

THRIVING THROUGH AMBIGUITY

Successfully Navigating the Coronavirus COVID-19 Pandemic

Thirty steps your business can take today
to be prepared for future success

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Growth by Association

Imagine you're in the middle of the ocean in a small boat. A ferocious storm appears from seemingly nowhere, with gale force winds howling around your boat. Your engine fails. Your crew is soaked to the skin, freezing, and very tired. As you look up to give them guidance, out of the corner of your eye, you suddenly become aware of a huge rogue wave barreling down on you.

This situation would be a true test of seamanship for even the toughest old sea dog or round-the-world sailor.

Yet in the last few weeks, many executives and managers have unfortunately been confronted with a similarly immense challenge, as a result of the Coronavirus (COVID-19) pandemic.

We all know the storm will clear—we're just not sure how badly this event will have thrown us off course.

The question is what can executives do now to not just navigate through the evolving crisis, but to also best position their organizations for the calmer weather ahead.

The Society for the Advancement of Consulting® (SAC) asked our global group of highly experienced independent consultants for their ideas and advice.

We're happy to share their collective wisdom here. Please feel free to follow-up directly with any of the consultants included for more detailed information on how they can help your business thrive through this period of ambiguity and uncertainty.

*Linda Popky and Lisa Anderson, Executive Directors of SAC
Steven Hunt, editor*

April 2020

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“Your business won’t succeed without your end-to-end supply chain.”



Lisa Anderson

Claremont, CA

Executive Director of SAC

President – LMA Consulting Group, Inc.

Manufacturing Expert Known for Creating Supply Chain Resiliency



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Stay calm and find ways to provide immediate and continuous value.

Start with your employees, as no one has a successful long-term business with unhappy employees. Address your current business situation while keeping employees top of mind. Expand from there to your customers and suppliers. Your business won’t succeed without your end-to-end supply chain.

Think creatively. If your business is shut down, can you create a temporary partnership with a company that needs similar skills? If your business is experiencing unprecedented volume, look for a partner company with similar skills or similar equipment that could be re-tooled. Is it time to re-think what you can produce or get ahead from a digital supply chain perspective? And leverage your trusted advisors and related resources.

“Focus on your Forever Promise—that commitment to the people you serve.”



Robbie Kellman Baxter

Menlo Park, CA

Founder – Peninsula Strategies

Subscription expert and author of *The Membership Economy* and *The Forever Transaction*



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Companies that stood on the sidelines of the Membership Economy are now struggling. They postponed investing in customer relationships, using subscription pricing, building digital communities, and creating freemium offerings. Now, they lack that deep engagement and trust to weather the storm.

It's not too late. Focus on your Forever Promise—that commitment to the people you serve. In crisis, trust is built, and destroyed, more quickly than usual. This could be an opportunity to establish and deepen that connection with the people you serve.

I wrote my new book, *Forever Transaction*, thinking about how organizations could withstand hard times by optimizing their businesses for relationships that use subscription pricing to last – forever. I had no idea it would come out at a time of a pandemic and financial meltdown. There's never been a better time to be there for your customers.

“Leading remotely requires heightened intentionality, technology, and structure.”



Lisa A. Bing

Brooklyn, NY

President – Bing Consulting Group, Inc

Strategy & Leadership Expert



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Leaders can follow these recommendations if they are struggling to engage and motivate their teams remotely. The principles for engagement are the same face-to-face and remotely: clear outcomes, team input, flexibility on tactics, explicit ground rules for working together and recognizing successes. Leading remotely requires heightened intentionality, technology, and structure. Overly focusing on technology, without intentionality and structure, leads to misfires.

A simple framework, that I applied to facilitate a wildly successful, 7-hour leadership class at NYU includes:

Intentionality – What must be accomplished in this session? What content is essential vs extra?

Technology – Does everyone have access to the same technology? How will the technology allow me to facilitate as I would in person? What adjustments are needed?

Structure – Everyone is using video. Chunk time to minimize fatigue and maximize participation.

If engagement was an issue before COVID-19, leading remotely will exacerbate problems adapting new habits, in addition to learning the technology. Acknowledging that you are learning with and from your teams will make everyone better. The opportunity to grow and enhance leadership effectiveness is yours for the taking.

**“Stay calm and focus
on the things you can
influence.”**



Sophie Boutelegier

Menlo Park, CA

Founder – Expandify

International Growth Expert



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We are living in crazy times. Major conferences are cancelled, travel is banned, employees are mandated to work from home, and schools are closed. This disruption is stressful, but don't let stress overtake you. Stay calm and focus on the things you can influence.

If you were planning to attend a tradeshow that has been cancelled, reach out to customers and think about alternative ways to showcase your solution or product. If you can't go to work or you can't travel, create routines to organize your life, implement conference call systems, and continue working on keeping up relationships. If you can't deliver your products or services to customers, think about how you can serve customers remotely. Proactively propose ways to postpone projects, instead of waiting for cancellations. Use this time to revamp your website and marketing.

We are all in this together. Be compassionate and take care!

“... ask partners what type of community supports are part of their charitable endeavors and where they feel some gaps.”



Gwen Bridge

Nelson, BC
Canada

President – Gwen Bridge Consulting

Strategist and Advisor in Indigenous Relations



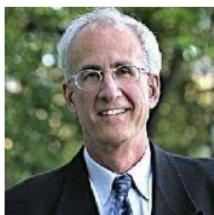
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During this pandemic, consider actions that bolster your relationships with indigenous partners. Indigenous businesses often do business in a way designed to broadly improve indigenous participation in the economy. Many indigenous groups rely heavily on the benefits accrued to their business enterprises to support community well-being. The elderly, young parents, and those with mental or other wellness challenges, are not always effectively served by government. Things like food hampers and gift cards form part of the local economy, provided for by local businesses.

Now, native American businesses that support the informal indigenous economy may be less able to help their community members.

As a business partner in Indian country, ask partners what type of community supports are part of their charitable endeavors and where they feel gaps. Brainstorm with them what ideas they have for weathering the storm. This gesture of caring problem solving will be appreciated.

“...be socially and, more importantly, emotionally, connected...”



Dr. Maynard Brusman

San Anselmo, CA

President – Working Resources

*Consulting Psychologist, Executive Coach
and Leadership Advisor*



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We human beings need to be socially, and more importantly, emotionally, connected at the present difficult time. At the same time, we need to keep our recommended six feet of physical separation.

We are human beings before human doings. Slow the busyness down, savoring each breath, while remaining emotionally open and available to lead with warmth and presence.

Isolation and loneliness are a huge problem today especially for the wellbeing of older adults and countless others. Stay socially interconnected on various platforms to savor our shared humanity.

"We now operate in a market ruled by fear. As business owners, we must show courage."



Evan Bulmer

Grange, Australia

President – Evan Bulmer & Associates

*Growth Expert and author of Numbers That Matter:
Learning What to Measure to Achieve Financial
Success in Your Business*



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The issues that business owners face in the wake of the COVID-19 crisis manifest quite differently for each business. Some will have a spike in demand (supermarkets and the health sector) while others experience a catastrophic decrease (travel agents, pubs, clubs, sporting events). Others will see an increasingly uncertain future as governments around the world strike a balance between the health risk versus the economic risk. We now operate in a market ruled by fear. As business owners, we must show courage.

We recommend a five-point plan.

First, look after yourself. Once the surge of adrenalin is over and we settle into this new normal, you must eat well, sleep and exercise. It's your clear and decisive decision making that is most valuable.

Second, reach out to customers, keep in touch and show that you care. It is this connection that most small businesses trade on.

Third, be strategic about who you hire or fire in this crisis. Understand how small you can become and still hold on.

Fourth, know your numbers. Review your assumptions and stress test your numbers. Be careful who you extend credit to in these times.

Fifth, focus on marketing and business systems and processes. There will be pent up demand and a chance to flourish for those who can adapt and improve.

“... by looking for changes in customer focus, your clients will be better prepared to take action...”



Greg Chambers

Omaha, NE

Founder – Chambers Pivot Industries

Sales & Marketing Expert and author of *The Human Being's Guide to Business Growth*



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In this time of crisis my clients and I are pivoting our focus. We're no longer laser-focused on growth, but instead spotlighting two actions.

The first is shoring up leading indicator data. When the crisis passes, there will be growth opportunities. We're identifying measures and readying tests to recognize the changes.

Second, we're increasing the communication frequency with customers and prospects and updating databases. My client's customers' businesses are changing too. By looking for changes in their customer's focus, everyone will be better prepared to take action when the economy sputters back to life.

“Now is the time to build trust, to demonstrate how you can help, and to strengthen your relationships.”



Patrick Daly

Dublin, Ireland

Founder & Managing Director – Alba Consulting

International Supply Chain Expert & Consultant



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To recover and thrive in the future, you will need to have your key people. Do all you can to hold onto them now. You will need new talent to implement your strategies for the future. Decide now how you will find that talent.

The future will not be a return to business as usual. Things have changed radically, not least people's sense of what is possible. Don't let that go to waste. You will need new strategies to recover and to lead. Start work on them now.

Your customers and suppliers will be paying close attention to what you do now, how you behave, and how you contribute. Now is the time to build trust, to demonstrate how you can help, and to strengthen your relationships. It's time for marketing over selling. Promote your brand and its values now!

“Focus on remaining connected in this time of isolation and be ready with If-Then plans.”



Diane L. Garcia

Portland, OR

President – Lorraine Consulting

Supply Chain Management Expert



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Focus on remaining connected in this time of isolation and be ready with If-Then plans.

Companies should concentrate on communicating known next steps to employees, customers, suppliers, and all stakeholders. Virtual meetings through Zoom or WebEx can help keep your teams in sync, so initiate a standing call for all to share information. A well-connected supply chain will be more prepared to hit the ground running when the pandemic is contained.

Leaders should also identify and plan for possible scenarios including, *What will we do if we are shut down for 4 weeks...how about 20 weeks? How do we respond to increased demand? What does a remote workforce look like?*

In today's changing environment, we must predict and ready ourselves for the unimaginable.

"It's on senior leaders to provide clarity, focus and clear lines of accountability."



Steven Hunt

Recklinghausen, Germany

President – Steven Hunt & Associates

Trusted Advisor and Executive Coach



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Avoid the three great temptations: to centralize decision-making to the head office, ignore your workforce, and add to the confusion across global business units.

Trust your local executives at the regional and country level. Resist the urge to make all decisions at the top. It slows down response times. Let local executives decide, but don't isolate them.

Secondly, everyone's balance sheet takes a hit in a crisis. Don't pander to shareholders at the expense of your workforce. You need to balance both. When the crisis ends, your global workforce will play a key role in boosting performance. That's harder to do if you abandoned them a few months earlier, in their hour of need.

Thirdly, clarity is king. In crisis mode, direction and accountability sometimes evaporate when there are many managers working on the same challenge. It's on senior leaders to provide clarity, focus and clear lines of accountability.

“Glaring gap in business continuity planning exposed.”



Diana Jones

Wellington, New Zealand

Director - The Organisation Development Company

Executive Coach and author of *Leadership Material: how personal experience shapes executive presence*



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Shortly after Rutherford split the atom, Jacob Moreno discovered the social atom—the smallest number of people every individual needs in order to keep learning and thriving.

We are seeing this right now in our workplaces and society. Being physically confined, many people experience their social atom being split. They do not have enough people—or the right people—around them.

The move to remote work and physical distancing exposes a stark gap. Depleting in-person social interactions effectively shuts down individual productivity and creativity.

Employers need to rapidly find ways to help employees reconnect informally with those who are important to them. Formal structures are only half the picture. It is the myriad of informal networks of people relationships who work together because they *want to*—not because they have to—that is so important.

"Put relationships before business."



Oriol López

Barcelona, Spain

Owner – Estrategia Proactiva

Trusted Advisor of Business Owners, Known as The Proactivist and author of Grow & Thrive



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Be more proactive than ever. Develop habits to ensure that genuine proactivity—of the kind clients really value—is part of the culture of the company. Focus on both the substance of your product excellence (e.g., quality and impact) and on service excellence (e.g., delivery terms, and showing genuine interest).

How to do so in turbulent times? Put relationships before business. Call your clients and offer to help, share ideas, give free advice, and build the relationship. In summary, show up!

“The important thing is to embrace enforced home working as an opportunity...”



Hamish Mackenzie

Munich, Germany

Founder – Hamish Mackenzie Consulting

Positioning Expert & Executive Productivity Coach



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If the current situation teaches us anything, it's that the future of work will depend less on where and when it's performed. And that's a good thing. But for leaders who aren't used to leading from their homes, rather than the corner office, there are challenges galore.

The important thing is to embrace enforced working from home as an opportunity—not something that has to be tolerated. Ironically, self-isolation gives you, as a leader, the opportunity to get more face time with key people via videoconferencing. But this isn't about micromanagement.

Keep interactions short, targeted and frequent. Challenge yourself and your employees to become more productive in less time by working in focused bursts. Managers are often surprised how productive they are at home, and how much more headspace they have to innovate or to spend time with loved ones.

"It's critical to communicate. That means communication to everyone who touches your firm."



Kathleen McEntee

La Quinta, CA

President – Kathleen McEntee and Associates, Ltd

Marketing, Communication and PR Expert



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It's critical to *communicate*. That means communication to everyone who touches your firm. First and most importantly, reach out to employees, especially those not used to working from home. They are the front line and lifeblood of every organization. Second and equally important, communicate to your customers. When customers understand your capabilities and flexibility, they will respond accordingly. Make sure to include vendors, business partners, advisors, colleagues, and referral sources - they can be invaluable resources.

In addition to emails, webinars, and conference calls, remember that social media is a great way of providing up-to-the-minute information.

Lastly, forget the sales pitch. Now is the time to communicate that with innovation, resilience, and flexibility, we will collectively get through this to see the dawn of a very new day.

“Review remaining projects to increase the speed of delivery.”



Ron Montgomery

Platte City, MO

Owner – OnPoint 2.0 LLC

IT and Project-Portfolio Management Expert, Known for Aligning the Work with Strategic Vision



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Your project portfolios are critical to your organization’s response to a volatile marketplace.

Projects that were strategic in January may not be aligned with the realities of April. These should be paused or canceled to free up your teams to focus on more urgent initiatives. Review remaining projects to increase the speed of delivery. Increase priority of smaller projects as well as those near completion. Large projects should be re-planned to provide quicker, more incremental delivery. Stagger project timelines to reduce resource bottlenecks.

Ramp up your change management capabilities to ensure the organization is prepared to benefit from a faster pace of project delivery.

"Companies... must 'speak with their outside voice' in describing COVID-19 impacts."



Gene Moran

Bradenton, FL

President – Capitol Integration

Federal Advisory Expert and author of *Pitching the Big Top: How to Master the 3-Ring Circus of Federal Sales*



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Companies with US federal government customers must 'speak with their outside voice' in describing how COVID-19 impacts their ability to sustain work and deliver products and services for the government. Funding of federal contracts will continue, which can help small-and medium-sized businesses sustain their workforce and much-needed industrial capacity. However, your government customers must hear directly from you about your situation.

Special communications portals exist at most federal agencies during this time of crisis. Don't hesitate to speak up and be heard. Government customers are experts at continuity of operations in a crisis. They will answer your calls and emails. Don't sit back. Lean well forward!

“... focus on two things: the long-term company they are building, and the short-term execution of that business.”



Rebecca Morgan

Cleveland, OH

President – Fulcrum ConsultingWorks, Inc

Manufacturing Operations Strategy Expert



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In difficult times, an effective leader must focus on two things: the long-term company they are building, and the short-term execution of that business. Study the poster describing your mission, vision, and values. It must guide decision making for both horizons. Ignore it for either and you've lost all credibility.

For the long term, identify those customers, suppliers, and employees in most jeopardy and work with them to create mutual survival.

For the near-term, create visual up-to-the-minute information. Which suppliers and customers are down? Which employees are in the building? Which are working from home? Which are sick at home? Which are taking care of others who are sick? Which are sick with presumed/diagnosed coronavirus?

List names, email addresses, and cell phone numbers for each. This information can change constantly so the visual must be updated constantly. Include part time workers. Don't force people to hunt for basic information.

After all, we are all in this together.

“... create a heatmap of your supply chain and rigorously check transactional flow, performance metrics, and risks/issues.”



Agnes Zsofia Nagy

Zurich, Switzerland

Co-Owner – BZLW GmbH

Supply Chain & Operations Expert



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Supply chain is an area that keeps going when things get tough—or so it does when it is well prepared. To ensure this remains effective in extraordinary times, there are four key considerations.

First, work through your business continuity plans. If not available, set up a task force, create a heatmap of your supply chain, and rigorously check transactional flow, performance metrics, as well as risks/issues.

Second, prepare a heatmap of your external partners. Align with them on their status and how frequently you will check-in with each other. Ask them what you can do to help each other.

Third, if you have not already done so, document your value chain. After the shock is under control, re-evaluate your setup and processes, then change them as appropriate. Initiate strategic projects to close the gaps.

Fourth, stay informed for alerts from authorities to be ready for extraordinary legislative changes or government mandates.

“In my mind, now is the time to give.”



Mary Patry

Gilbert, AZ

Founder – ITeffectivity, LLC

IT Executive Advisor



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The global disruption caused by COVID-19 is unprecedented in my lifetime. The closest event that created this level of fear and anxiety just might be World War II. Though I am as impacted as many others, I know I am most fortunate in that my husband and I are healthy and have each other to care for us.

My clients are IT executives tasked with assuring connectivity and remote access to business systems. As such, I am letting them take the lead while I emphasize that I am here for them. I've chosen to take a position of abundance and offer my coaching and consulting gratis, even if it is just an ear to vent frustration or to have someone to brainstorm strategy ideas for enabling access. I've suspended active selling and am not counting on business to come out of my giving. In my mind, now is the time to give.

“... there is an opportunity for those with effective messaging to enhance customer loyalty and trust.”



Erik Pelton

Arlington, VA

President – Erik M. Pelton & Associates, PLLC

Trademark Attorney & author of *Building a Bold Brand: The Foundations of Trademark Protection*



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In addition to addressing the protection of employees, operations, and customers, businesses need brand management during this pandemic.

The key to brand management in a time of crisis is clear and proactive communication. When messaging during a crisis, businesses are best served by staying true to their core values.

It is also tremendously valuable to be open and honest with employees, vendors, and customers where possible, in order to preserve a brand's identity in crisis time. Many brands will be damaged by their reaction to the crisis. But there is an opportunity for those with effective messaging to enhance customer loyalty and trust.

"This is a chance to cement relationships with your best customers."



Linda Popky

Redwood City, CA

Executive Director of SAC

President of Leverage2Market Associates

Strategic Marketing Expert and author of
Marketing Above the Noise: Achieve Strategic Advantage with Marketing That Matters.



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This pandemic has disrupted life as we know it on a global basis. Yet, there are organizations that are finding ways to deliver outstanding customer service in spite of the chaos and confusion surrounding them.

We see restaurants converting to takeout/delivery orders only. We see stores offering online options that weren't available even a few weeks ago. We see companies anticipating the needs of their customers and preparing to meet them—even before the customers know the need exists.

Companies that see customer service as a differentiator will continue to thrive—whether they can be open for business as usual during the crisis, or they have to suspend operations. This is a chance to cement relationships with your best customers. This may mean creating new or expanded services, or it may involve simply communicating about what is/isn't available right now and checking to see how they can help in spite of this.

Organizations that fail to do this will struggle to maintain market share and mind share as the economy recovers. To which group would you like to belong?

“Leaders who listen, empathize and project calm will lower anxiety, bringing some ‘normal’ into the current chaos.”



Sharon Richmond

Palo Alto, CA

President – Richmond Associates

Executive Coach, Stanford Instructor and author of *The Introduction to MBTI® and Leadership, 2nd ed.*



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During this pandemic, leaders must balance caring for their people with taking care of business. They can't let their own fears, as contagious as the virus, spread. People “catch” their colleagues’ emotions. Leaders who listen, empathize and project calm will lower anxiety, bringing some ‘normal’ into the current chaos.

After *quelling the fear*, move people *from panic to focus*. First, remind people what won’t change—caring, quality, safety. Second, solid ground helps your teams focus on their next priorities. Third, when timely, encourage your team to *look for opportunities among the chaos*. Broad inclusion helps everyone look toward the future. Don’t give false hope. Build confidence in the good outcomes you can reasonably expect down the road.”

"Now is exactly the time to mix laughter and labor"



Jeff Skipper

Calgary, AB
Canada

Chief Executive Officer – Jeff Skipper Consulting

Enterprise Change Expert & Strategy Innovator



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Stress and change can be overwhelming for many people, even if they don't show it. Our emotional bank accounts are being continuously drained as we struggle to navigate new rules about social distancing and cleanliness. It's exhausting. Recognizing that fact and shifting to strategies for replenishing our energy can do wonders for our mental state and our work performance.

Consider the following strategies at your next virtual meeting:

- Begin with a comic strip or cartoon that will de-stress your audience
- Write a top 10 list of the funniest adaptations we are having to make
- Have people grab something from their home that represents one of the most exciting times in their life and show it online. Allow questions.
- Ask people to share some of the horror stories of what they've seen people do during a call.
- Play video call bingo.

Take time to laugh – it's the best way to recharge your batteries during stress.

“Cash isn’t king, it’s the ace... especially in volatile times.”



Phil Symchych, CPA, MBA

Regina, SK
Canada

President – SME Business Wealth Builders

Financial Strategist and co-author of *The Business Wealth Builders*



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Cash isn’t king, it’s the ace...especially in volatile times. The three steps to increasing cash are hoarding it, reducing costs, and improving access to credit.

To create cash, accelerate ‘Total Days to Cash’ inflow, collect receivables faster, slow down payments to suppliers (with consent), and obtain deposits on orders.

To control costs, decrease discretionary expenses, streamline labor quickly, ask for lower payments on contracts like rent, and negotiate aggressively on purchases. Hopefully, you have a positive relationship with your banker—if not create one. Bankers have been through this before. Share plans and ask for feedback. Use good debt to match financing to an asset’s life and always strengthen your balance sheet.

“...it is important in the long term to learn from those teams doing well.”



Sten Vesterli

Værloese, Denmark

Principal – More Than Code

International Technology Expert and author of
Making IT Live up to its Promise



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Find increased productivity. Some of your teams will be more productive working remotely than they were in the office.

Most leaders are focusing solely on mitigating the productivity loss that occurs when people who are not used to remote work are suddenly forced into it. However, it is more important in the long term to gather what can be learned from those teams doing well. What do they do differently? And what superfluous tasks have they been able to eliminate?

“Write a company COVID-19 plan. Distribute to employees, clients, and supply chain.”



Dan Weedin

Poulsbo, WA

President – Toro Consulting, Inc

Business Continuity and Crisis Management Expert



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There are five things you must do now.

First, write a company COVID-19 plan. Distribute to employees, clients, and your supply chain.

Second, create a plan for action and messaging if and when an employee tests positive.

Third, innovate, reinvent, and implement. You need to be in a position to move immediately if your business is shut down.

Fourth, focus on your employees, your operational process, your supply chain, and innovation. Increase marketing efforts by reaching out to all clients to ask how you can help. Cash flow is critical; so are your actions and messaging.

Fifth, keep notes on everything. This will become part of your Business Continuity Plan.

You have a choice to prevent this crisis from worsening and to respond to it as becomes worse. Being proactive is always more powerful. Responses are always necessary. Be prepared for both.

“Ask clients how you can be of help.”



Alan Weiss, PhD

East Greenwich, RI

**Founder of SAC, Consultant, Speaker & Author
President, Summit Consulting Group**

Leading Consultant and Speaker, Known as the Million Dollar Consultant® and Author of best-seller, *Million Dollar Consulting*



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Essentially, ask clients how you can be of help. If they have specific ideas, then apply your expertise. If they say, “How can you help me?” then offer best practices and ideas you’ve seen elsewhere. Don’t worry about a fee, a proposal, or an agreement. Just help. Do good. Good will follow.

“Organizations need to make their communications clear, consistent, and compassionate.”



Cheryl Williams

Baltimore, MD

CEO – Hudgins Williams Associates and Senior Consultant – Tecker International

Marketing, Communications and Executive Coaching Expert



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Communication is critical for organizations during this pandemic. Organizations need to make their communications clear, consistent, and compassionate.

Lean toward over-communication during this critical time. Be as transparent as possible. New organizations in particular need to remain true to their core mission, values, and strategy. Their To-Do list should include prioritizing the use of internal or external expertise to create a crisis communications plan when things return to the “new normal.”

“React or respond: It's your choice”



Nicole Wilson

Brisbane, Australia

Director & Founder – BeMore Global Group
Sales Effectiveness Expert



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Right now people are reacting or responding as the situation unfolds. As leaders, it is crucial that we are Response-Able. That is, we *choose* our responses carefully and consistently. How we behave will set the tone for those around us and keep them safe or send them into a spiral. So *choose*: Flight, freeze, submit, fight.

How? It's similar to good parenting.

Be Solid and Dependable: In times of chaos/uncertainty, your team needs to see you and responding calmly to a new reality.

Get Clear: The board, and the leadership team should work together to review strategy now, line by line. How can we fight and create opportunity amidst the chaos? How can we serve our customers and others who need our value proposition right now?

Take Action: Be decisive and show strength in character and behavior.

BeMore works with sales-driven companies who seize the day and choose to thrive. First, we need to get through the next 90 days. Who's with me?



Growth by Association

About the Society for the Advancement of Consulting

The Society for the Advancement of Consulting (SAC) is the premier association for independent consulting professionals who subscribe to an industry code of ethics and provide significant consulting results among their clients. Founded by Million Dollar Consulting® guru Alan Weiss in 2003, SAC offers a series of in-person and online programs to help consultants share best practices and learn from industry experts and thought leaders in the business world. SAC today has members in 14 countries around the world.

To help as many consultants as we can navigate through this crisis, SAC is temporarily waiving the application fee and offering a reduced first year price for new members. [More information.](#)

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