



# What We Look for from Executives in a Crisis

Scott Monty

*Principal, Scott Monty Strategies*

**EXPERIENCE MAKERS** LIVE







A watercolor illustration of a tropical scene. In the foreground, there are several palm trees with dark green fronds. Behind them, a building with a red roof is visible. The sky is a mix of light and dark grey, suggesting a cloudy day. The overall style is soft and painterly.

***“Anyone can steer the ship when the sea is calm.”***

*— Publilius Syrus, c. 40 BC*

















Make it personal





# Coronavirus Update Center

Taking care of you is at the center of everything we do. At every step of your travel journey, our priority - you - remains the same. To ensure we provide you with the most flexible and safest travel experience, we're making several changes to best serve you during this time.





# COMMITTED TO KEEPING YOU INFORMED

Your Update from Ed

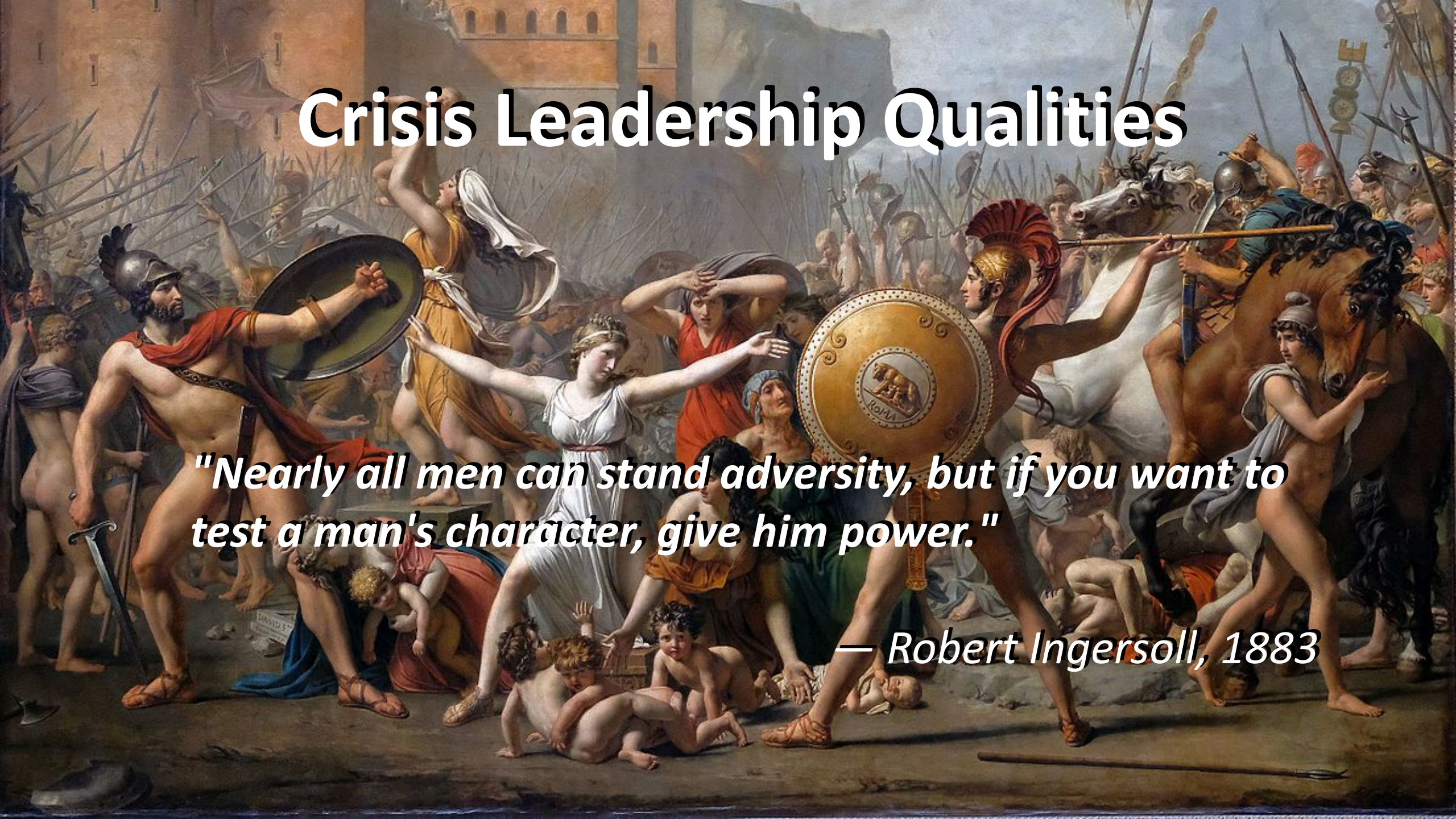




# Crisis Leadership Qualities

*"Nearly all men can stand adversity, but if you want to test a man's character, give him power."*

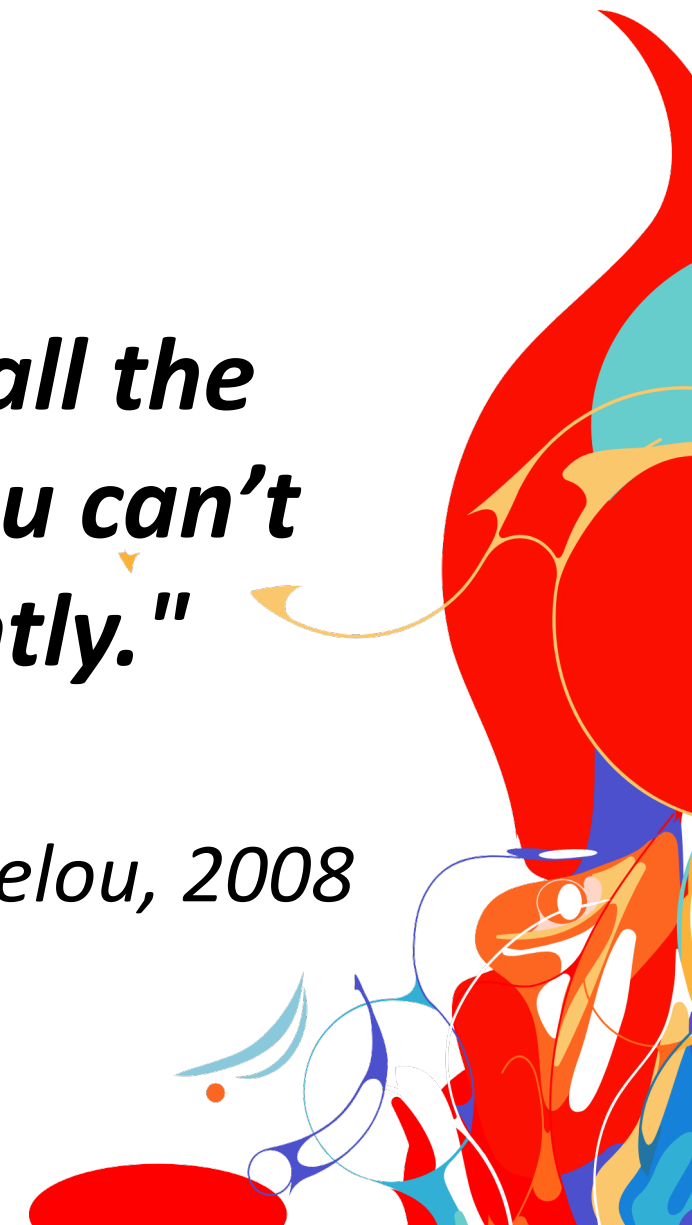
*— Robert Ingersoll, 1883*





***"Courage is the most important of all the virtues, because without courage you can't practice any other virtue consistently."***

***— Maya Angelou, 2008***





# I can't breathe.

By Mark Mason, CFO

MAY 29, 2020 06:00 PM

I can't breathe.

I can't breathe.

I can't breathe.

I can't breathe.

I can't breathe.

I can't breathe.

I can't breathe.

I can't breathe.

I can't breathe.

I can't breathe.

Those words were George Floyd's last. In a video recorded by a bystander, he can be heard saying them, pleading for his life, 10 times. Maybe more. While a police officer knelt on his neck for 8 minutes and 46 seconds. While three other officers stood by and WATCHED.

Like many of you, I have watched that video of his death with a combination of horror, disgust and anger. And over subsequent nights, I have watched that anger spill out onto the streets of



# Courage



*"Success consists of going from failure to failure without loss of enthusiasm."*

*— Winston Churchill*





# BEAU | TIES<sub>LLC</sub>

Handmade in Vermont

To our Beau Ties Family:

I know you just heard from me 4 days ago. And I said then that we were making decisions on a day-to-day basis - decisions that could change how we do business.

And so they have.

Yesterday, I decided to temporarily close our office and production facilities. With federal guidance advising that we should not congregate in groups of 10 or more, I just couldn't ask our employees to come to work. I can't filter their age or health status.

## Resilience

### **What does this mean for you?**

For the next two weeks, we will have 1-2 employees come into the office on a regular basis to fulfill orders that come in.

We are answering phones and responding to your emails remotely. Thank goodness for technology! Please feel free to stay in touch with us.

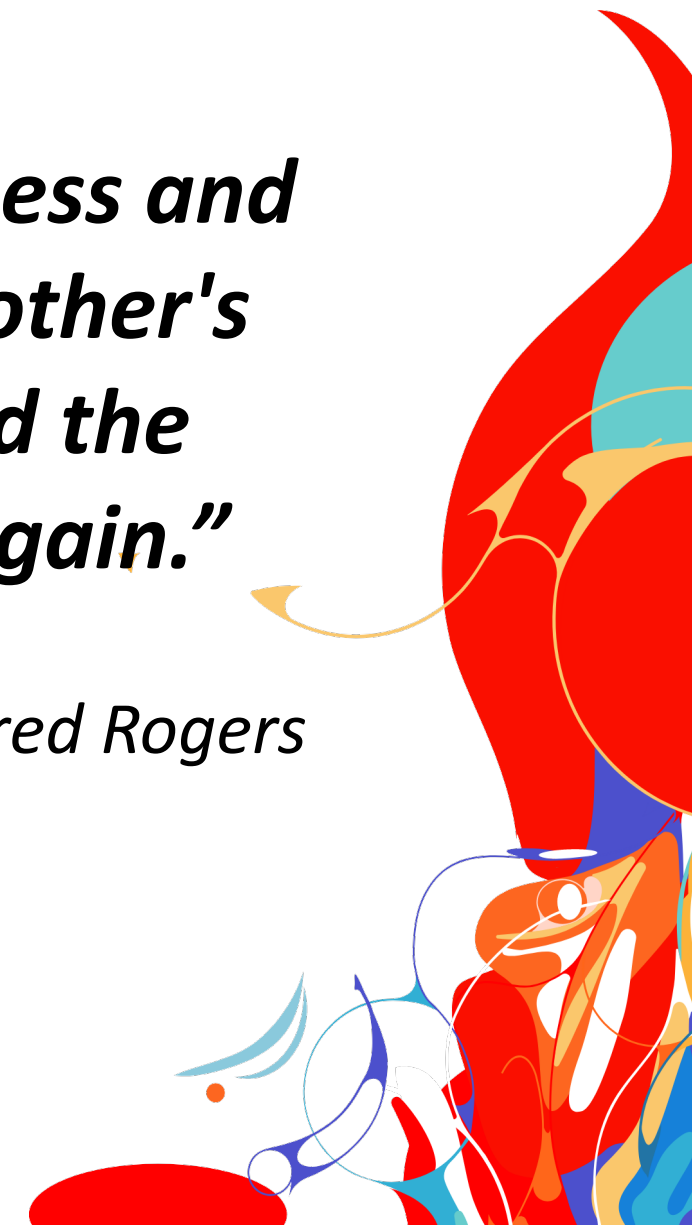
### **What does this mean for our employees?**

Our seamstresses are getting a much-deserved 2 weeks off. *I am paying all of them.* After 2 weeks, we will have to reassess where we are.



***“Mutual caring relationships require kindness and patience, tolerance, optimism, joy in the other's achievements, confidence in oneself, and the ability to give without undue thought of gain.”***

*— Fred Rogers*





# A Message from Co-Founder and CEO Brian Chesky

By Airbnb · May 5, 2020 · [Company](#)



## Generosity

Earlier today, Airbnb Co-Founder and CEO Brian Chesky sent the following note to Airbnb employees.

*This is my seventh time talking to you from my house. Each time we've talked, I've shared good news and bad news, but today I have to share some very sad news.*

*When you've asked me about layoffs, I've said that nothing is off the table. Today, I must confirm that we are reducing the size of the Airbnb workforce. For a company like us whose mission is centered around belonging, this is incredibly*



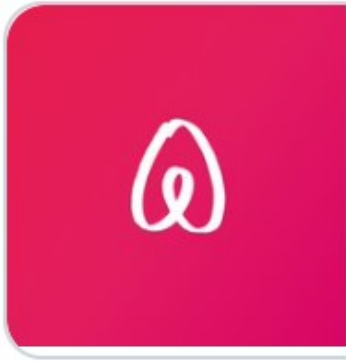


**Brian Chesky** 

@bchesky



Here is a public directory of employees leaving Airbnb who are now available.



Airbnb's Talent Directory  
Hire world class alumni from Airbnb  
[airbnb.com](https://airbnb.com)

12:50 AM · May 8, 2020 · [Twitter Web App](#)

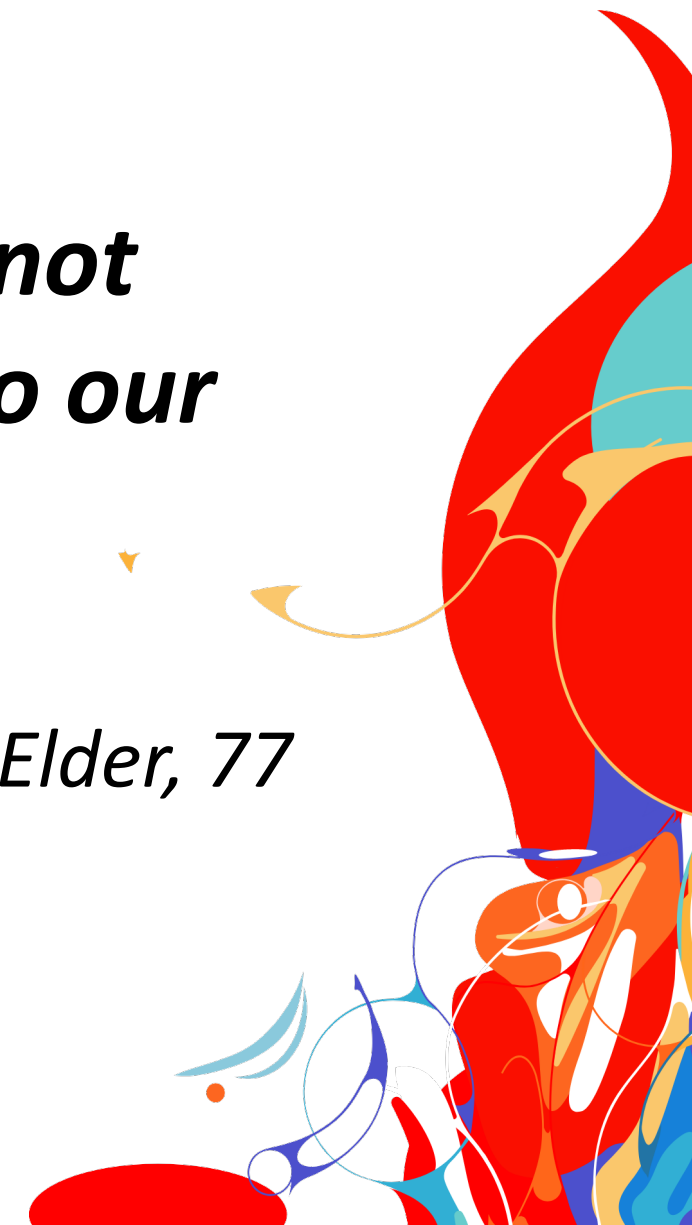
**1.6K** Retweets   **5.1K** Likes

*When you've asked me about layoffs, I've said that nothing is off the table. Today, I must confirm that we are reducing the size of the Airbnb workforce. For a company like us whose mission is centered around belonging, this is incredibly*



***“Indeed, what is there that does not  
appear marvelous when it comes to our  
knowledge for the first time?”***

*— Pliny the Elder, 77*





**Marriott International**  @MarriottIntl · Mar 19



A message to Marriott International associates from President and CEO Arne Sorenson.

A portrait of Arne Sorenson, the President and CEO of Marriott International. He is a middle-aged man with a receding hairline, wearing a dark suit, a light blue shirt, and a patterned tie. He is looking directly at the camera with a neutral expression. The background is a dark, textured world map.


**Transparency**



***"The time is always right to do what is right."***

*— Martin Luther King, Jr., 1968*





Believe in something.  
Even if it means sacrificing everything.

# Integrity

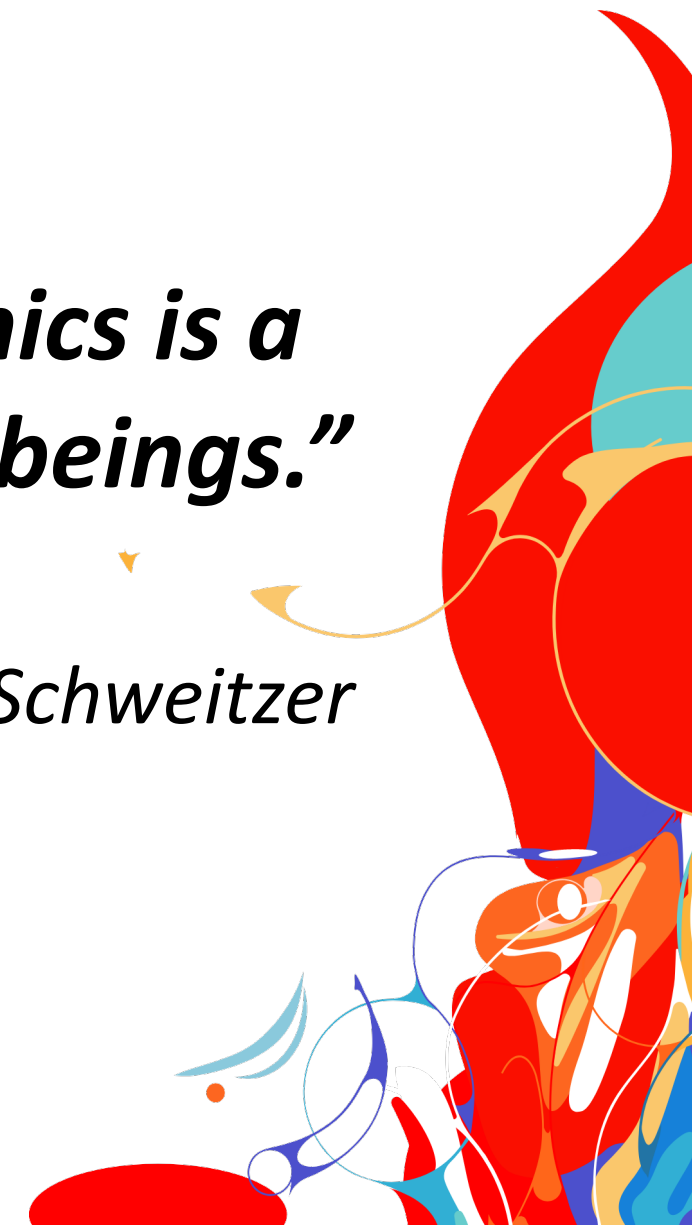


Just do it.



***“The first step in the evolution of ethics is a sense of solidarity with other human beings.”***

***– Albert Schweitzer***



A portrait of Queen Elizabeth II seated at a dark wooden desk in a formal room. She is wearing a vibrant green dress, a multi-strand pearl necklace, and a brooch. Her hands are clasped in her lap. To her left, a lamp with a cream-colored shade sits on the desk, and a vase of red flowers is nearby. The background is filled with framed pictures and ornate furniture.

# Empathy



# Crisis Leadership Qualities

Courage

Generosity

Transparency

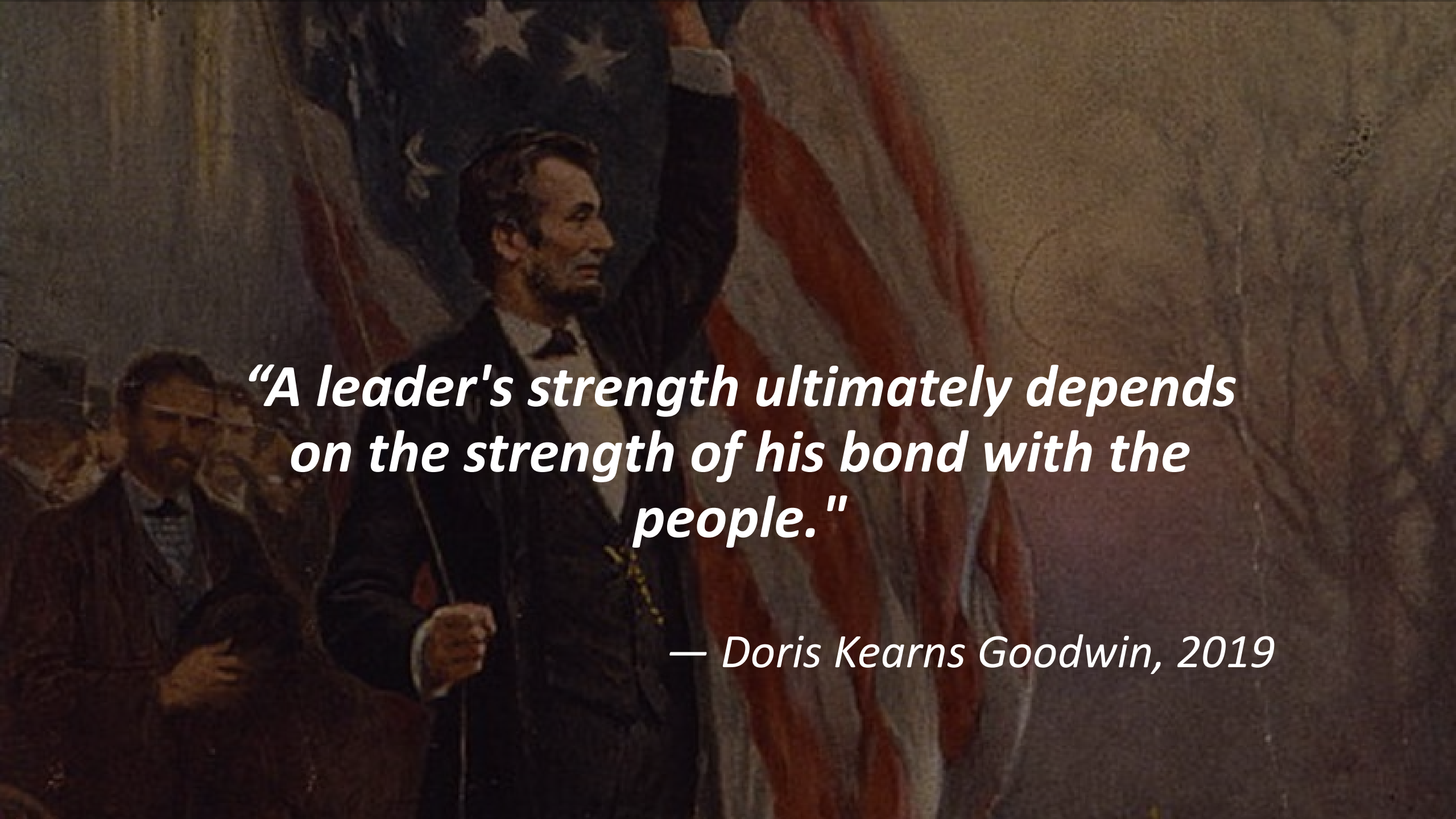
Empathy

Resilience

Integrity







***“A leader's strength ultimately depends  
on the strength of his bond with the  
people.”***

*— Doris Kearns Goodwin, 2019*



