

Clear Leadership in Chaos:

6.5 Secrets the Best Leaders Use in Troubled Times



Set Your Mind



Prioritize



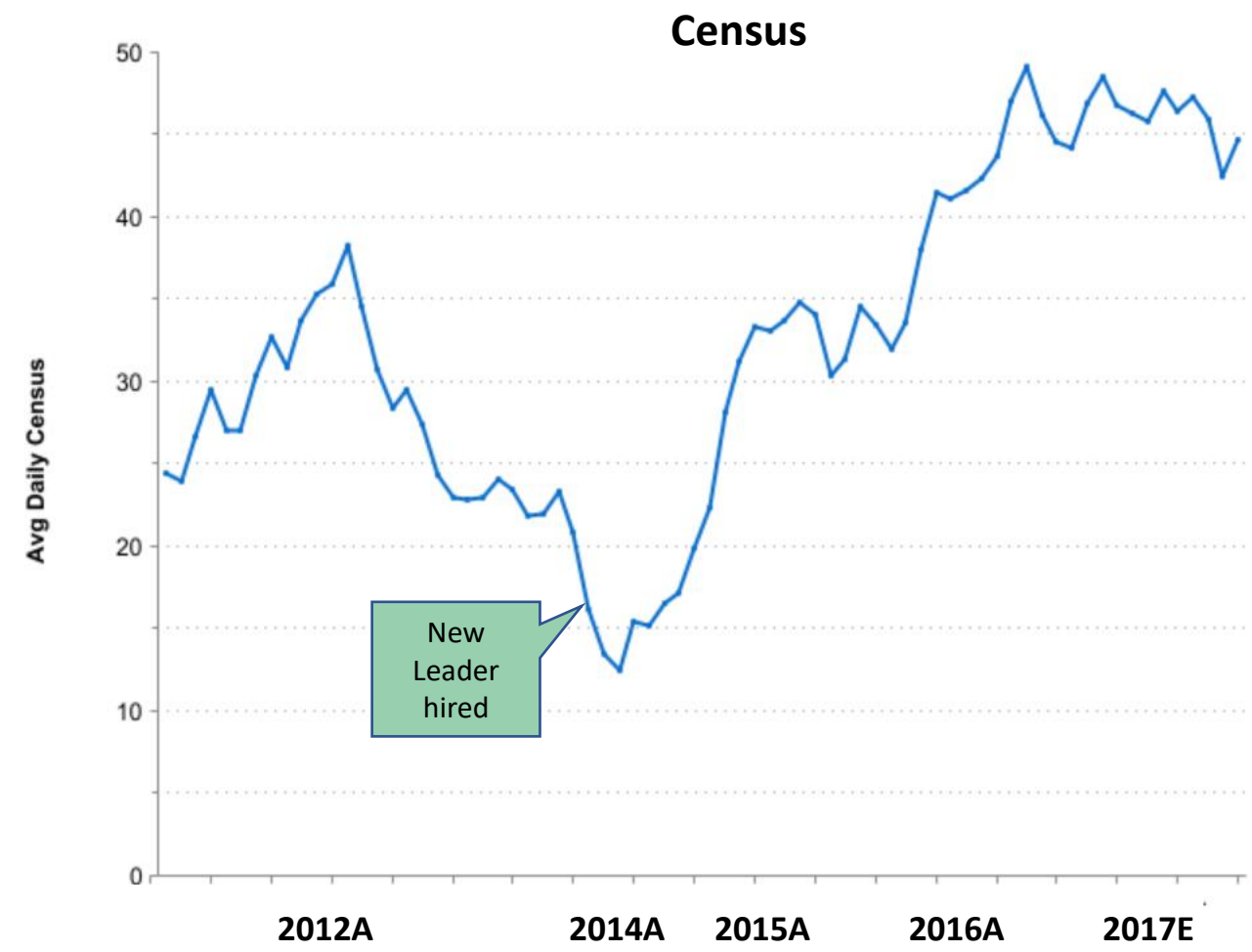
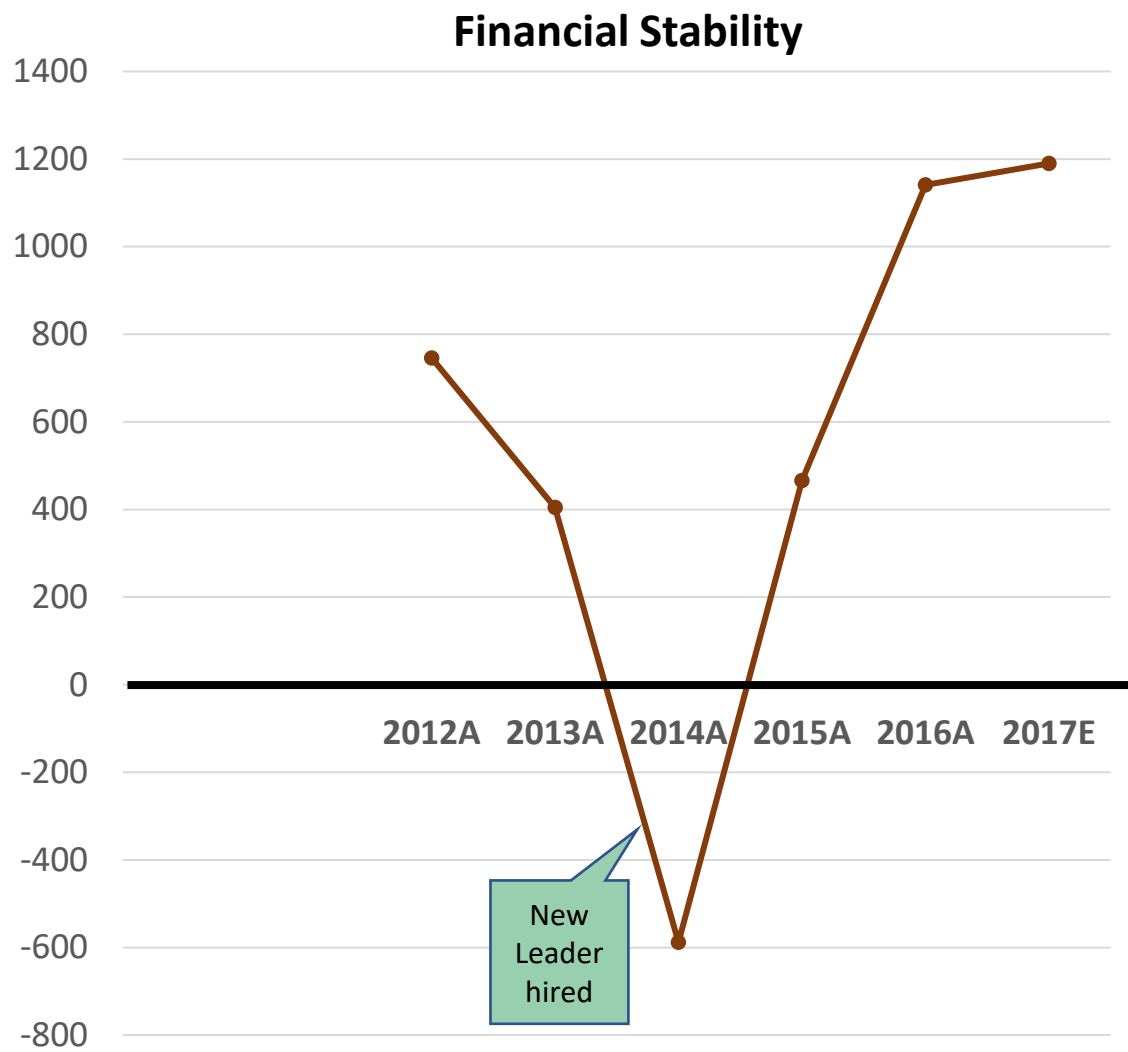
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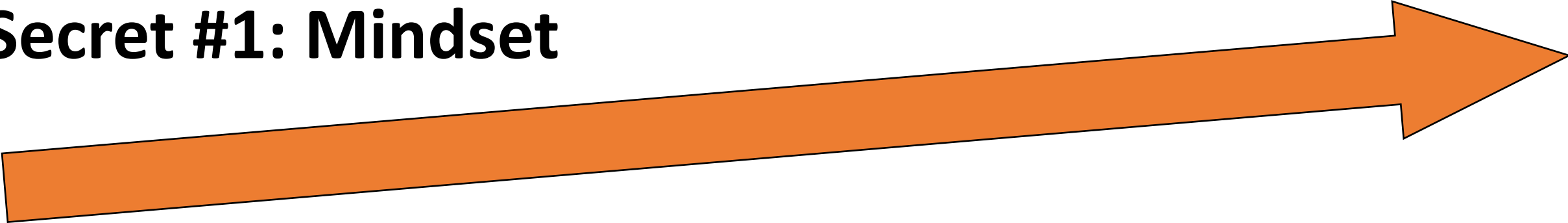
embark
BEHAVIORAL HEALTH

Dustin Tibbitts, LMFT

Case Study

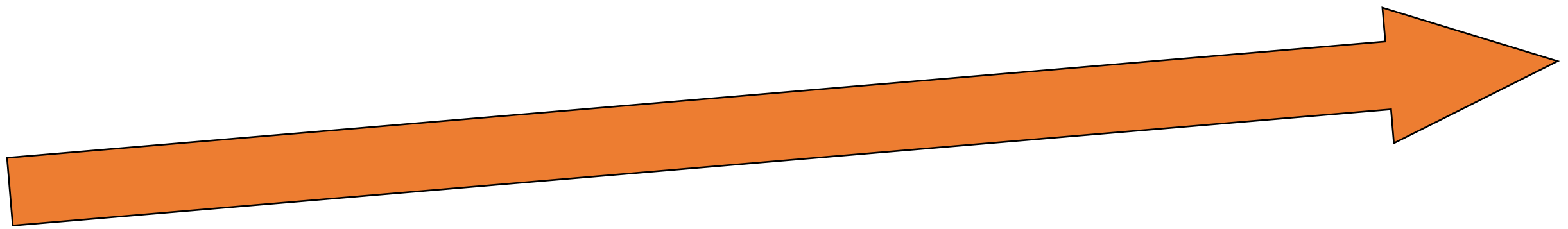


Secret #1: Mindset



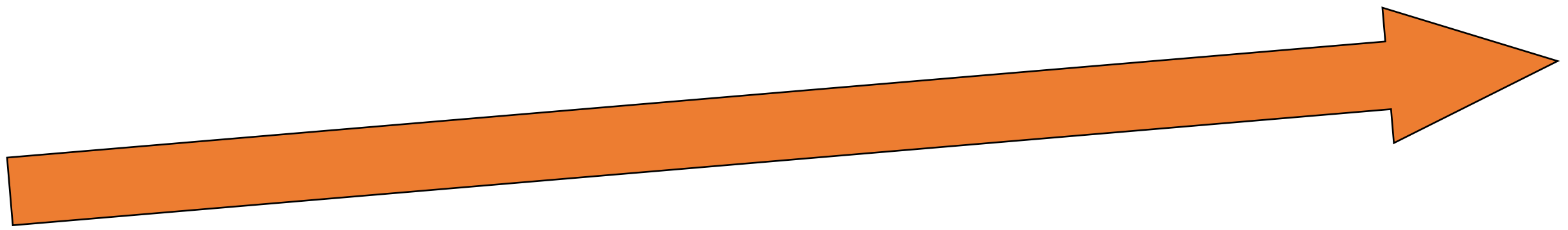
Financial markets, customers, earthquakes, global competition, and technological change are out of your control. Most everything is ultimately out of your control. **The most successful leaders reject the idea that forces outside their control or chance events will determine their results; they *accept full responsibility* for their own fate.**





The most successful leaders are not more creative, visionary, charismatic, ambitious, heroic, risk-seeking or more blessed by luck. And they're not more prone to making big, bold moves. **The best leaders simply hire more *disciplined* people, employ more *disciplined* thinking, and take more *disciplined* action.**





The Stockdale Paradox: “You must never confuse **faith that you will prevail in the end** — which you can never afford to lose — with **the *discipline* to confront the most brutal facts** of your current reality, whatever they might be.”

James Stockdale



Confront the Confusing Cs



Census

Culture

Conditions

~~We just need to focus on census!~~

~~“People first” means we need to start with our culture.~~

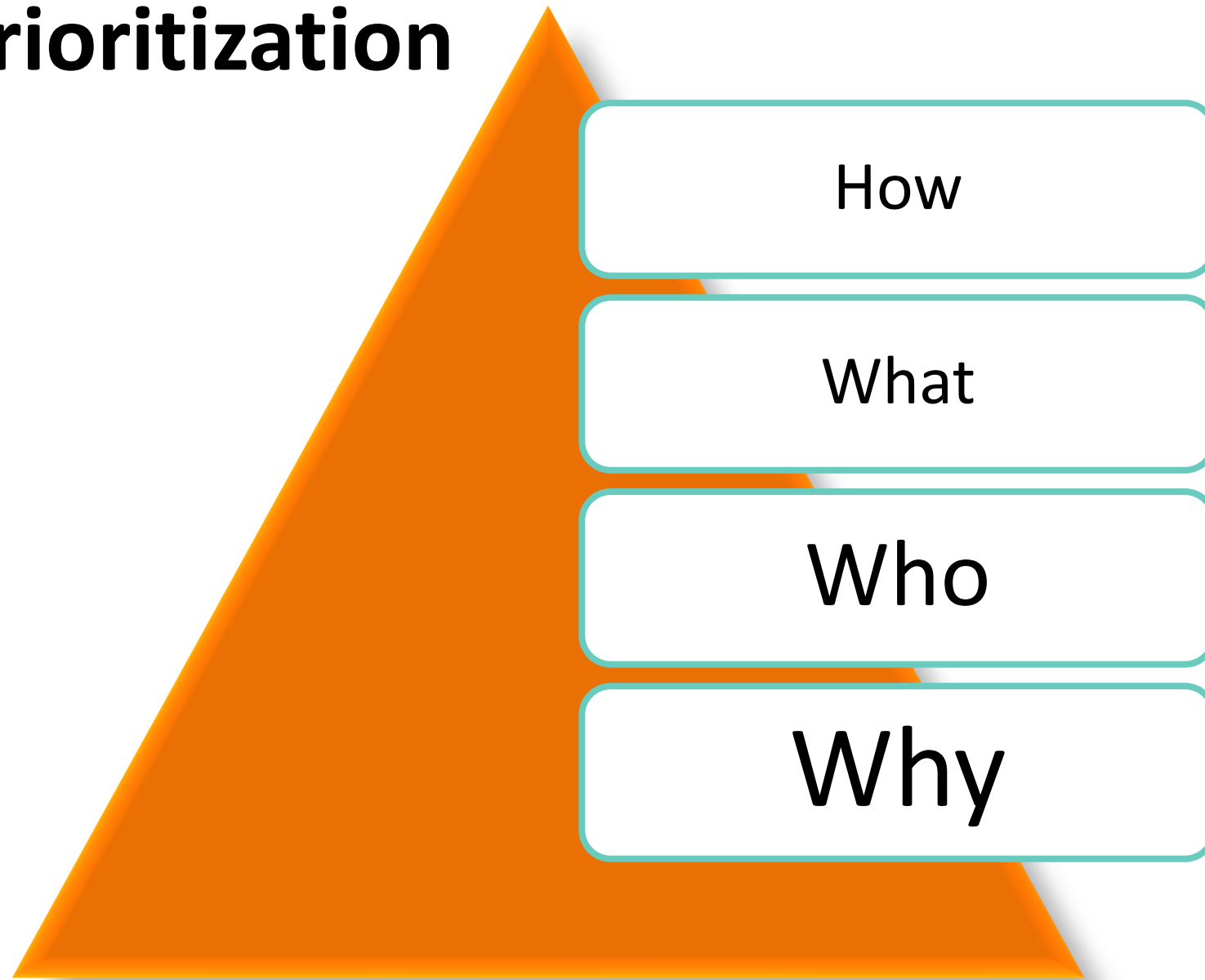
~~The market conditions have changed.~~



The Leadership Mindset



Secret #2: Prioritization



Evaporating Cloud

Prioritization Activity

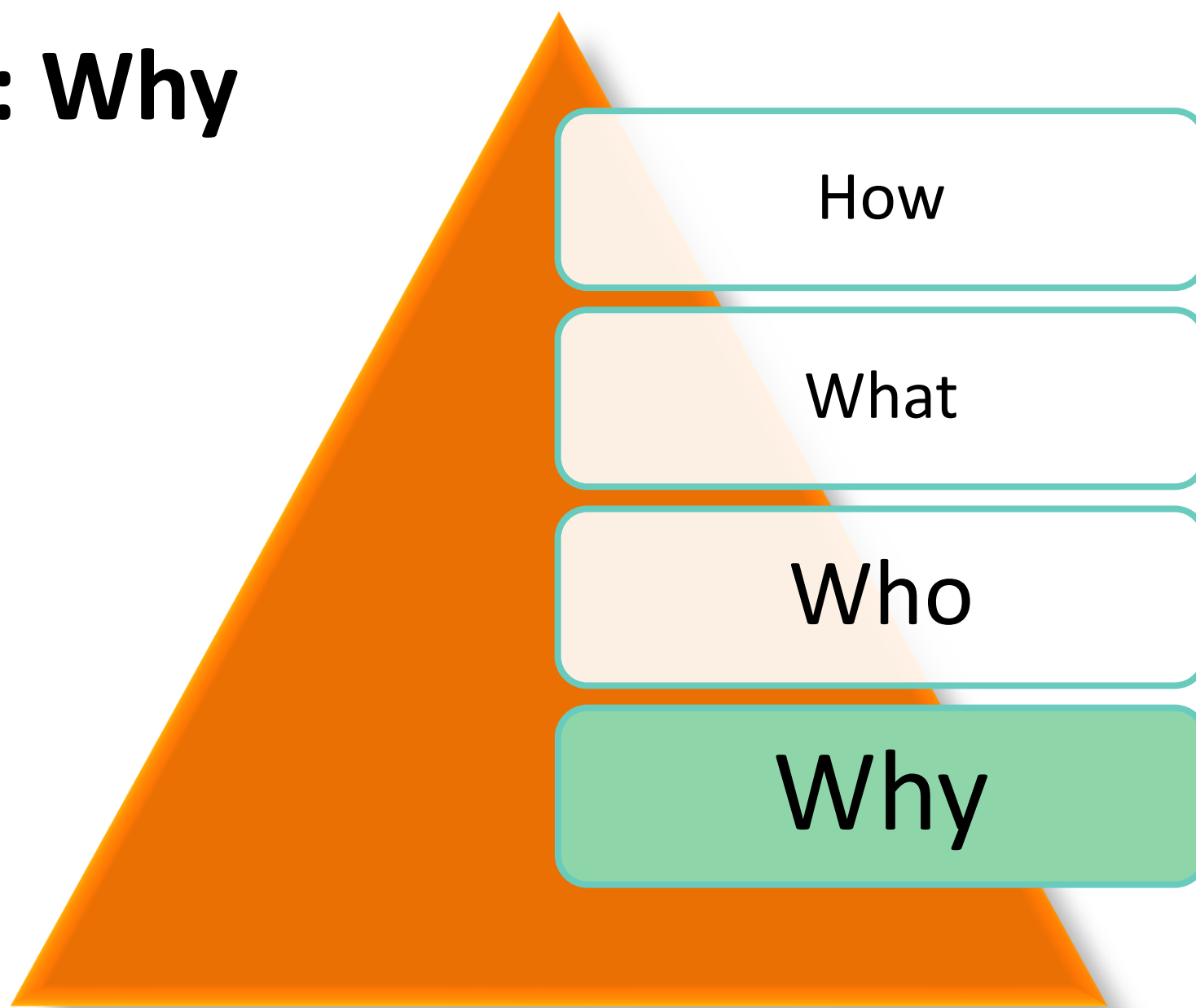
- 1) List
- 2) Identify
- 3) Prioritize



*Modified from Eli Goldratt's *The Goal* and Richard Bach's *Illusions*



Secret #3: Why



Examples of Why



Core Values

Empathy, Service, Trusting Relationships, Growth, Results



Core Purpose

Cultivating hope and resilience to enrich the well-being of children, adults, families and communities.

Vision

ACRC envisions youth and families thriving in their homes and communities; and should they require residential interventions, having uncompromised access to quality treatment at the right time.



BHAG

Lead the way in driving anxiety, depression and suicide from the all-time highs of today to all-time lows by 2028.



Your Why

Your Logo
Here

Core Values

Core Purpose

Ideal Client

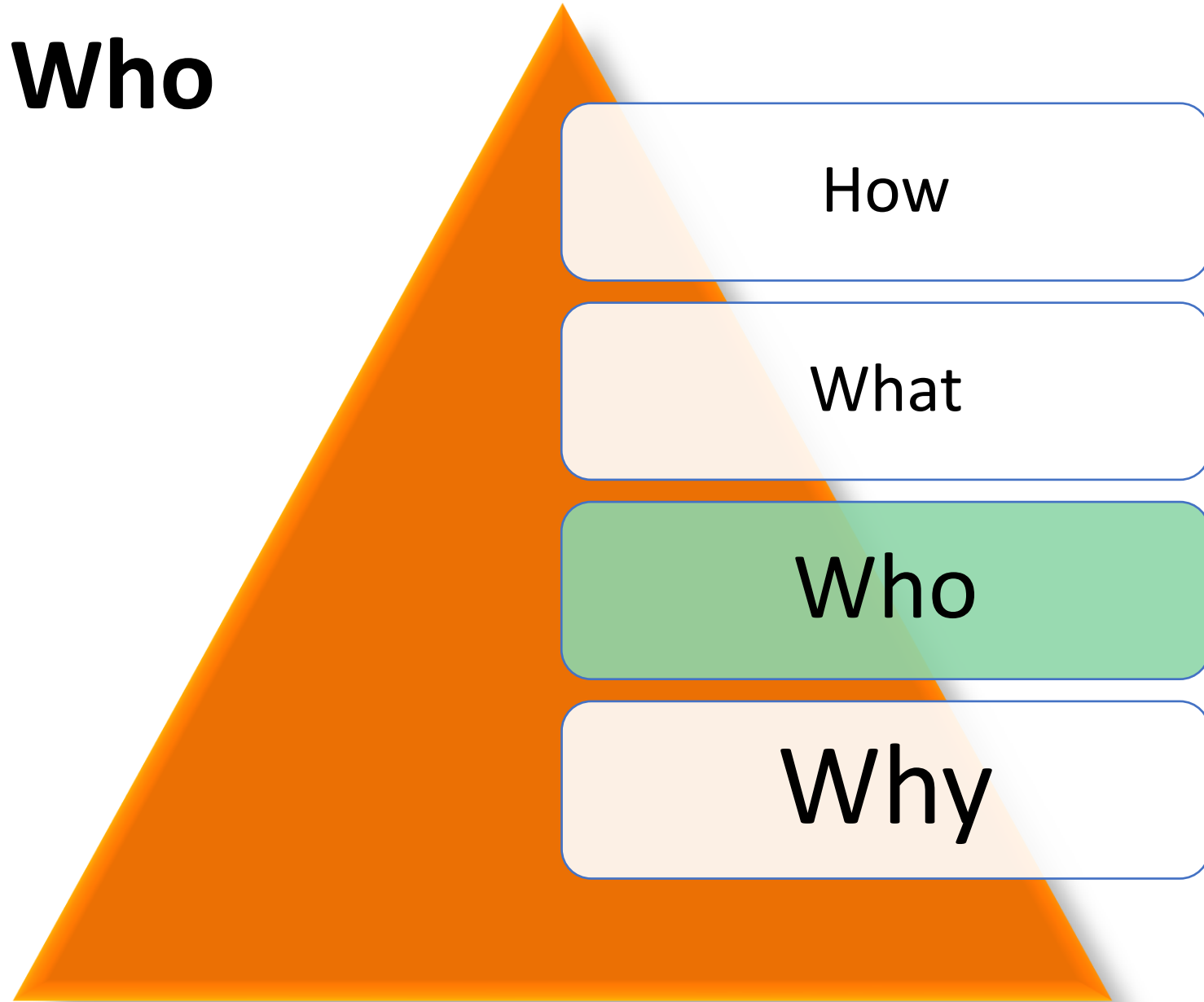
Key
Differentiators

BHAG

Vision



Secret #4: Who



Who do you serve best?



Example:



No:

- Active eating disorder
- Conduct disorder, Intermittent explosive disorder
- Detox required

Yes:

- Age 5 – 21
- All races, ethnicities, religions, genders, sexual orientations
- Complex challenges such as phobias, self-injury, schizophrenia

Potential Exceptions:

- Substance use issues that are not primary



If your child needed treatment, **would you hand-pick the staff you currently have to care for and treat your child?**

If you employed your child, **would you hand-pick the leaders you currently have to onboard, supervise and develop your child?**





And Who Did You Allow on the Bus?

- ☐ We have 100% of the right people in the right seats on the bus.
- ☐ We have a system for getting the right people on the bus.
- ☐ We have a system for getting wrong people off the bus.
- ☐ When we encounter problems, we think “*who can take this on*” versus “*what should we do*”.



The People Analyzer

Name	Company Values			G W C		
	Service	Growth	Integrity	Gets It	Wants It	Capacity
Jim	+	+/-	+	+	-	+
Pam	+	-	+	-	+	-



*From the Entrepreneurial Operating System (EOS)



Evaporating Cloud

Prioritization Activity

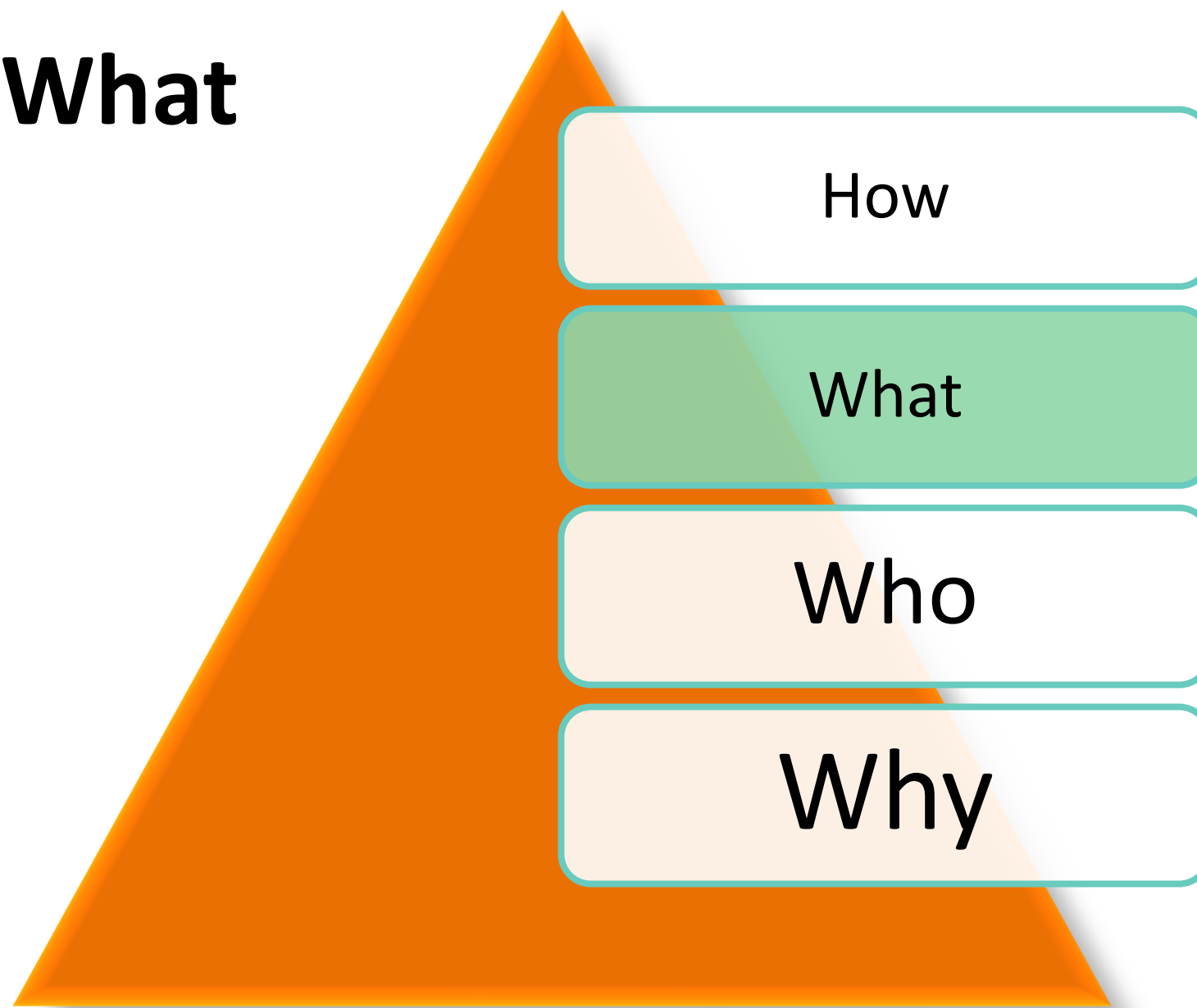
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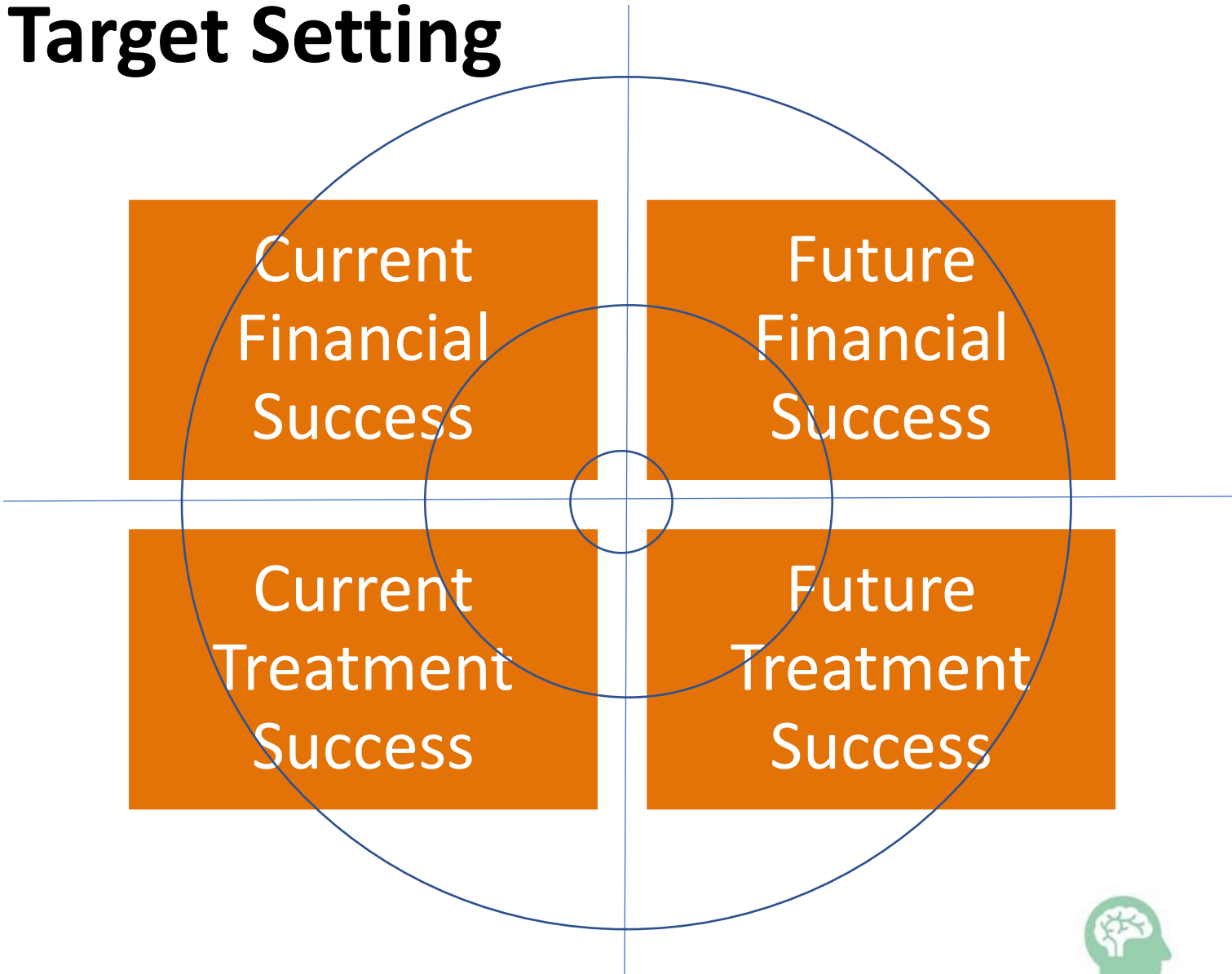


Secret #5: What





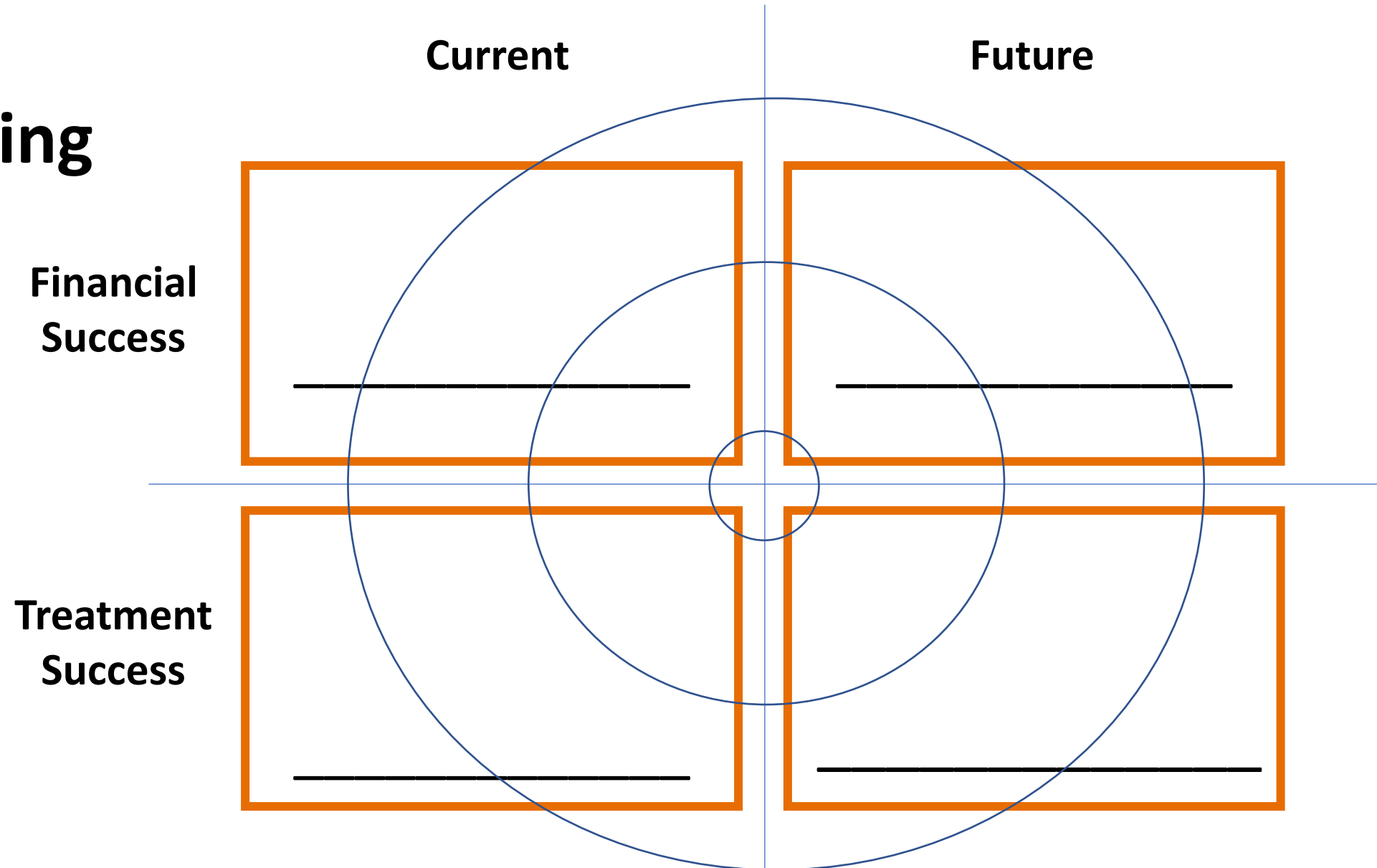
The What: Target Setting



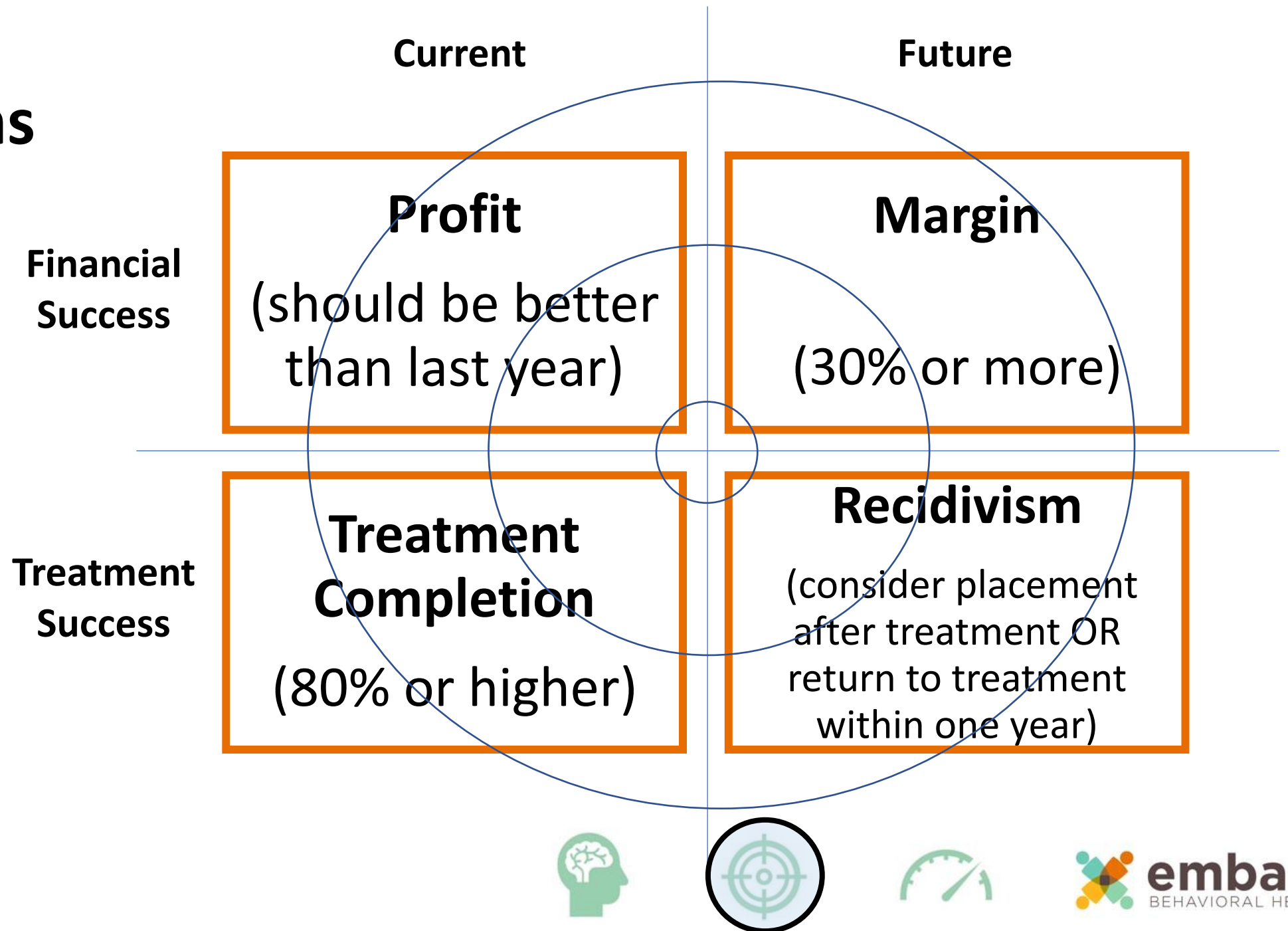
When the flurry
of data makes
you snow blind,
don't be
confused:
**everything boils
down to these
primary metrics.**



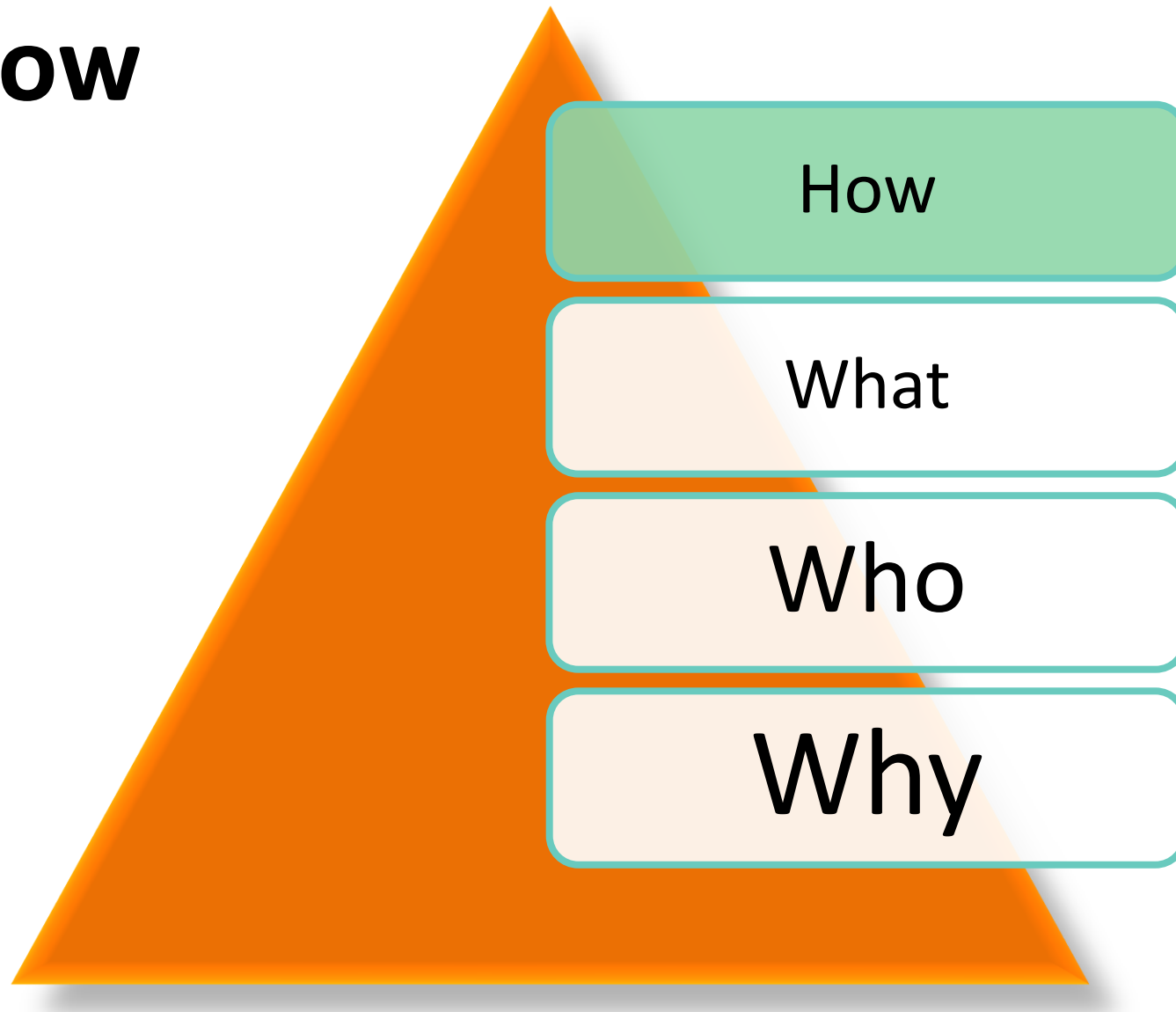
The What: Target Setting



The What: Suggestions



Secret #6: How



How are you different?

Choose the top three things that *truly* differentiate you.

Key Differentiators



1 Outreach – Scholarships and the Meraki Institute of Learning

2 Treatment – Expressive Arts

3 Prevention – Camp Tanager





Operationalize Your Special Sauce

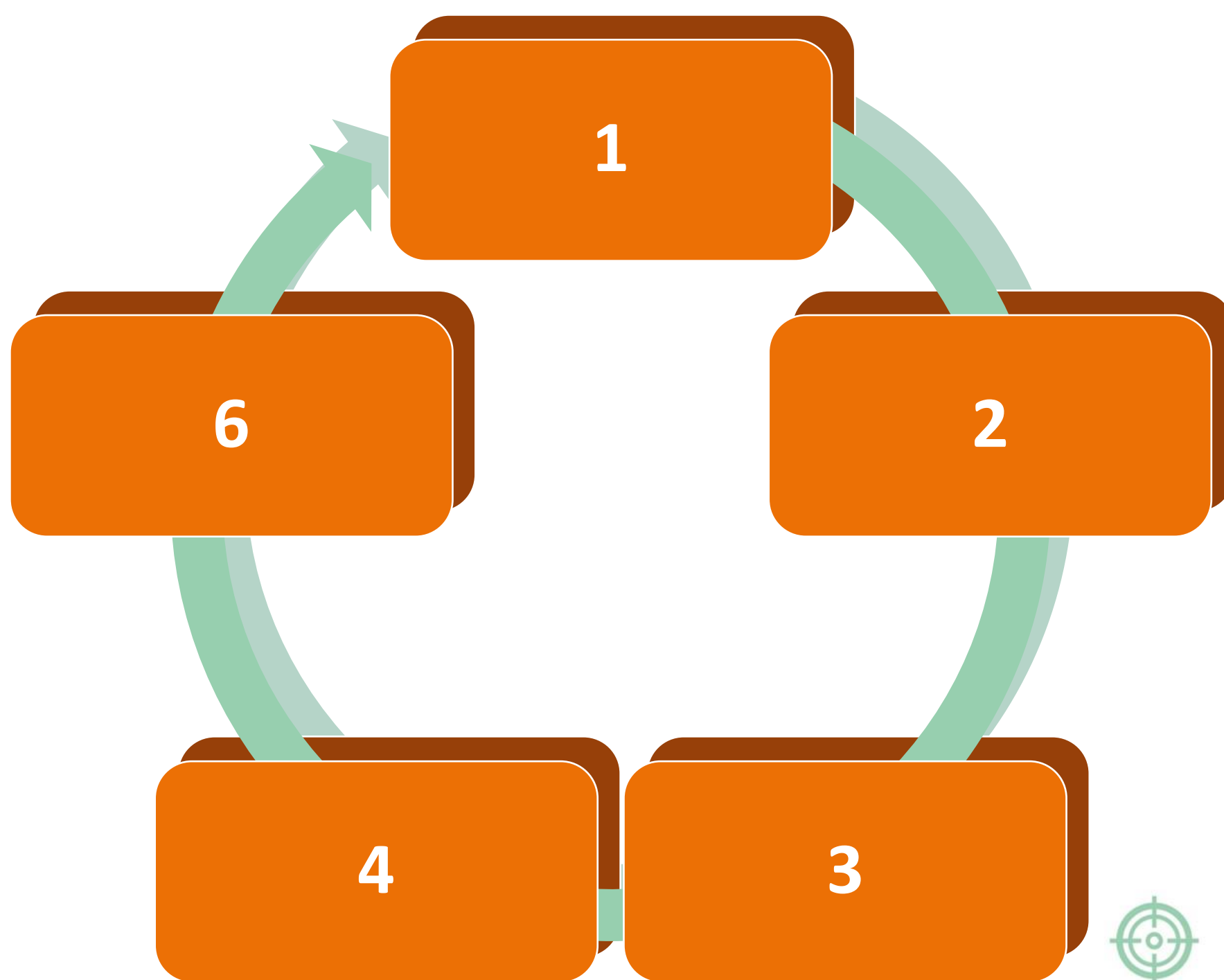
Transformations never happen in one fell swoop. In building a great company **there is no single defining action**, no grand program, no one killer innovation, no solitary lucky break, no miracle moment.



Rather, **the process resembles relentlessly pushing a giant, heavy flywheel**, turn upon turn, building momentum until a point of breakthrough, and beyond.

Jim Collins

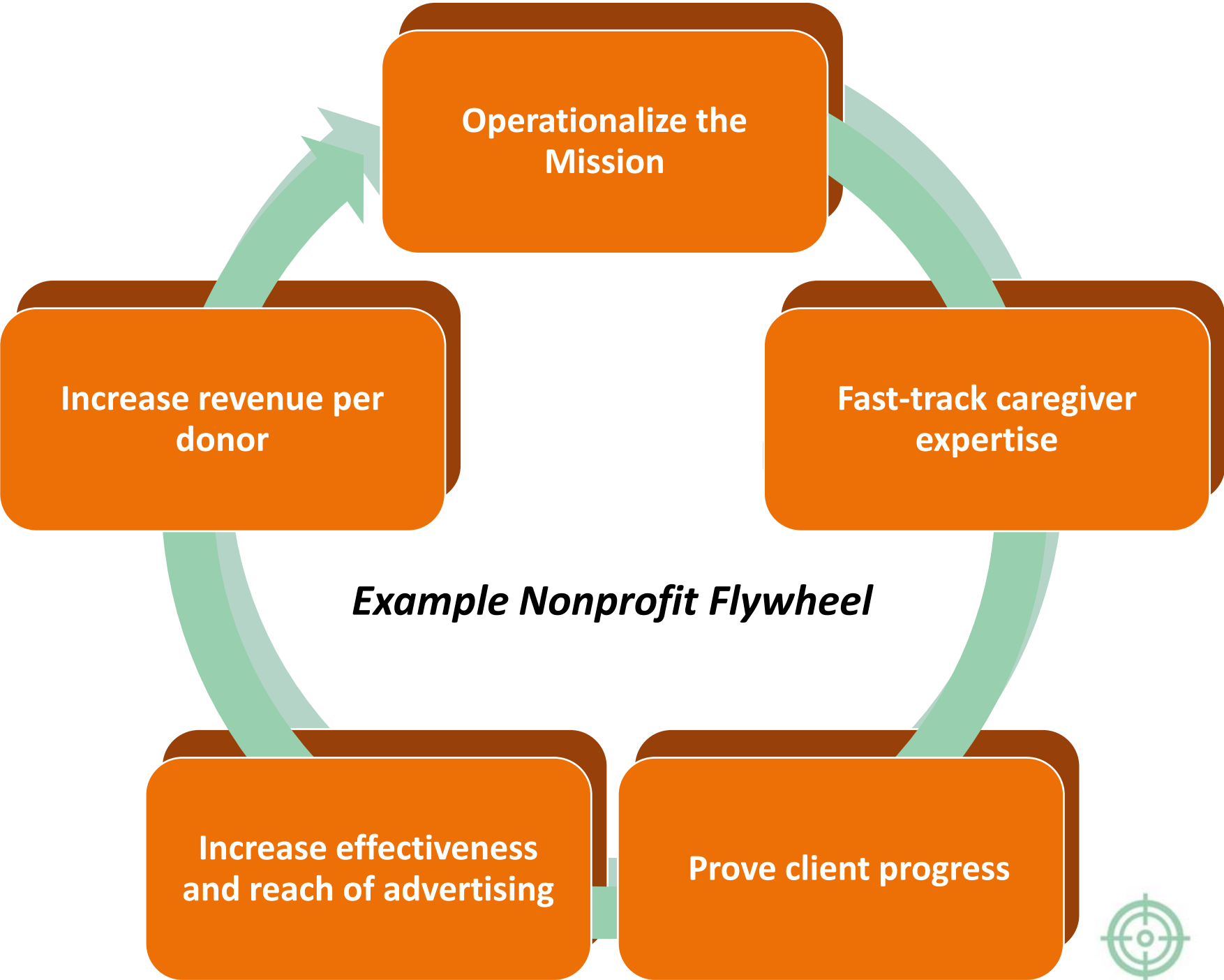




Must be
sequential

Between
4 – 6 steps





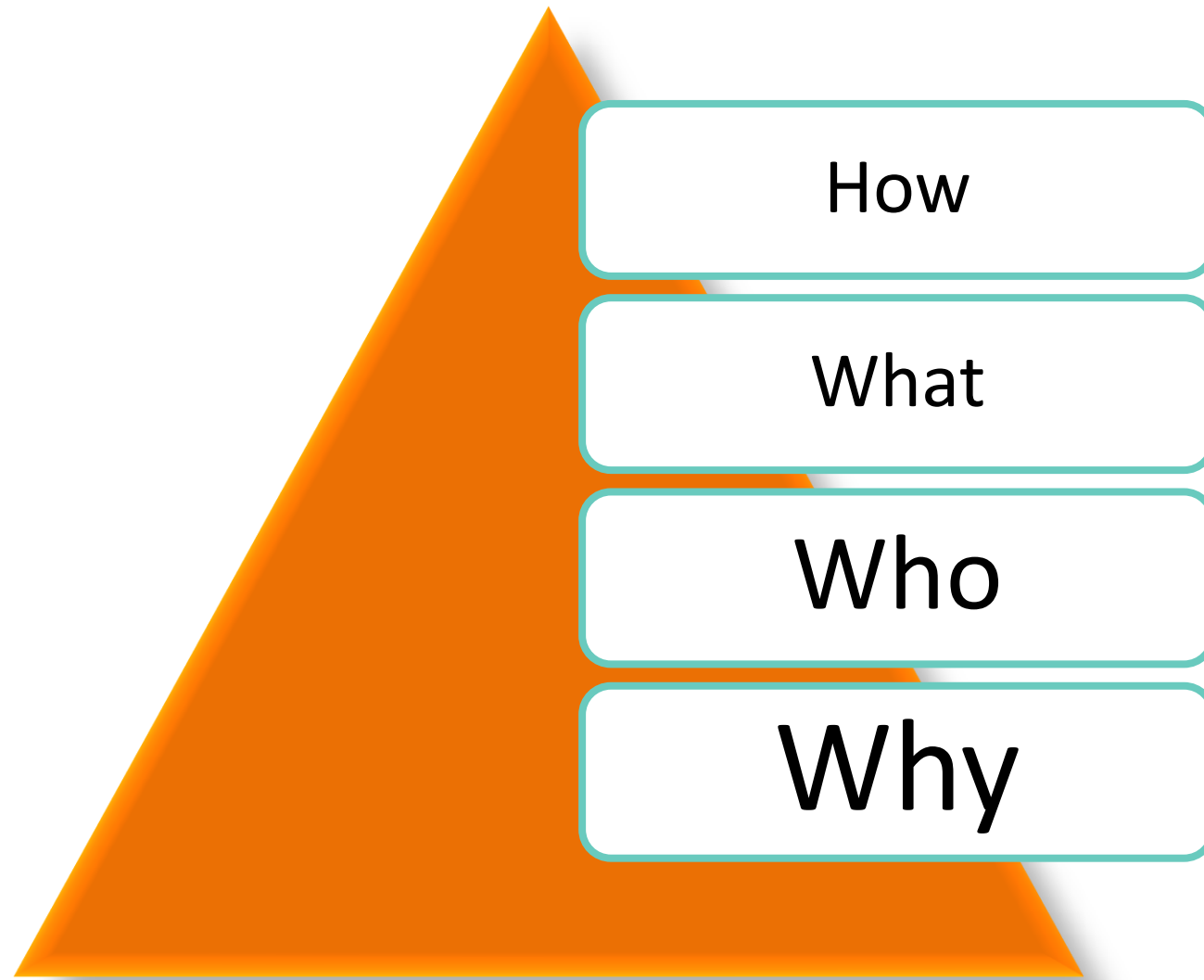
Example Nonprofit Flywheel

Must be
sequential

Between
4 – 6 steps



In Summary



Have the discipline to follow the pyramid *from base to peak*.



Evaporating Cloud

Prioritization Activity

- 1) List
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If You're Still Stuck . . .

Ask yourself,

“What would my replacement do in their first 4 weeks?”



Mindset



Prioritize



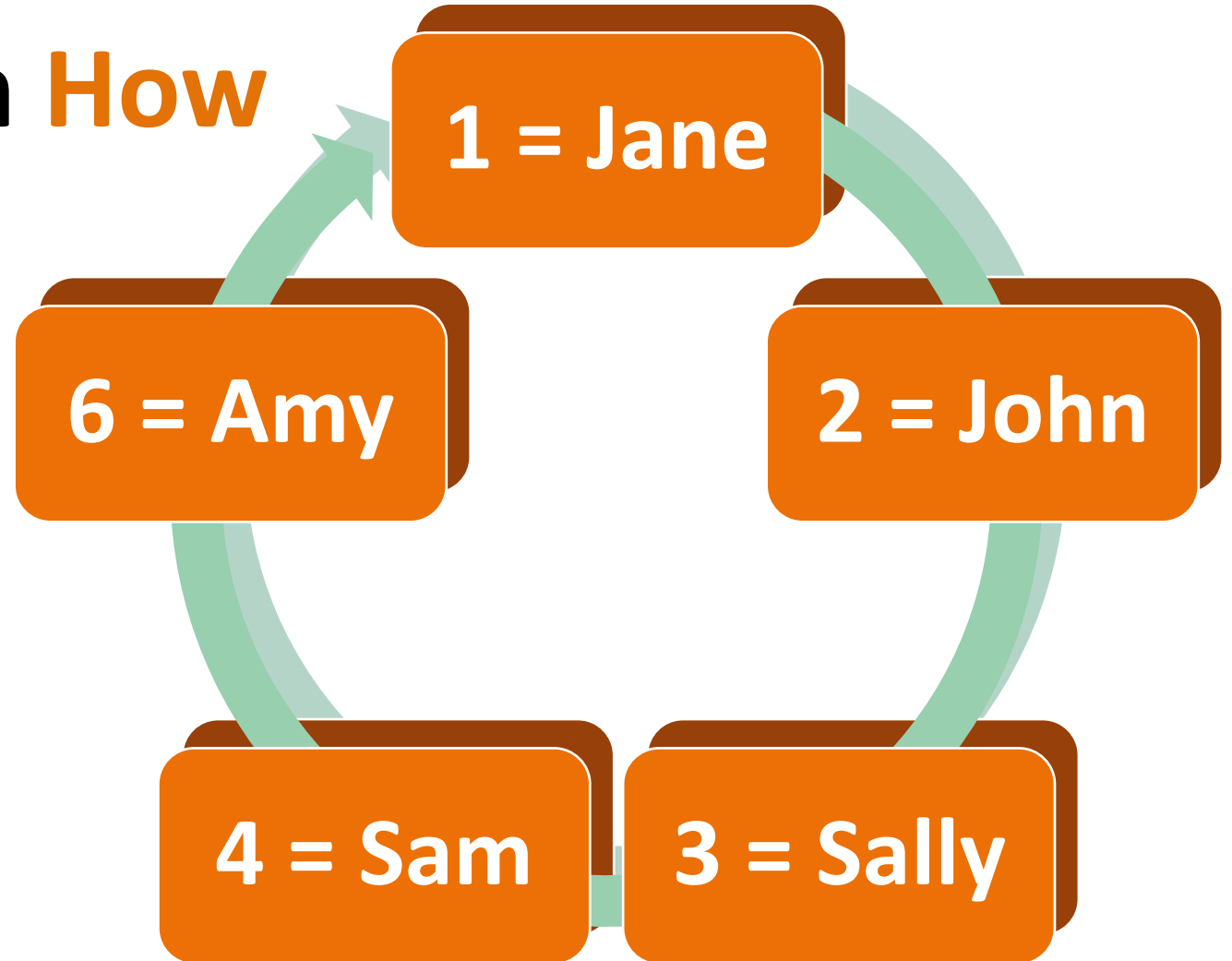
Execute



Secret #6 ½ :

Assign a **Who** to each **How**

Assign each component of your flywheel to a specific **Who** on your team.


















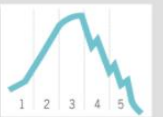
Thank You for Attending!

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Jim Collins

<https://www.jimcollins.com/concepts.html>

			
Level 5 Leadership	First Who, Then What	Confront The Brutal Facts	The Hedgehog Concept
			
BHAG	The Flywheel	20 Mile March	Preserve the Core/Stimulate Progress
			
Genius of the AND	Clock Building, Not Time Telling	Culture of Discipline	Fire Bullets, Then Cannonballs
			
Productive Paranoia	SMaC Recipe	Return on Luck	Five Stages of Decline

