



CRISIS LEADERSHIP PULSE CHECK

JULY 2020

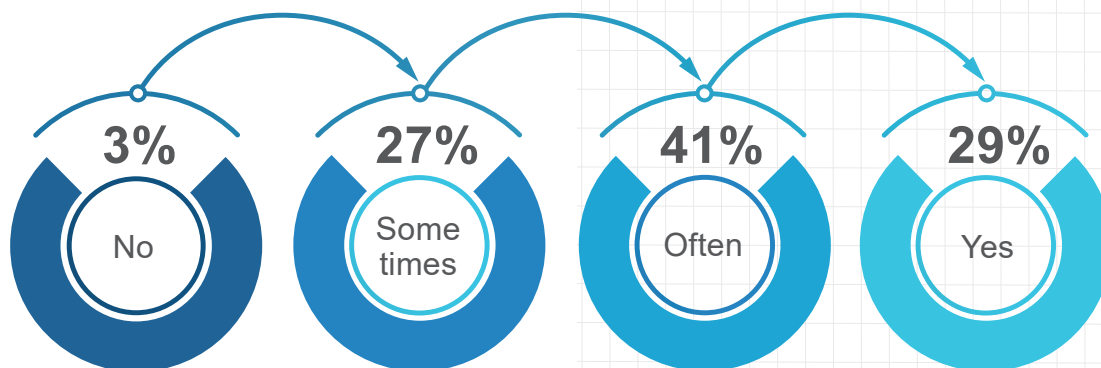


Times of crisis expose and challenge leaders, and also create opportunities for learning and development. In July 2020, CMP administered a Crisis Leadership Pulse Check to more than 100 leaders across the United States. The purpose of the Pulse Check was to provide key insights and a framework for developing leaders who can navigate and lead in challenging times.

CRISIS LEADERSHIP SKILLS

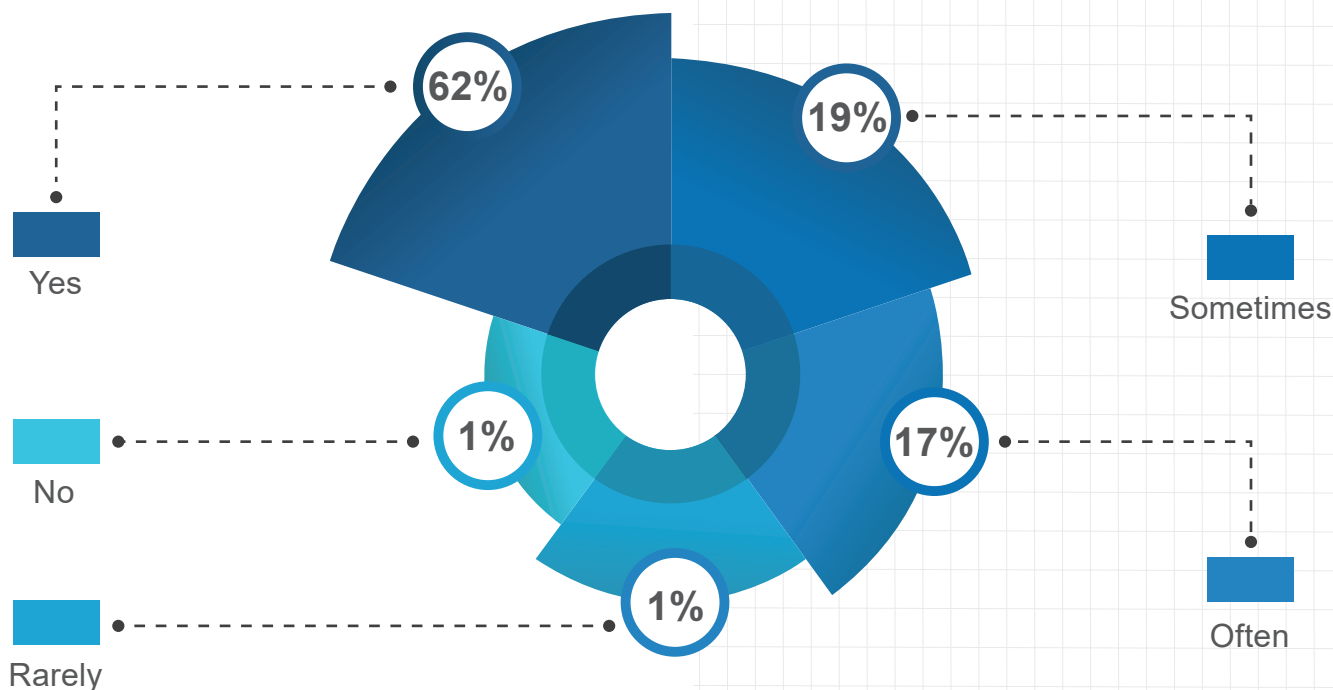
A key leadership trait is the ability to lead others not only during clear and effortless times but especially during the ambiguous and challenging times. Without this ability to lead through a crisis, companies, communities and institutions will lack the direction needed to survive and thrive.

In the Crisis Leadership Pulse Check only 3% of respondents answered that they did not believe they had strong crisis leadership skills; however, most respondents, over 40%, indicated that they have some level to lead in times in crisis.



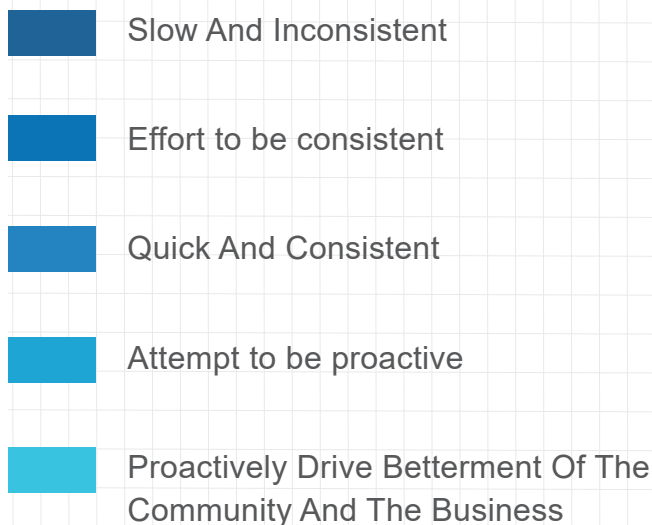
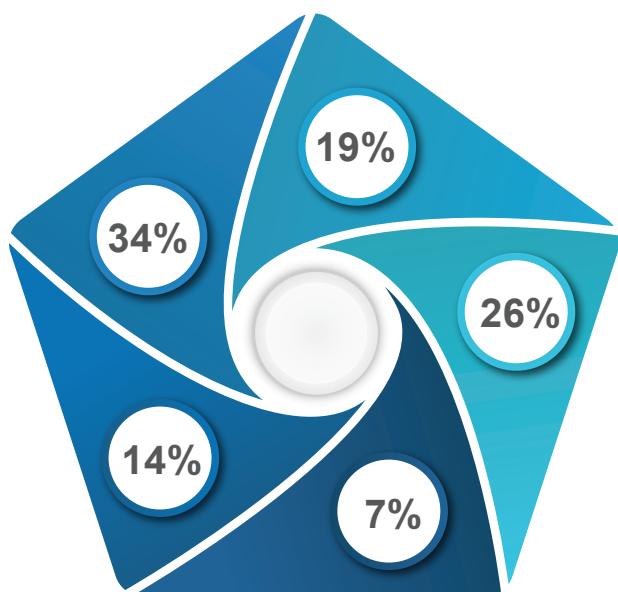
THE CRITICAL ABILITY TO RESPOND

In an increasingly complex world, the one thing that is predictable is the unpredictable. Over 91% of pulse check participants answered that the ability to respond effectively to crisis is critical for leaders to learn, understand, and develop.



A RATING OF CURRENT RESPONSES

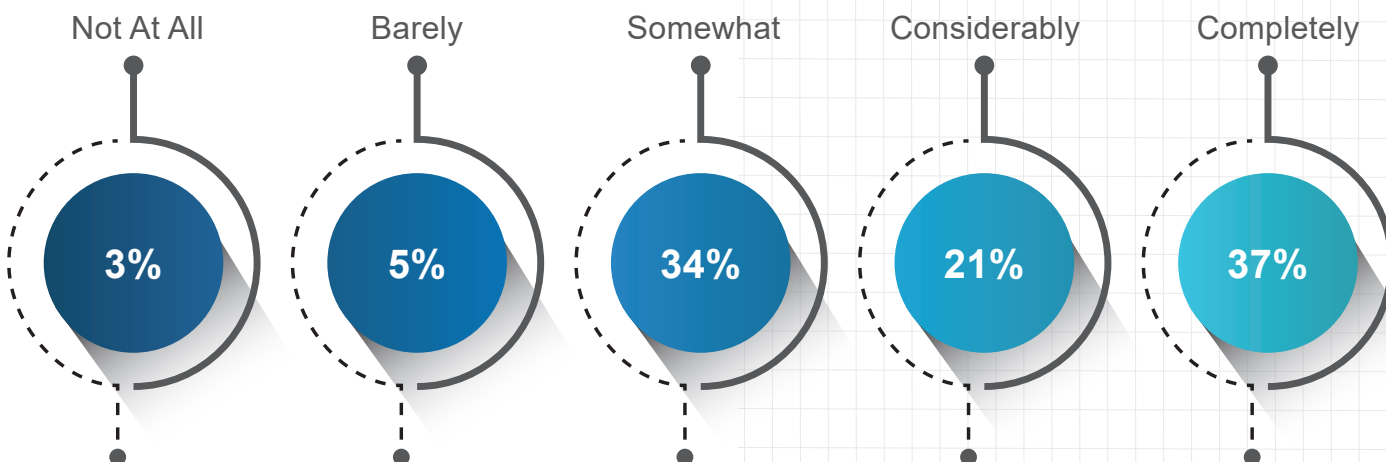
Overall, survey respondents were mixed in their satisfaction with their organization's response to crisis, especially the crisis of COVID-19. While more than 34% answered that their company's reaction was quick and consistent, over 20% indicated some dissatisfaction or that their companies were slow and inconsistent. 25% believed that their company pro-actively drove the betterment of the community and the business.



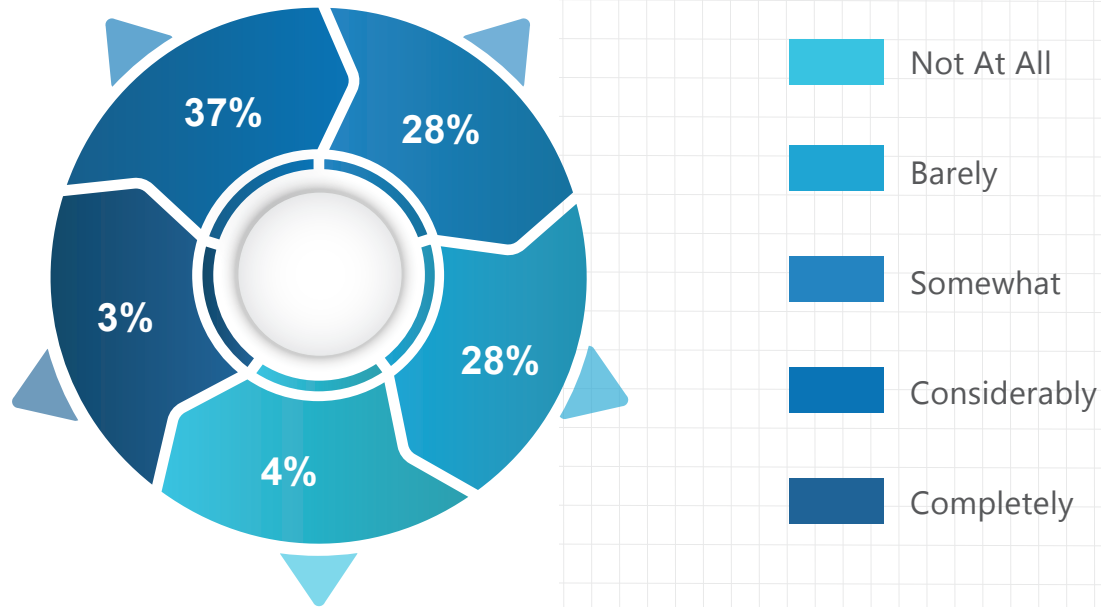
IMPROVED AND ADAPTED LEADERSHIP

The challenges the world has faced in 2020 have become defining moments for individuals and companies. These challenges, such as COVID-19, social equality issues, business market ambiguity, unprecedented job losses, and stock market fluctuations, are shaping the future in an unprecedented manner.

To meet the future, it is vital that leadership and companies learn from these crises. Over 91% of survey respondents agreed with this and indicated that these challenges would in some degree help improve their leadership and organization.

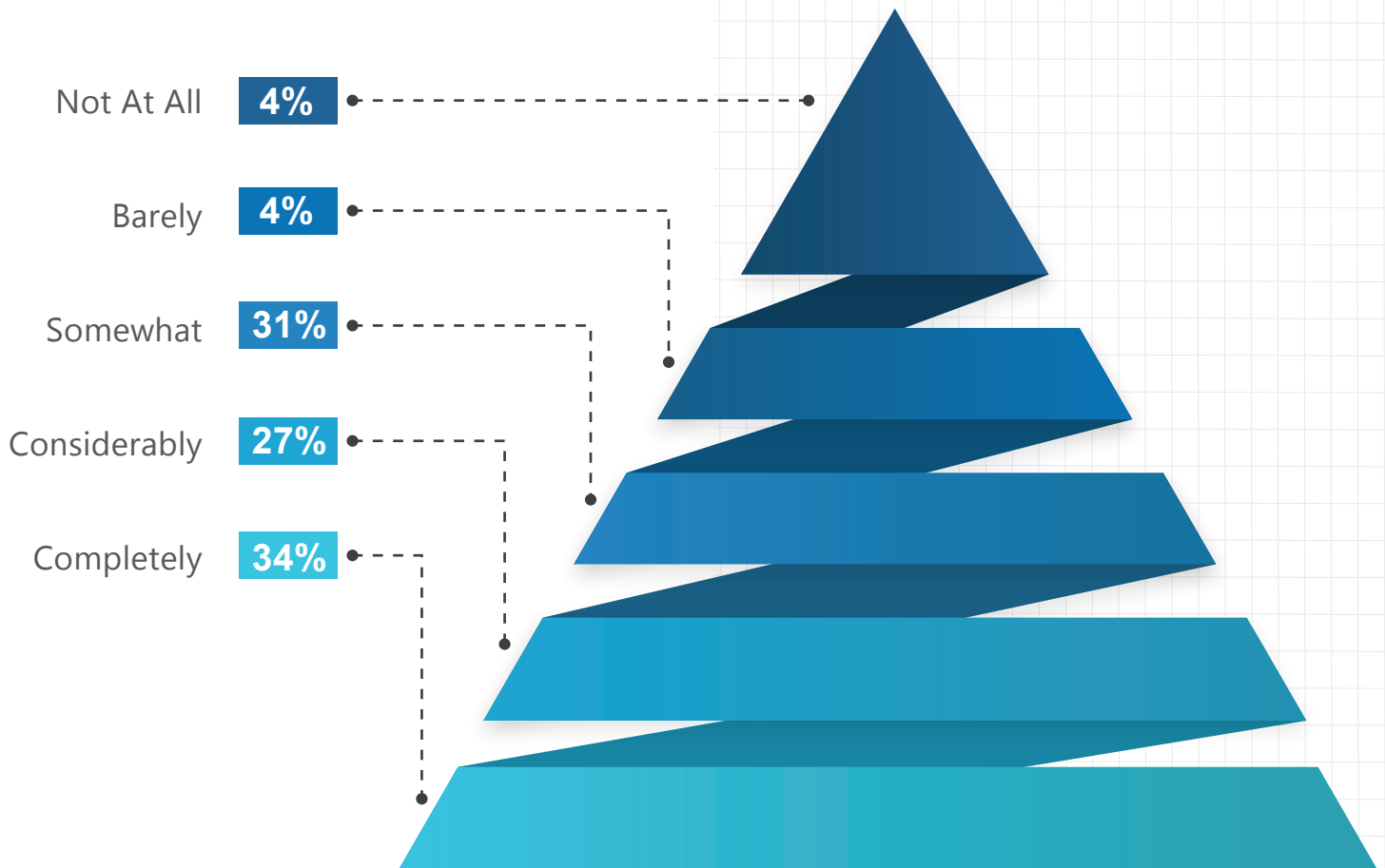


Further, over 92% answered that leaders in their companies were learning and adapting quickly to evolving societal and market forces.

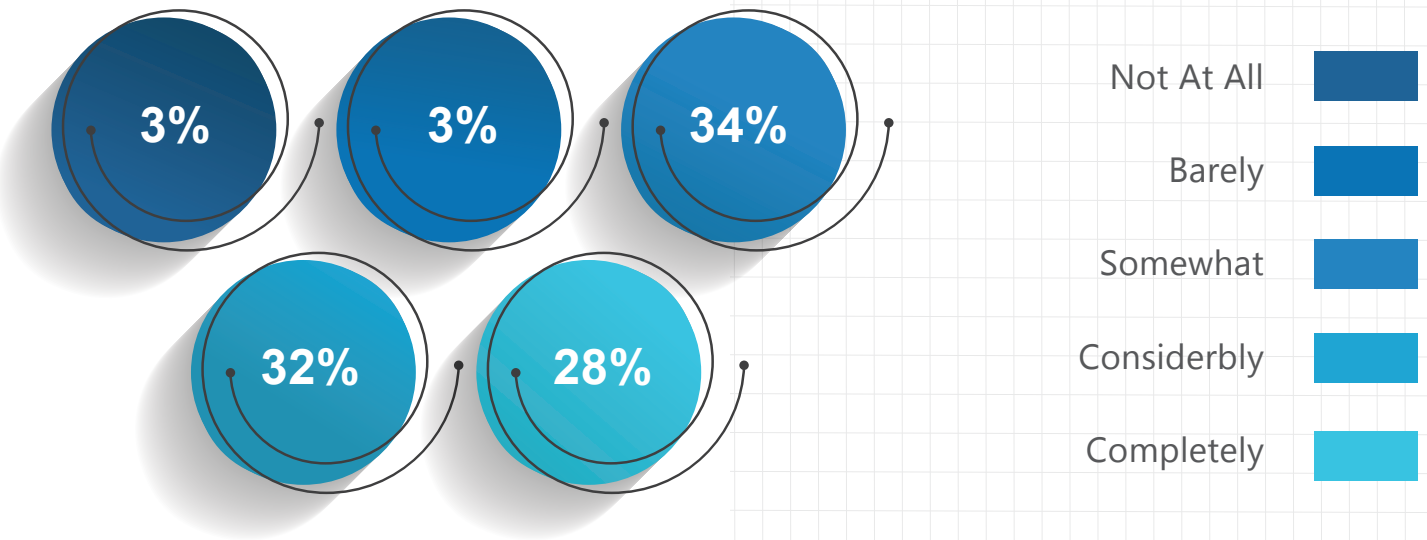


UNITY IN CRISIS

Leadership alignment and a company's core values are tested in times of crisis. There is some variance, however, 92% of survey respondents indicated leaders have exhibited unity and alignment around values to some degree.

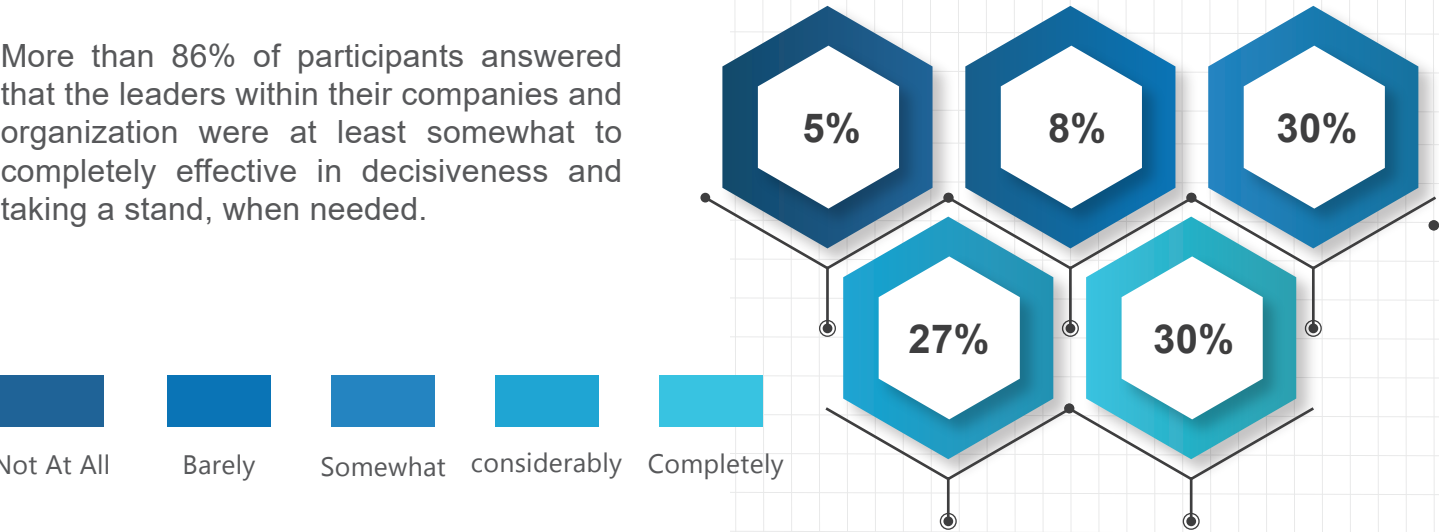


Effective communication is the bedrock of a nimble and adaptive organization. The majority of Pulse Check respondent—60%—believed that their company was effective in communicating the company’s mission and purpose.



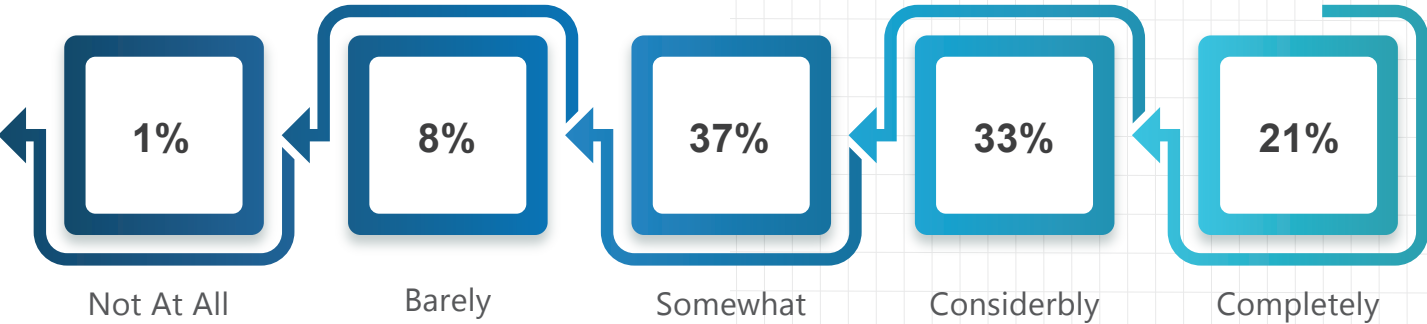
TAKING A STAND

More than 86% of participants answered that the leaders within their companies and organization were at least somewhat to completely effective in decisiveness and taking a stand, when needed.



TOOLS FOR LEADERS

It is crucial for leaders to have the correct tools to lead. Over 37% of survey respondents indicated that, as leaders, they were only somewhat confident in their available tools during times of crisis.



CRITICAL LEADERSHIP ABILITIES

Effective crisis leadership requires new abilities, and the re-prioritizing of current abilities. It begs the question: what are the leadership abilities that are most critical in times of crisis?

In CMP's crisis pulse check, participants were asked what they believed were three leadership abilities that were most critical in times of crisis. Answers varied widely, but the following traits recurred over several different answers:



CONCLUSION

In an increasingly interconnected and dynamic world we can anticipate times of challenge and change, and even crisis, will increase. This has a direct impact on the role and competencies of leaders. Developing crisis leadership is increasingly critical for the survival and success of organizations.