



PROPHET

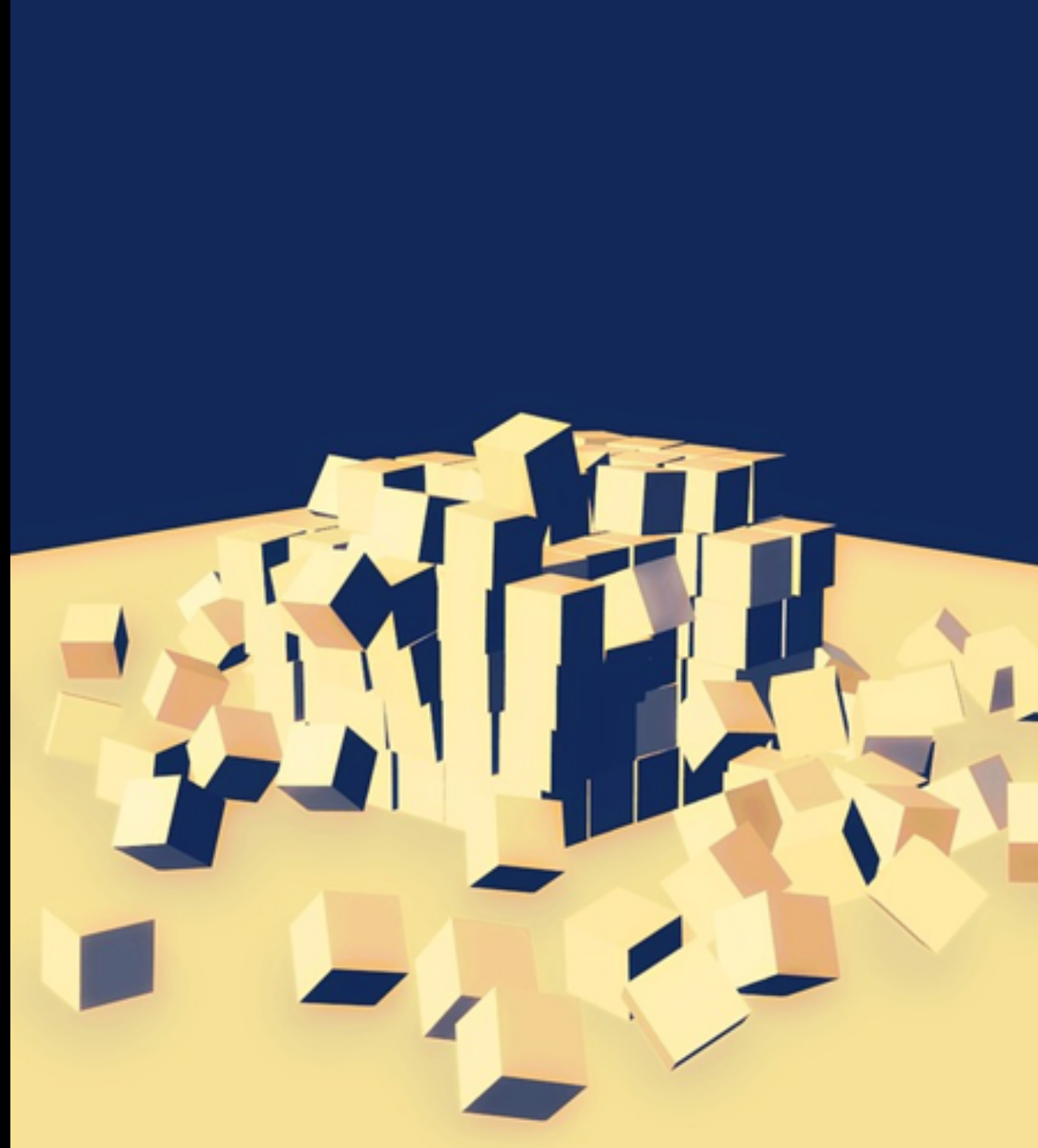
# How to be a Strong Leader in Times of Crisis

CHARLENE LI

*New York Times* Bestselling Author,  
Senior Fellow at Altimeter, a Prophet Company

# We feel disrupted when:

- We are not **in control**
- We can't see **the future**
- Stable **relationships** are torn apart



Disruption is an  
opportunity for **change**



# Five Ways Leadership Must Change:

1. Develop a disruption **mindset**
2. Establish stability and security with **structure** and process
3. Use **openness** and transparency to create accountability
4. **Communicate** in 3D to nurture relationships
5. Identify **opportunities** for the future

# 1. DEVELOP A DISRUPTION MINDSET



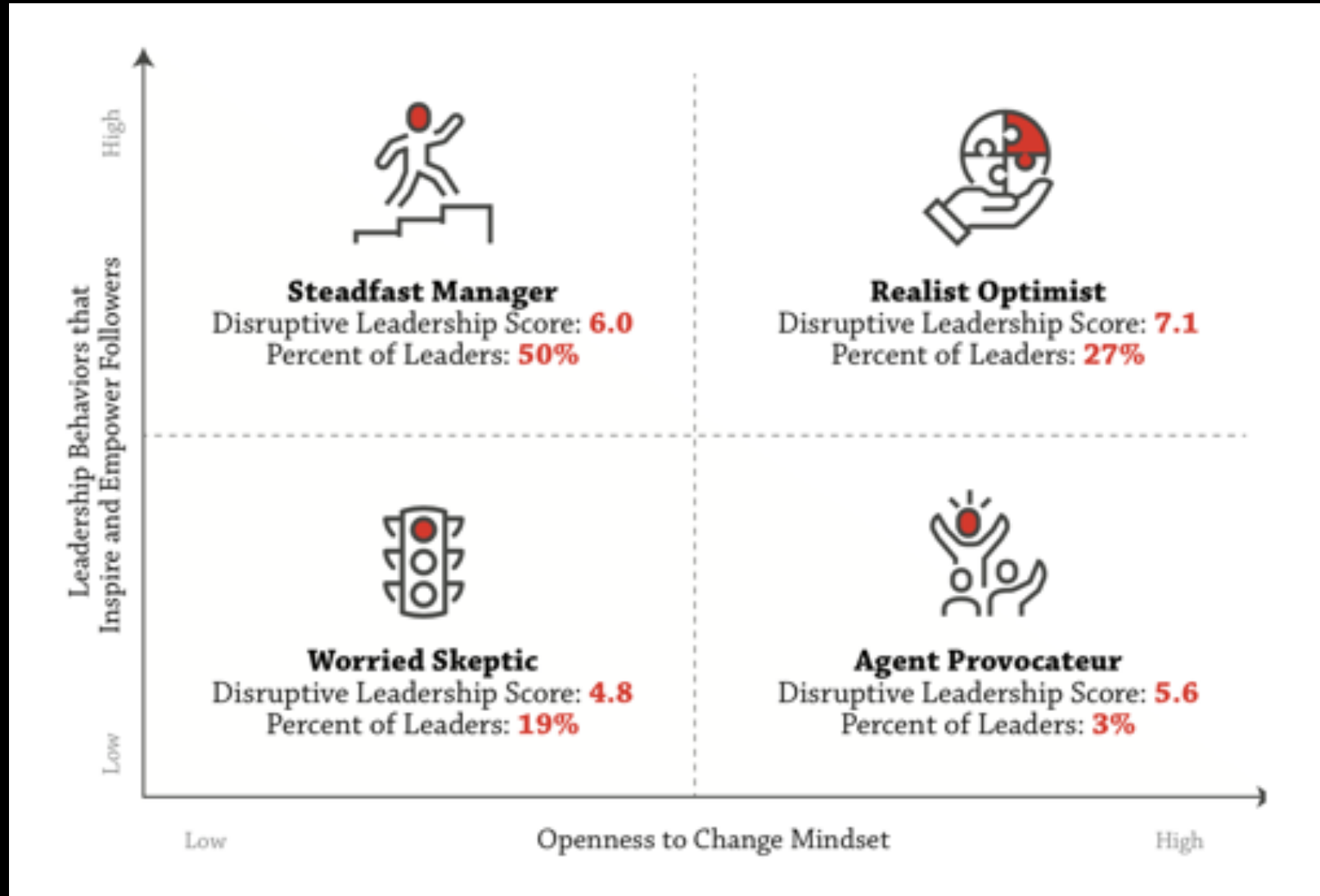
# What is your disruption quotient

STATUS QUO

DISRUPTIVE



# Four Disruptive Leadership Archetypes



# Your job as a leader isn't to have all the answers

- Ask the right questions to focus on your team
- Connect with other leaders to fill gaps in knowledge and experience
- Ensure everyone keeps moving forward
- Explore how to balance multiple stakeholders:
  - Customers
  - Employees
  - Suppliers
  - Community
  - Shareholders







## Make time and space to refill your leadership

- Strategic-focused leaders make a regular practice of exercise, religious practices, meditation
- Connect and network with other leaders
- Create a peer-based “personal advisory board”

## 2. ESTABLISH NEW NORMS TO CREATE STABILITY



# Clarify the foundations of work

- Focus on results, not hours
- Go from scheduled meetings to daily standups and asynchronous work
- Define time boundaries for work
- Make changes to increase flexibility, agility, and collaboration





## Use the same tools

- Messaging. Anything but email. Only use ONE. (Gchat, Messenger, Slack, Teams).
- Video conferencing. Insist on using video always. (GoToMeeting, Skype, Uberconference)
- Document sharing. Organize everything in one (Box, Dropbox, Google Drive, Zoho)
- Collaboration platform. Support asynchronous work (Dropbox Paper, Google Doc, Dropbox Paper)
- Project/Task Management. (Asana, Monday, Trello, Wrike)
- World Time Buddy. Indispensable if you work across time zones. Don't schedule meetings for 3am!

### 3. CREATE ACCOUNTABILITY WITH TRANSPARENCY



# Why openness and transparency work

- Creates accountability
- Forces difficult conversations
- Removes fear of failure
- Creates opportunities for diverse perspectives to filter up








## How to create openness

- Identify places where trust is low and address with openness
- Put vital data where it can be best used — default is open, private is the exception
- Personally use collaboration platforms to encourage sharing

## 4. COMMUNICATE IN 3D TO NURTURE RELATIONSHIPS





A close-up, slightly blurred photograph of a stack of newspapers. The top newspaper is clearly visible, showing the 'WORLD BUSINESS' section and the page number 'B3'. The text 'WORLD BUSINESS' is in a large, bold, sans-serif font. Below it, the page number 'B3' is also in a large, bold, sans-serif font. The background shows other newspapers stacked underneath, creating a sense of depth and repetition. The overall color palette is muted, with various shades of blue, grey, and white.

No news is bad news.  
Bad news is good news.  
Good news is no news.

RISTO SIILASMAA

Chairman of Nokia

# Three dimensions of communications:

- 1 **Overcommunicate** – move from scarcity mindset to sharing mindset
2. **Be multi-modal** – use every channel but designate one source of “truth”
3. **Think remote first**





## Nurture a new culture

- Engineer serendipity to replace the water cooler
- Spark non-work engagement
- Create new rituals of welcome, recognitions, and farewells

## 5. IDENTIFY OPPORTUNITIES FOR THE FUTURE



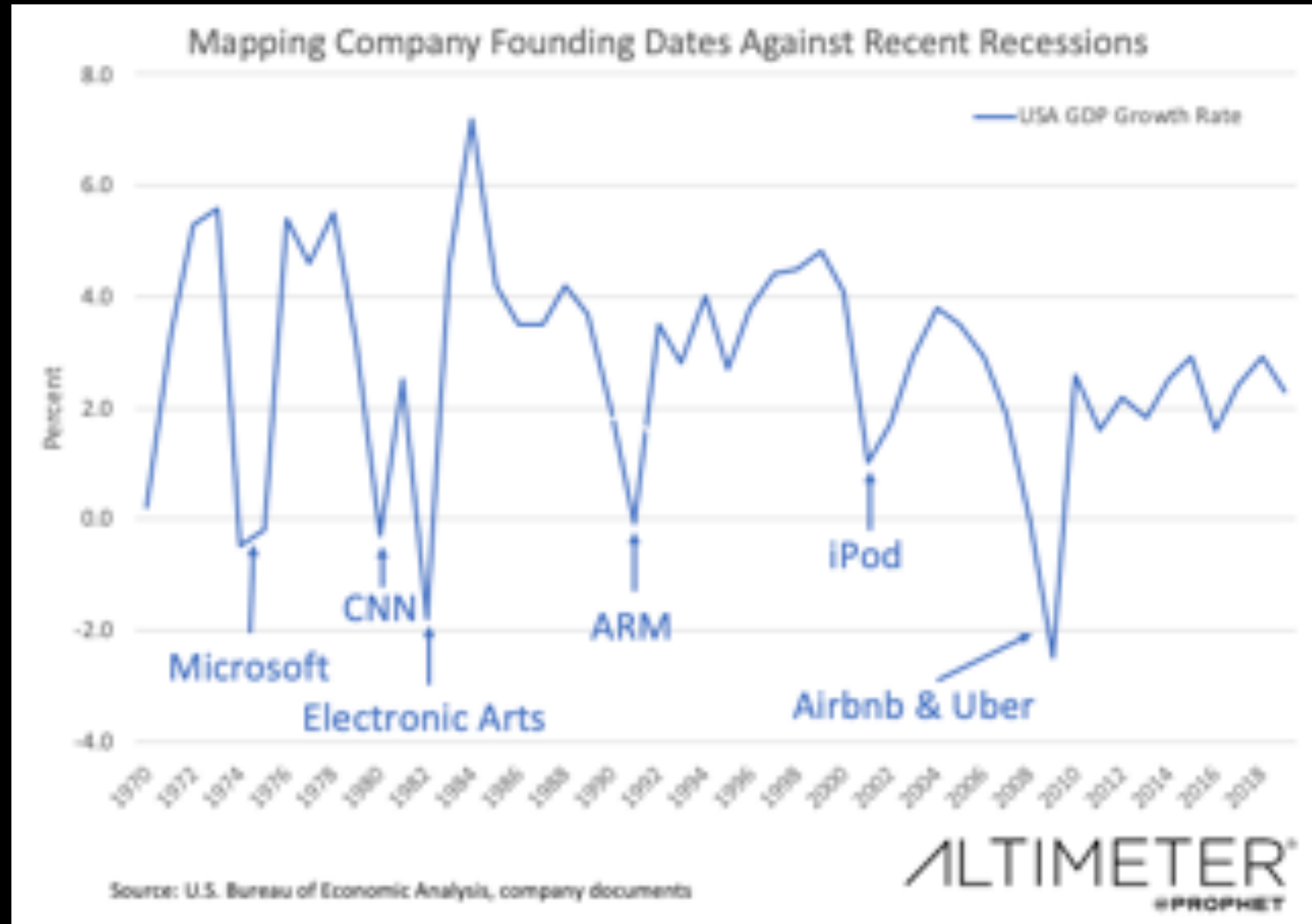


# Focus on the future state

- Leaders create change
- Use this time to create the organization you need to have impact
- Focus on the needs of the future customers



# Recessions spawn innovation

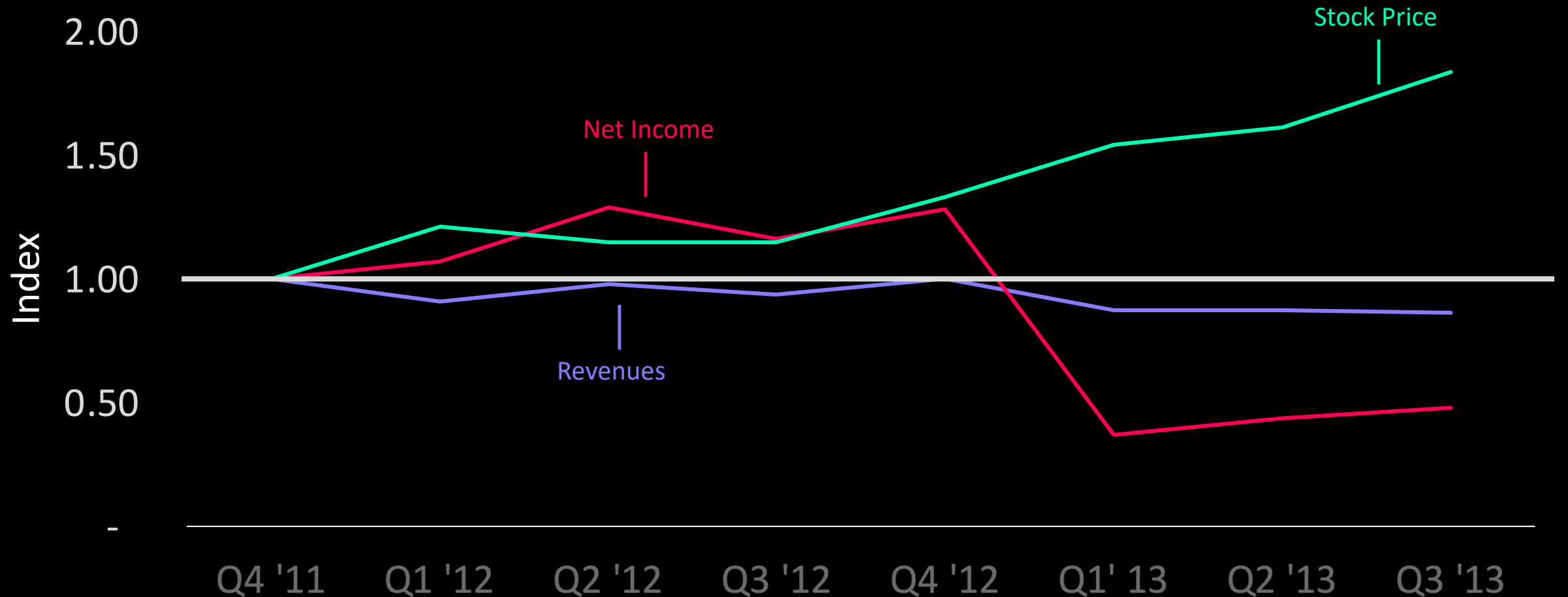


# Adobe committed to disrupting itself in 2009



Mala Sharma  
VP & GM of  
Adobe Creative Cloud

# Adobe knew that revenues and income would fall for 24 months during the transformation









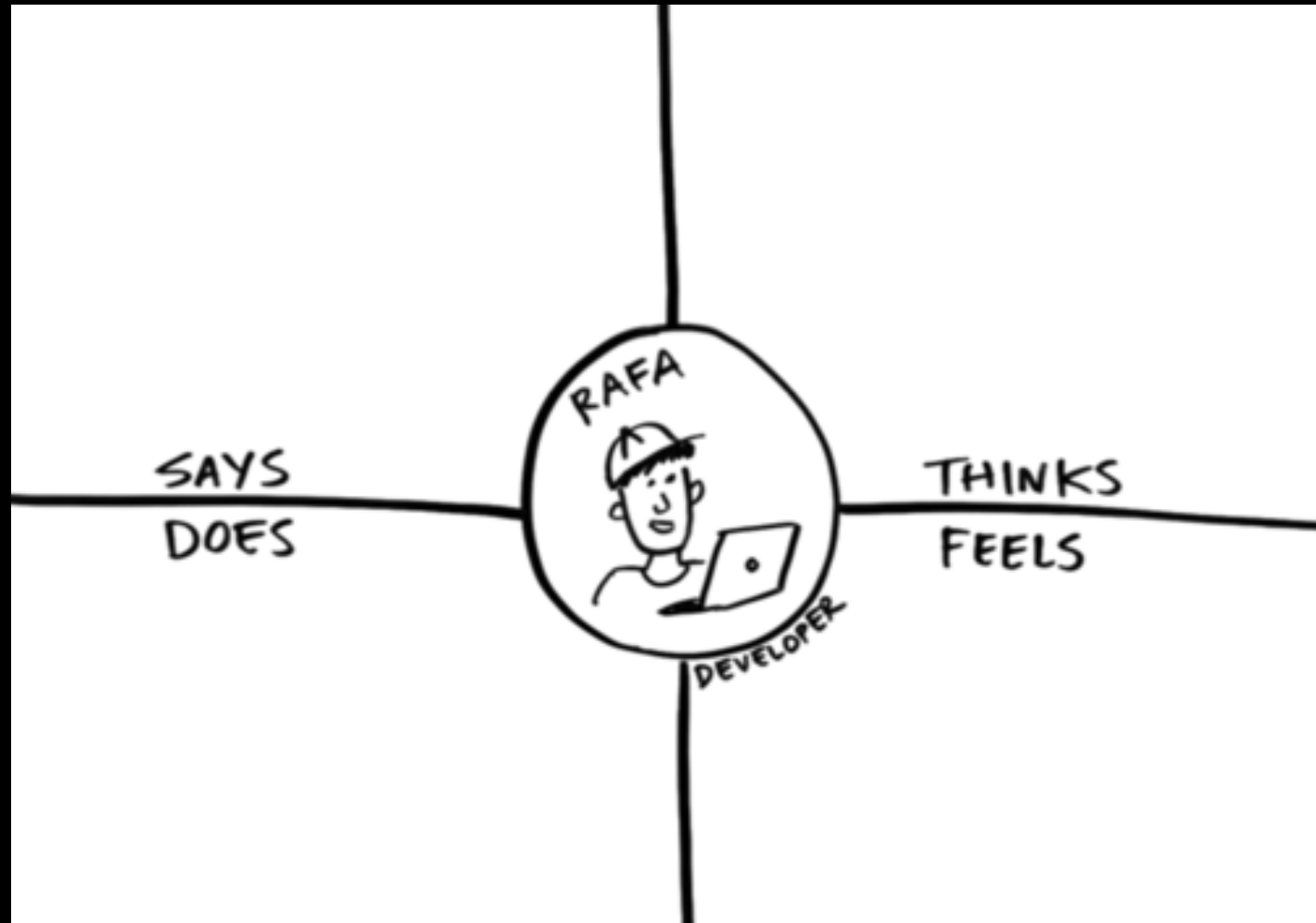
Burn the boats



## Find your future customers

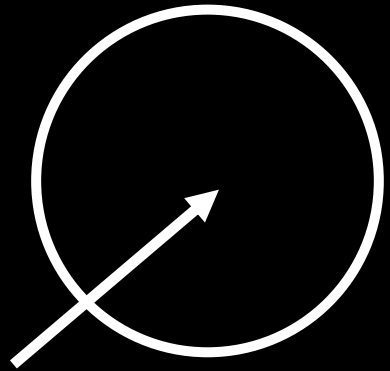
- Use empathy maps to understand and create alignment
- Tap customer advisory boards of your future customers
- Find your customer-obsessed people

# Example Empathy Map



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Your comfort zone

Where  
the magic  
happens

# Stay in Touch



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More resources at [prophet.com/thinking/leadership](http://prophet.com/thinking/leadership)