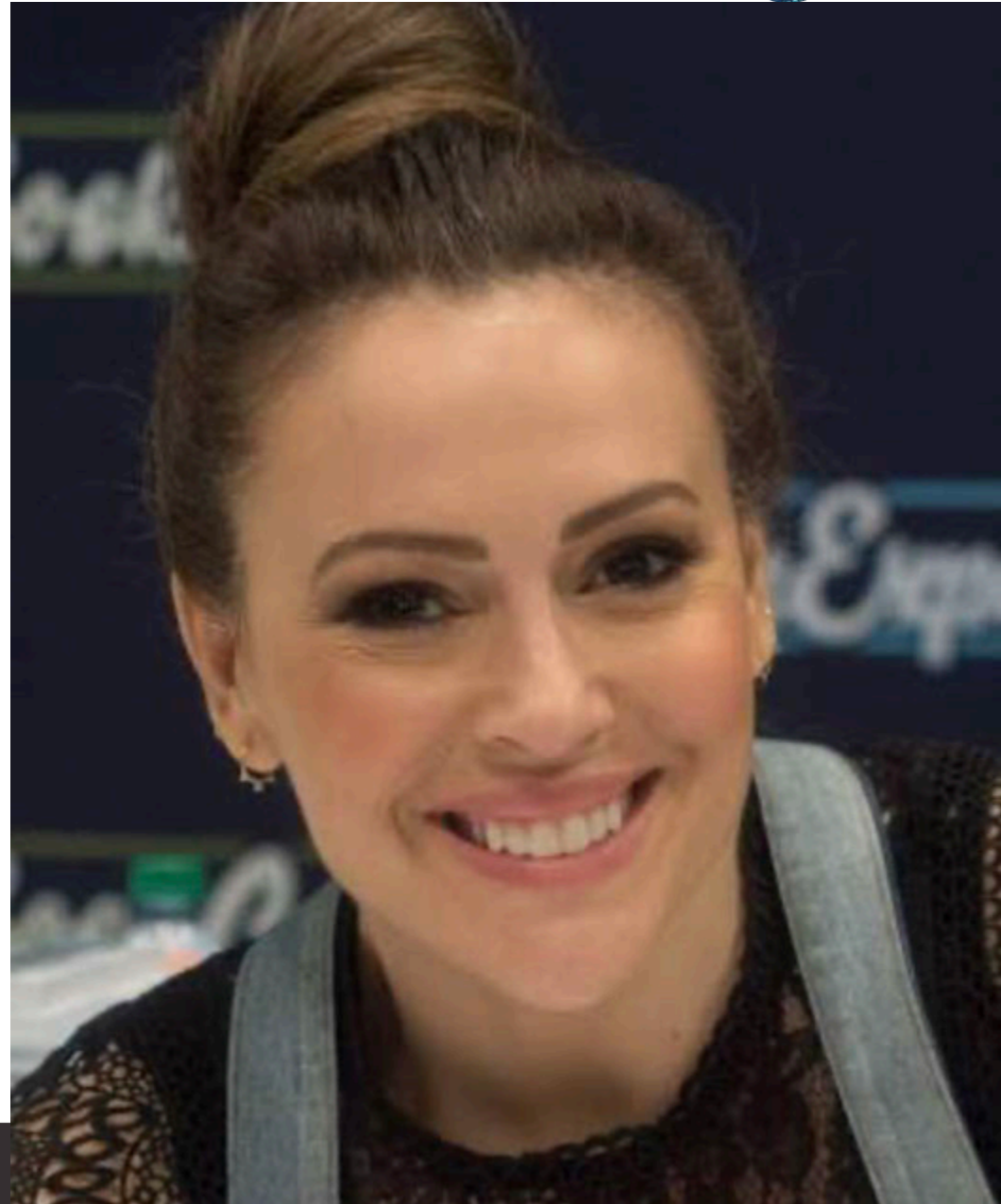
How does this apply to you?

- Hyperinflation in raw material prices in Indonesia and the Philippines
- Working to build back up supply chains. Diversify from single supply sources.

- Hyperinflation in raw material prices
- Nestle Baby Jars recall in France



A tweet by Alyssa Milano : 17 million followers



- The threat response:
 - Know your facts. And vulnerabilities. Stop the bleeding.
 - Act decisively . Speed is Important.
 - Know your core values and purpose
- Opportunity response
 - Lay the ground for recovery
 - Capture new opportunities

Some examples

- Hyperinflation in raw material prices
- Nestle Baby Jars
- Iprodione in Chile & Project Saturday



- Hyperinflation in raw material prices
- Nestle Baby Jars
- Iprodione in Chile & Project Saturday
- The Maggi Noodles crisis in India in 2015



- What strategy do you think you should follow in the current crisis?
 1. Life goes on. Don't worry. This will be over soon.
 2. Somehow survive the crisis
 3. Grow my business in the crisis
 4. Doesn't matter what I do as long as I stay true to my values
 5. Other...

- Identify your vulnerabilities. Response to the crisis as a threat, AND explore if there are opportunities. Do not compromise business continuity, but keep an eye on recovery after the crisis.
- Communicate. Communicate. Communicate. Update Communication frequently, but be consistent and use designated spokespersons
- Take action and ensure flawless implementation. Know what you will NOT cut or sacrifice. Revise this action plan in a loop as you learn more.
- Once the crisis is over, Study lessons learnt and redesign your processes. Fix the problems, not the people.
- Prepare BEFORE there is a crisis. Do regular simulations and scenario planning

1. Recognise and accept the crisis. Don't Panic.
2. Get a crisis team in place with relevant skill sets, and communications experts. Appoint a Chairman. Appoint a spokesperson. Prepare a legal record of all discussions.
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6. Identify your vulnerabilities. Response to the crisis as a threat, Recognise AND explore if there are opportunities. Do not compromise business continuity, but keep an eye on recovery after the crisis.
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9. Study lessons learnt and redesign your processes. Fix the problems, not the people.
10. Prepare BEFORE there is a crisis. Do regular simulations and scenario planning

- Based on all we've discussed today, What are the implications for you?
- The Gaussian Curve

- Think back to the last personal crisis you faced before this one. What was your first reaction?
- The role of luck.
- The role of problems in your life

- How to be personally resilient with a measured response that separates panic/ despair and thoughtfulness
 - What is your threat response? Have you built a support network?
 - What is your opportunity response? Do you embrace uncertainty?
- Do NOT waste a good crisis

- Personal reflections : what did you learn today?
- This crisis will be a watershed moment in our species' history. What will YOUR legacy be?
- Our choices with the situations we are given will be our test.
- Will you be proud of the choices you made, 20 years hence?

Frodo: "I wish the Ring had never come to me. I wish none of this had happened."

Gandalf: "So do all who live to see such times but that is not for them to decide. All we have to decide is what to do with the time that is given to us."

REINVENTING

your career in disruptive times

1

DEVELOP MANY POSSIBLE SELVES



IDEAS ON WHAT WE MIGHT BECOME

the path to your next career will be circuitous

imagine a divergent set of possibilities

2

EMBRACE THE 'LIMINAL' PERIOD



EXISTING BETWEEN PAST and UNCERTAIN FUTURE

great time to focus on **INNER BUSINESS**

replenish attention

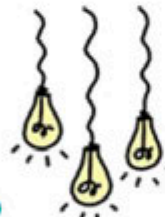
improve the self

sustain cognitive processes

integral what we have learned

3

GET GOING ON PROJECTS



DO SOMETHING ON SIDE - CULTIVATE SKILLS, RESOURCES, RELATIONSHIPS

do new and different work

4

WORK YOUR DORMANT TIES



PEOPLE YOU DON'T KNOW SO WELL or MEET VERY OFTEN

they can be the source of new information and resources

5

TALK IT OUT



SOLITARY INTROSPECTION WITHOUT ACTIVE EXPERIMENTATION IS DAY DREAMING

TALK OUT LOUD IN SOCIAL EXCHANGES WITH PEOPLE WHO RESPOND, SYMPATHISE, COMMISERATE, QUESTION and SHARE THEIR OWN EXPERIENCES.



- A series of lessons in 6 short videos
- <https://youtu.be/WBBBT-DoVe4>
- https://youtu.be/zdLDk_q4p9Q
- <https://youtu.be/OhhDIcrz44w>
- <https://youtu.be/XWL7t64bQYo>
- <https://youtu.be/snuz4-2eYrM>
- Visit my YouTube channel: ***Insights with Nandu:***
<https://www.youtube.com/channel/UC0vLXNK5dRzocNjXbMVdECA>
- Crisis Management summary

<https://youtu.be/DQLsaADhl14>

THANK YOU