Lutheran Services in America CEO Summit

Seminar 2: Navigating Chaos: Leading Effectively Through Crises

October 2020



lead change think different play offense

Last Week:

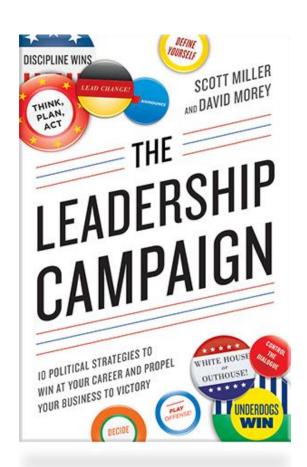
- Decide to Run; Commit to Lead—WHY!
- Seize the Opportunity; Map the Battlefield

Today:

- Destination Planning/Define the Win
- Your Story/Stump Speech (3x5 card)
- Action Plan

do the doable

- DECIDE to run
- Think, Plan, and ACT like an Insurgent
- GATHER Your Kitchen Cabinet
- PREPARE Your Campaign Inside-Out
- ANNOUNCE Your Candidacy
- DEFINE Everything
- CONTROL the Dialogue
- GAIN Momentum
- EXPLOIT Crisis
- REPEAT and Never Stop Running



move the movable

НО SO SOS **UNDECIDED** HAS **Soft Opposition Soft Support Hard Opposition** Undecided **Hard Support** They do not They prefer They are the classic "switchers," often They are your They may prefer support you and another. They undecided either by character or you but are not loyalists. They may be a are very hard to circumstance. Their loyalty is often true believers. will always try to competitor. You move to your They are about temporary support you must understand half as loyal as cause even when the your Hard their power, but competition is never break your Support trying to pull pick trying to them away move them

Implications

You may temporarily move them, but don't depend just on economics—the problem is that you must keep buying them again and again

You need to focus here to increase support by leaners, solidify your base of loyalty, and to move Soft Support to Hard Support

play more offense

- •15% more offense
- use change to get control of the dialogue:
 define yourself, the stakes, the future
- •deliver your "3x5 card/stump speech"—everything communicates!
- •cross disciplines, strengthen your inner "change leader," and BELIEVE . . .

Room Scan: Destination Planning / Define the Win

- What are your Survival Objectives 5-6 months from today?
- What will "Success" look like at the end of 2021?
- And how do you define the "Win" three years from today?

Breakout 1: Stump Speech/3x5 Card

 <u>Define Yourself</u>: Who Are You? What's your Founding Story; your Values, and Beliefs?

 Define Change: What Must We Do? Why Now? Why Us?

Define the Future: What's the "Win-Win"?

Strategic Action Plan

FIRST, select 3-5 STRATEGIES, such as:

- DEFINE THE WIN
- CREATE A "LISTENING" PROJECT
- SCHEDULE A "THINK WEEKEND
- LIST "WHYS" AND "MUST-DOS"
- FORM "KITCHEN CABINET"
- MAP "KEY TARGETS," "YOUR SERVICE," and "OVER-DELIVERY"
- PLAN YOUR RE-BRAND
- PLOT A CAMPAIGN
- DO THE DOABLE
- MOVE THE MOVEABLE
- CENTRALIZE MESSAGING
- BUILD "INSIDE-OUT"
- PLAY MORE OFFENSE
- HIRE A "COACH"

<u>SECOND</u>, BRAINSTORM CONCRETE TACTICS underneath your 3-5 Strategies.

THIRD, CIRCLE/PRIORITIZE THE TOP 20% and Do Something immediately!

Breakout 2: Deep Dive into Action Plans

- How will you do the doable to create momentum?
- How will you move the moveable?
- Where are you going to play more offense?

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