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WITH ENERGY, TO THE POINT

TOUGH BOSS FOR TOUGH TIMES

Ten commandments for leaders in rough seas

INSPIRATIONAL SPEECH FOR LARGE AUDIENCES BY SZYMON KUDŁA

It is not an art to manage teams in peaceful, predictable times. It is in troubled waters that your mission as a boss becomes more important than ever. When people experience shocks and uncertainties, they stick out their social antennae and carefully scrutinize authorities in the search for support and guidance. In the face of sudden, unprecedented turmoil, people expect a confident, courageous, and fair leader. Leaders should learn 10 simple practices, organized in an easy-to-remember "DPO" algorithm: direction, protection, and order.

Perfect for: managers facing sudden turbulences and a sense of danger within teams.

- Direction: **ALTERNATIVE GOAL.** Find and communicate new short-term coordinates.
- Direction: **FROM STAGNATION TO ACTION.** Help overcome fears and reduce rumors.
- Direction: **NO CHIPPING AND PAINTING.** Get rid of mundane, low-value activities.
- Protection: **FOCUS ON SAFETY.** Make health an absolute priority for everyone.
- Protection: **SECURITY FOR BUSINESS.** Boost joint responsibility for the present and future of the company.
- Protection: **ENCLAVES OF STABILITY.** Create solid, familiar footholds.
- Protection: **TAKE CARE OF YOURSELF.** Put on your oxygen mask first before helping others.
- Order: **HUMAN, YET DEMANDING.** Trust is not at odds with control.
- Order: **LEADER SOMETIMES WALKS ALONE.** Make a bold decision and do not hide behind the "team's opinion" or "higher instance."
- Order: **KEEP AN EYE OUT FOR DEFEATISTS.** React quickly and help them get a grip.



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